

BROAD STREET WEST REDEVELOPMENT

Request for Qualifications
Developer + Development Team

Issuance Date 6/28/18



Response Date 7/26/18



UNLOCKING POTENTIAL
IN PLACES YOU LOVE

ACKNOWLEDGMENTS

Summit Residents + Stakeholders

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Nora G. Radest

Common Council

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Matthew Gould, President Pro tem, Ward 1

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Mary Ogden, Ward 2

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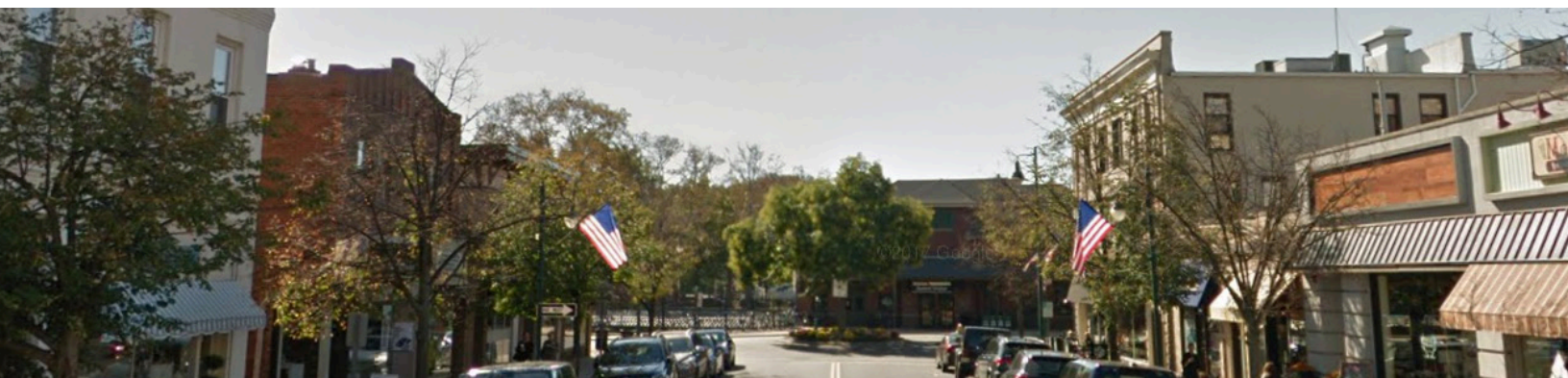


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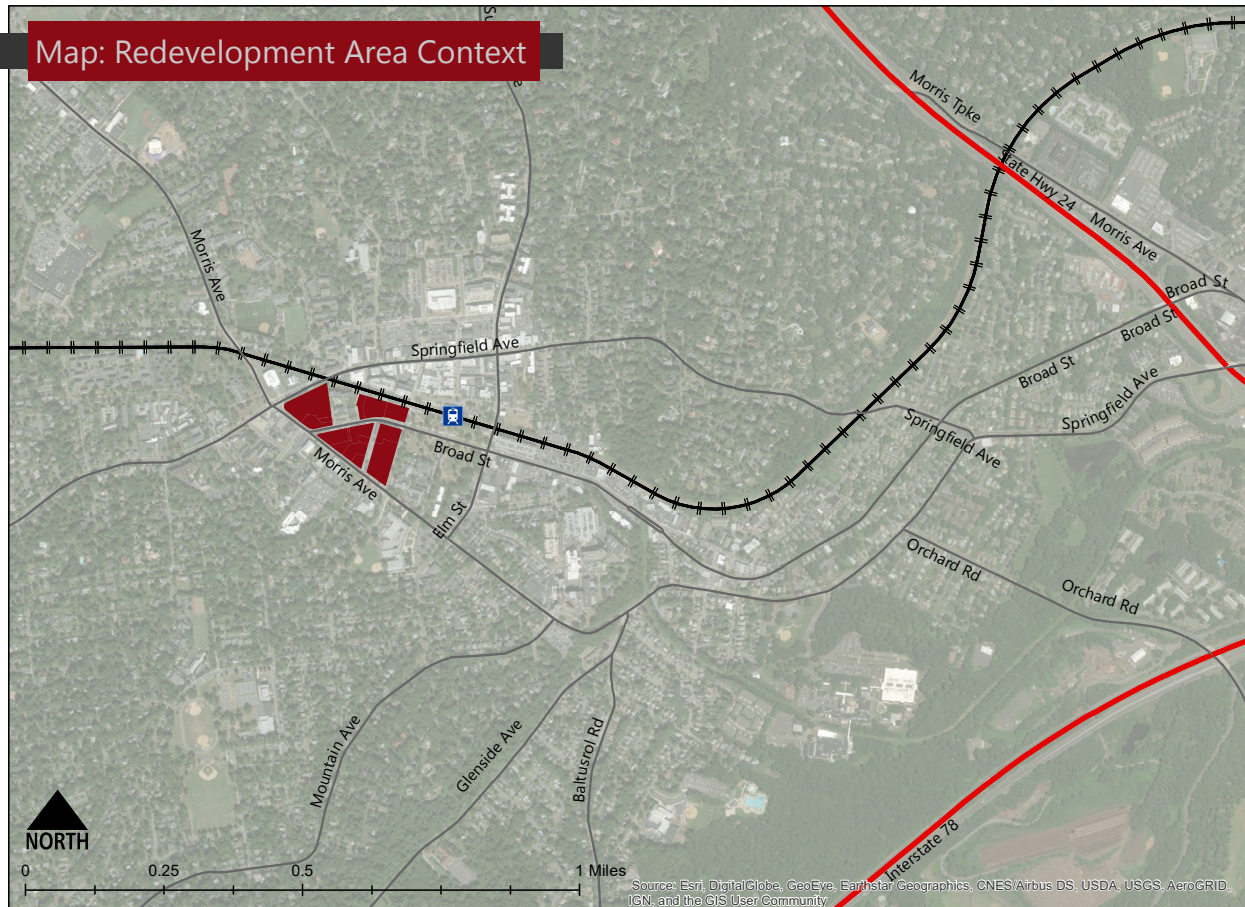
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INTRODUCTION

The City of Summit, New Jersey ("City") invites qualified developers ("Respondents") to submit qualifications for the redevelopment of the Broad Street West Redevelopment Area (the "Planning Area"). Through a two-part community-led, transparent and competitive selection process, a development team will be selected to redevelop one of the City's strategic areas for reinvestment. The City and any designated developer will enter into a public-private partnership to produce a model design for urban growth adjacent to the City's Central Retail Business District (CRBD) and train station.

The redevelopment of the Planning Area is an integral component of the City's broader effort to create new opportunities for all Summit residents and businesses alike. It is the City's desire to create pockets of infill redevelopment that are linked to key City assets and landmarks by safe, user-friendly multi-modal streets (bike, car, pedestrian, and public transit riders) and transportation networks for Summit residents, businesses, and visitors. It is important that any proposals support and complement the Central Retail Business District around Springfield Avenue and the Summit Train Station.

Map: Redevelopment Area Context



The purpose of this Request for Qualifications is to identify a qualified development team (s) to prepare full development proposal (s), in collaboration with the City's redevelopment professionals, for publicly-owned lots and, if appropriate, additional private parcels. The process for creating the development proposal shall include the Respondent's facilitation and participation in a civic engagement process that will be established as part of the public-

INTRODUCTION

private partnership with the City. The final development proposal will be incorporated into a Redevelopment Plan to be developed by the City's redevelopment professionals and approved by the City of Summit's Common Council.

The Planning Area is envisioned as the broader context in which the Redevelopment Sites are located (see Redevelopment Area section below for explanation and identification of redevelopment sites). While the redevelopment site consists of sixteen (16) separate parcels, including publicly-owned parking located throughout the Planning Area, the design and redevelopment of the parcels must be considered within the surrounding context and public feedback. Elements of urban design must include adequate circulation, parking, public space, access and connectivity, as well as potential redevelopment of other privately-owned parcels within or adjacent to the Planning Area.

As of 2016, the American Community Survey reported that the City of Summit had a population of 21,895, up from 21,217 in 2010. The median age of City residents was 40.3 years. The racial composition of the population was 80.4% White, 8.7% Asian, 3.8% Black or African American, 5.4% another race alone, and 1.7% two or more races. In addition, 15.1% of Summit's residents identified as Hispanic. The median household income was approximately \$136,491. In terms of housing, 71.8% of units were owner-occupied, with 28.2% of units occupied by renters. The reported homeowner vacancy rate was 0.0%, with rental units reporting 4.5% vacancy rate. The median owner-occupied home value within the City was approximately \$822,000. The median monthly rent for housing units was \$1,706. Approximately 22.7% of residents are foreign born and 27.8% speak a language other than English at home. Additionally, 70.3% of residents 25 years of age and over have obtained bachelor's degrees or higher.

The Summit Train Station, which is centrally located in the City's main commercial district, is a regional hub for commuting. The station is served by both the Morris + Essex and Gladstone Lines, which provide direct access to regional centers, including Newark and New York City. According to New Jersey Transit, approximately 3,880 riders board trains every day from the Summit station, making it one of the 15 busiest stations in the system. The City is seeking development that supports and encourages transit use and multi-modal forms of transportation. The Planning Area is a priority reinvestment area for transit-oriented development within the City. The selected Respondent is expected to contribute to the larger comprehensive planning process by participating in, and then incorporating public feedback from, civic engagement activities and workshops.

The City of Summit is a six-square-mile city in Union County on the second Watchung Mountain about 25 miles west of Manhattan. Interstate 78, runs near the southern boundary of the municipality with State Route 24 forming the eastern boundary. Newark Airport is only about 10 miles, or 15 minutes, to the east, and New York City is a 35-minute express train ride. Neighbors include Short Hills, Millburn, Springfield, Chatham and New Providence.

Summit has a unique mix of natural, historic, cultural and economic assets that set it apart from other suburban communities. Summit hosts top-rated public and private schools, a vibrant business community, major healthcare institutions, Fortune 500 companies, diverse religious institutions, dedicated non-profit organizations and access to universities

INTRODUCTION

in nearby towns. The city is a distinguished balance of quiet residential neighborhoods, accessible public transportation and a historic, walkable downtown. It is the community of choice for the 21,826 residents who call Summit home, and the 17,654 workers employed here.

The City of Summit is run by dedicated professionals with a proven track record of conceptualizing and implementing a number of vitally successful redevelopment projects. Summit's community-driven 2016 Master Plan Reexamination (see appendices) highlights redevelopment of Broad Street West as a priority along with the potential relocation of the Summit Fire Department to a larger parcel of land adjacent to the downtown, creating ample and additional opportunity for inspired redevelopment.



PROJECT SNAPSHOT

Site Location:	Block 2701, lots 1, 6, 7, and 8; Block 2702 lots 1, 2, and 3 (partial); Block 2705, lots 1 and 2; and Block 2706, lots 1, 2, 3, 4, 5, 6, and 7 (see image on page 5)
Acreage:	Total developable area is 10.1 acres (8.4 acres are public property, 6.3 acres of which are controlled by the City).
Current Zoning:	All parcels in Block 2701, all parcels in Block 2706, and Block 2702, lots 2 and 3, lie in the B (Business) district. All parcels in Block 2705 and Block 2702, Lot 1 lie in the City's PL (Public Land) district. The City of Summit will establish, in collaboration with selected redeveloper(s), a redevelopment plan(s) with development controls and design guidelines as part of the redevelopment planning and agreement negotiating process.
Required Parking:	Based on New Jersey Residential Site Improvement Standards. Parking requirements may be negotiated and amended in the redevelopment plan based upon findings in a parking study to be provided by the developer. However, all existing 262 public parking spaces (Lot 7: 59, Lot 10: 99, Lot 16: 104) need to be replaced within any redevelopment project. Features such as electric vehicle charging stations, bike lockers, motorcycle, and scooter parking should also be included in proposed parking strategies. Additionally, creative ideas to address the current deficit of 457 shared public and commuter parking spaces within the downtown identified by the 2016 Level G parking study will be favorably considered.
Redevelopment Status:	The site was designated as a <u>Non-Condemnation</u> Redevelopment Area by the Summit Common Council by resolution on November 13, 2017, with the exception of Block 2702, Lot 1(the Post Office) which was designated on September 2, 2014, and Block 2702, Lot 2 (Railroad Avenue parking lot), which was designated on March 5, 2013.
Business Terms:	Business terms, including if/how the municipality disposes of property, will be determined as part of Redevelopment Agreement negotiations. The developer is expected to provide the necessary financial pro formas for the City to evaluate and determine disposition terms. Defensible terms must be established if terms differ from appraised value.
Type of Development:	Mid-rise, mixed-use development, which is to include structured parking, residential, commercial/retail and public space. The community strongly desires to see family entertainment and a food market. Respondents may propose additional creative uses.

PROJECT SNAPSHOT

Residential Affordability: The City will assure that low- and moderate-income units will be created as part of any residential component within the Planning Area. In January 2017, Summit entered into a court-approved settlement agreement with Fair Share Housing Center. Later the same year, the City adopted a [Housing Element and Fair Share Plan](#) pursuant to the Municipal Land Use Law at N.J.S.A. 40:55D-1 et seq. and Affordable Housing ordinances implementing the associated policies.

Respondents will be expected to comply with all applicable local ordinances as well as state statutes, administrative codes and/or case law applicable at the time redevelopment agreements are executed. More specifically, respondents should consult the following:

- [Summit Development Regulations, Article 10 - Affordable Housing Development Fees](#)
- [Summit Development Regulations, Article 11 - Affordable Housing Multifamily Set-Aside](#)

Unique and creative proposals, such as provision of housing for underrepresented populations (i.e. special needs, veterans, etc.) are welcome. Any specific inquiries with regard to the provision of affordable housing should be submitted in accordance with the directions provided herein.

Land Use + Elements: The Site will require a redevelopment plan and agreement to be approved by the Summit Common Council pursuant to the New Jersey Local Redevelopment and Housing Law. Site plan approvals will be required through the Summit Planning Board, pursuant to the New Jersey Municipal Land Use Law.

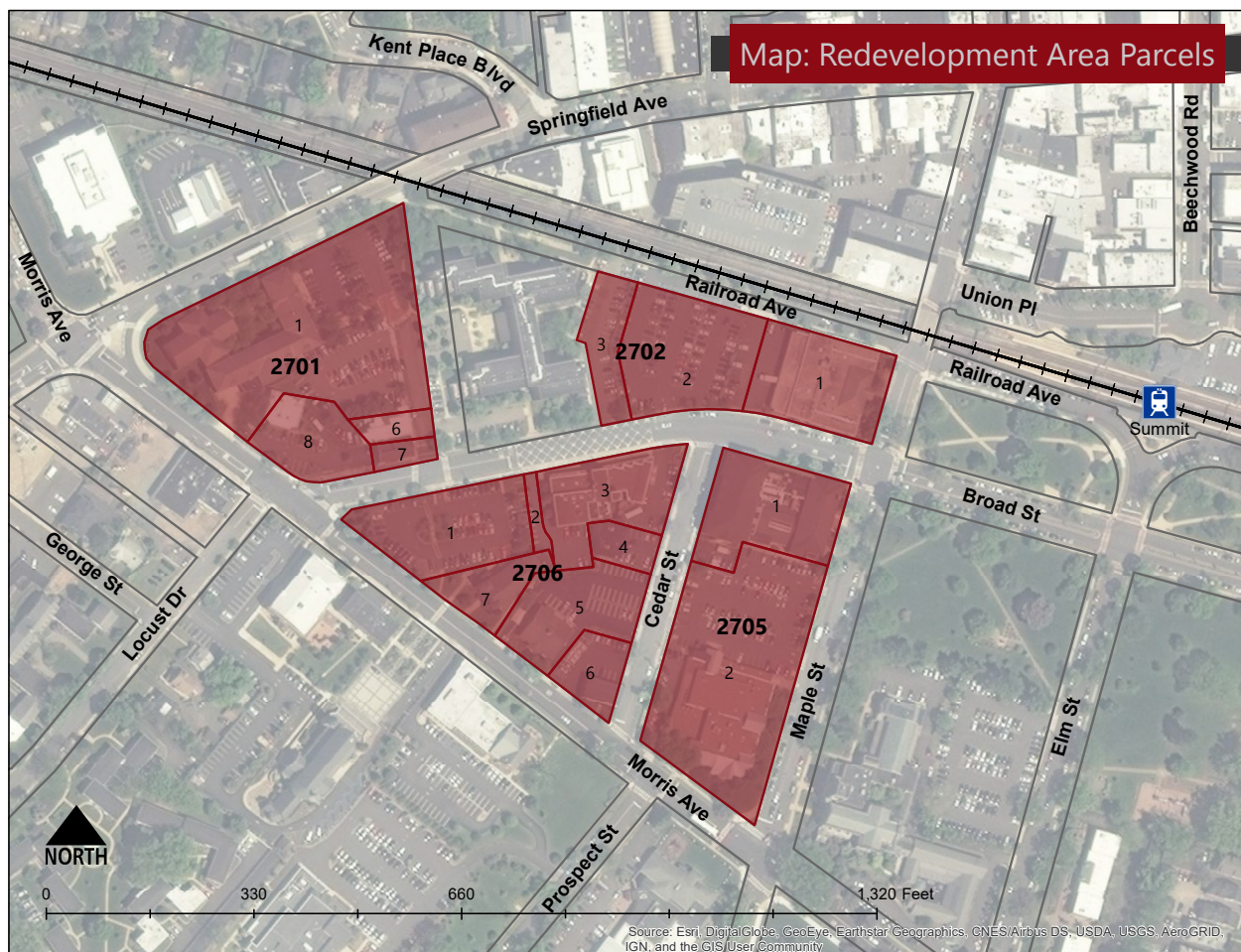
Site Preparation: Developer is responsible for identifying and securing all permits and approvals from applicable state or county entities. The City of Summit will make best efforts, as appropriate, to assist a redeveloper in obtaining necessary permits.

Other: Respondents should know that the City is willing to consider a concessionaire liquor license for the City-owned portion of the development and include appropriate uses that will take advantage of such an opportunity. Additionally, all utilities should be buried. Developers will propose a temporary parking plan during construction.

REDEVELOPMENT AREA

The Broad Street West Redevelopment Area encompasses much of the property south of the below-grade regional rail line, west of Maple Street, north of Morris Avenue, and east of Springfield Avenue. The Planning Area includes the US Post Office, Summit Area YMCA, and Summit Library located on Maple Street. The current location of the Summit Fire Department on Broad Street, the Summit Municipal Complex at the corner of Springfield Avenue and Morris Avenue, and a number of smaller, privately owned parcels compose the remaining area. The Vito A. Gallo Senior Housing facility is notably excluded from the redevelopment designation. The facility's parking lot directly east of the building is included. The Planning Area consists of a large amount of surface parking lots, on several different properties, with diverse ownerships.

The majority of the Planning Area [Block 2701, lots 1, 6, 7, and 8; Block 2702, lot 3 (partial); Block 2705, lots 1 and 2; and Block 2706, lots 1, 2, 3, 4, 5, 6, and 7] was designated as an "Area in Need of Redevelopment" by the Summit City Council pursuant to N.J.S.A. 40A:12A-6 et seq. on November 13, 2017. Summit City Council had previously designated Block 2702, Lot 2 and Block 2702, Lot 1 on March 5, 2013 and September 2, 2014 respectively.



REDEVELOPMENT AREA

A Redevelopment Plan has not been established for the Planning Area as of the writing of this document (Spring/Summer 2018). The City and the designated developer will cooperate through a public-private partnership to create a Redevelopment Plan that will govern land use, zoning, and design regulations, pursuant to N.J.S.A. 12A-7 et seq. The Plan will establish a feasible and predictable “as-of-right” redevelopment opportunity that is community-driven.

The Redevelopment Area consists of sixteen (16) separate parcels, five of which (6.3 acres) are owned by the City of Summit.

Based on a review of title histories within the Planning Area, interviews with property owners and preliminary planning recommendations, the following key points relating to the City’s parcels should be taken into consideration by all respondents:

Chestnut Avenue Right-of-Way Easement:

Block 2701, Lot 1 - (Summit City Hall Parking)

Parking Lot was divided into four (4) lots per February 21, 1989 survey and topography map. The second parking lot was built over a portion of the right-of-way which has been vacated.

Block 2701, Lot 6 - (Belle-Faire Cleaners & Sandra Elizabeth Diaz Bridal Design)

Property has an easement right to Chestnut Street in the rear of the lot through the adjacent municipally-owned City Hall parking lot.

Funeral Home and Fire House Access Easement:

Block 2706, Lots 2 & 5 - (Bradley, Brough & Dangler Funeral Home)

Lot 2 contains a 20’ wide easement for ingress & egress purposes onto Broad Street per DB 2802 – PG. 647.

Block 2706, Lot 3 - (Summit Fire Department Headquarters)

Utilizes a 20’ wide easement for ingress & egress purposes on Block 2706, Lot 2 to gain vehicle access from Broad Street per DB 2802 – PG. 647.

Block 2706, Lot 7 - (St. Teresa’s Church – Memorial Hall)

No access easement but rear lot is flanked by Funeral Home and Fire Department surface lot that does contain an access easement.

All public properties will be disposed of independently from the private properties.

The City will not intervene with private negotiations and cannot guarantee that these transactions will occur. Acquisition and integration of private properties is not a requirement to be qualified for the City-owned property. Respondents that opt to seek qualification for privately-owned parcels shall provide documentation demonstrating reliable site control, to be determined at the discretion of the City, as part of their qualifications statement.

Respondents may present a compelling redevelopment vision for other proximate sites not identified in this RFQ to create a larger assemblage of both public and private development sites.

The City envisions a development proposal that is built on the following core principles for redevelopment in Summit:

Promotes District Economic Development

- Seamless connectivity among adjacent commercial corridors through complementary street level uses and façades.
- Satisfies market demand for retail and other neighborhood serving uses on street levels of mixed use buildings.
- Built infrastructure that allows for future flexibility in response to market forces.
- Enhance access to and traffic circulation in and around existing establishments.
- Pursue a food market and socially oriented uses like dining and entertainment.

Pedestrian-Friendly Streets

- Streets with physical layouts that can accommodate multiple means of travel and flexible enough to accommodate various uses (outdoor eating, public seating, festivals, outdoor markets, etc.).
- Universally designed sidewalks that are accessible to all users.
- Create a pleasing pedestrian experience with lighting and other features designed to increase walkability (decorative paving patterns, street art, woonerfs, bike racks, etc.).
- Ensure safe and efficient travel to transit hubs throughout and around the Planning Area through routes that are intuitive and aesthetically pleasing
- Foster healthy lifestyle choices by promoting walking as a viable means of transportation through design and connecting pedestrian networks to key population centers.

Quality, Usable Open Space

- Emphasis on well-designed hardscapes with landscaping for each season.
- Prioritization of community purposes (strolling, lounging, public markets, special events, etc.) through design and programming.
- Design that is mindful of opportunities to include green infrastructure, and providing ample space for pedestrians and flexible uses.
- Creation of safe and comfortable transitional spaces for pedestrians between the train station and other modes of transportation.
- Attention to public enjoyment in the selection of open space features such as water fountains or programming space.

Civic Engagement

- An iterative planning process and civic dialogue that represents the City's commitment to empowering residents to shape their City and neighborhoods.

Equitable Development

- Encourage a diverse range of households in Summit through a redevelopment strategy that promotes mixed-income housing options.

Residential Set-Aside

Ordinance Reference:	Article 11 - Affordable Housing Multifamily Set-Aside
Minimum Set-Asides:	15% of total rental units 20% of total for-sale units
Affordability Mix:	Very Low Income: Min. 13% of Affordable units; Low Income: Min. 50% of Affordable units, within each bedroom distribution; Moderate Income: Max. 37% of Affordable units.
Bedroom Mix:	Studio/1-Bed: Max. 20% of Affordable units; 2-Bedroom: Min. 30% of Affordable units; 3-Bedroom: Min. 20% of Affordable units; Remainder of unit mix within developer's discretion.
Control Period:	Minimum of 30 years (deed restriction) for rental or owner-occupied units.
Other Standards:	Please consult the City's code for additional inquiries regarding the required affordability structure and associated controls.

Non-Residential Development Fee

Ordinance Reference:	City Code, Section 35-10.2 In addition to the minimum inclusionary requirements enumerated above, non-residential components shall be subject to a development fee totaling 2% of the equalized assessed value of non-residential improvements. These funds will be deposited within the City's Affordable Housing Trust Fund to be used for housing initiatives throughout the City.
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Architecture that is Characteristic of Summit

- High-quality architecture with traditional scale and styling that emulates Summit's architecture and urban design.
- Mixed use buildings that feature inviting views into both storefronts and streets.
- Scale that is suitable to the needs of the project area and complements the existing conditions of the surrounding built fabric.

Environmental + Energy Design

- Achieve U.S. Green Building Council: Leadership for Environmental and Energy Design (LEED) – Neighborhood Development certification standards.
- Development and design that meets Sustainable Jersey standards and advances Summit's standing as one of New Jersey's most livable and sustainable communities.

Green Infrastructure

- Creation of a street tree canopy for the sidewalk to create a more comfortable environment during hot summer months.
- Inclusion of planted bio-retention swales and green roofs to add beauty to public spaces and prevent run-off water from entering the storm management system.
- Water conservation through xeriscaping.

Reduce Negative Impact of Car Circulation + Traffic Issues

- Create synergy between government transportation departments at the state, county and local level capable of addressing the negative impacts of vehicular traffic on streets surrounding the site through long-term and cost-efficient solutions.
- Utilize traffic abatement strategies and existing transit assets to relieve local and regional traffic congestion.
- Create safe on and off-site parking and access solutions that accommodate safe and pedestrian – oriented streetscapes.
- Development of bicycle infrastructure on site that connects to existing bicycle facilities in the City and beyond.
- Reduce overall automobile traffic in the downtown by promoting transit use through street design and transportation policy as well as shared car services, on-demand ride hailing and other substitutions for personal private car usage.

Summit seeks to emulate the successful elements of other popular Transit-Oriented Developments (TOD) while creating something uniquely characteristic of the City's character and residents. Photographs of comparably scaled projects are included herein, chosen by the public for their architecture, urban design, environmental design, and multimodal accessibility. Architecture is human-scaled and reflects the mix of contemporary and traditional design elements that resonate in Summit. Transport modes are seamlessly integrated, prioritizing non-motorized accessibility and pedestrian safety. Open spaces create community living rooms that are durable, well-designed, and attractive. Qualified Respondents will have demonstrated experience in developing innovative transit-oriented districts with exemplary urban design and architecture.

PRECEDENTS



Precedent: Architecture

Project: 10th Avenue E & East Mercer Street

Location: Capital Hill, Seattle, WA

Notes: Lofts and townhouses that mix contemporary northwest modernism style with traditional urban brick facades. Traditional human scale modern large window and open spaces.



Precedent: Architecture

Project: Grandview

Location: Jersey City, NJ

Designers: Marchetto Higgins Stieve

Notes: Human-scaled building which addresses all street frontages. Eclectic but traditional details and materials with reserved detailing.



Precedent: Open Space

Project: Oakhurst Park

Location: Kingwood, TX

Designers: Kudela & Weinheimer

Notes: Well-maintained, informal, but deliberately designed public open green space. Ample seating, interesting plantings and landscaping with quality walking paths that encourage passive usage.



Precedent: Open Space

Project: Findlay Market

Location: Cincinnati, OH

Notes: Flexible, protected open space which can function for planned programming like a farmers' market and evening entertainment, or informal, unplanned passive recreation.

PRECEDENTS



Precedent: Design

Project: Church Street
Location: Montclair, NJ

Notes: Wide sidewalks that encourage pedestrian activity and outdoor dining. Street furniture, plantings, and streetscaping that beautify and invite people to linger and use the space.



Precedent: Design

Project: Main Street
Location: East Hampton, NY

Notes: Buildings set back from the curb to allow for large street trees and flower beds as well as sidewalk furniture. Expansive sidewalks allow for temporary programming and activation of the spaces as desired.



Precedent: Circulation

Project: Princeton Station
Location: Princeton, NJ
Designers: Vanasse Hangen Brustlin

Notes: People-oriented design with a balanced prioritization of various modes of transportation within the downtown area.



Precedent: Circulation

Location: Downtown Summit, NJ

Notes: Understanding of, and sensitivity to, the local and regional traffic patterns that impact the local network. This will require a recognition of pedestrian safety and circulation, bicycle usage, service by multiple train lines, and close proximity to state and national highways.

DEVELOPMENT TEAM SELECTION

The City of Summit will implement a two-step Developer and Development Team Selection process generally described below:

Step 1

The respondent will submit qualifications and relevant information only. The City's administration and redevelopment professionals will review qualifications. City administration and redevelopment professionals will then interview select respondents. Based on an evaluation of the Step 1 submission, the respondent(s) will be invited to submit development proposals of the publicly-owned and/or other privately-owned parcels in the Planning Area. The City, at its sole discretion, may determine to invite one or more qualified respondent(s) to proceed to Step 2 of the selection process.

Step 2

The short-listed respondent(s) will work collaboratively with the City's redevelopment professionals and the public to prepare a full development proposal that will be integrated into the City's Redevelopment Plan. The process for creating the development proposal shall include the respondent's facilitation and participation in a civic engagement process that will be established as part of the public-private partnership with the City. The objective of the civic engagement process will be to provide citizens the opportunity for input and feedback, and to build consensus on the development proposal. The final development proposal will be incorporated into the City's Redevelopment Plan for the Planning Area, to be developed by the redevelopment professionals and approved by the City Council.

Selection Criteria for the designated developer and development team are as follows:

Developer:

- Track record and capacity for financing, developing, constructing and managing mixed-use residential buildings of similar scale.
- Track record of developing within the public-private partnership framework.
- Capacity and experience developing mixed-use/mixed-income development with a focus on transit and/or multi-modal transportation.
- Ability to commence project pre-development upon selection.
- Experience facilitating civic engagement processes in developing approved redevelopment plans.

DEVELOPMENT TEAM SELECTION

Legal Team:

- Legal team experience and capacity to enter into amicable and successful public-private partnerships and real estate transactions of similar complexity.

Design Team:

- Experience planning and designing award-winning, environmentally-friendly, transit-oriented, mixed-use projects.
- Design team should include at minimum a licensed New Jersey architect, engineer, planner and landscape architect.

Construction Team:

- Experience completing similar projects in this region on time.
- Commitment to local hiring practices.

Property Manager:

- Experience and capacity managing developments of similar sale and tenancy.

Note: The City, at its sole discretion, may request the developer substitute certain redevelopment team members. The developer has the right to accept or reject said requests. However, the selection and designation of the developer is contingent upon the City's acceptance and approval of the full development team listed above.



SUBMITTAL REQUIREMENTS

The City is committed to a transparent and informed public-private partnership. Qualified developers are those that share this commitment and are willing to provide the necessary due diligence documentation for the City to fully evaluate the qualifications, capacity, and experience of the development and management team, as well as to undertake the necessary negotiations in connection with the redevelopment agreement. As such, all respondents shall provide the following documentation in the following order for Step 1 of the procurement process:

Step 1

1. Table of Contents

2. Corporate Entity (Exhibits Tab A)

- a. All formation documents of the developer entity, including the formation documents, the operating agreement, shareholder agreement, or partnerships agreement, as applicable, and a current certificate of good standing;
- b. The name, business address, and (as applicable) ownership percentage of each of the current members and officers of the developer entity;
- c. The name and business address of any entity which is currently a manager or director of the developer entity;
- d. The name, business address and ownership percentage of each individual or entity currently having directly or indirectly, an ownership interest, of ten percent (10%) or more in the developer entity;
- e. The name, business address, and ownership percentage of each individual or entity currently having, directly or indirectly, an ownership interest of ten percent (10%) or more in any entity required be disclosed in the preceding paragraph 4; and
- f. The name, business address, and ownership percentage of each of the members, owners, partners, officers, directors and/or managers of any legal entity that currently holds an ownership interest disclosed under the preceding paragraphs 4 and 5.

3. Financial Capacity (Exhibits Tab B)

- a. Provide evidence that the developer entity has the financial capacity to provide the necessary financing and related guarantees to undertake and complete the development and operations of this project.

4. Site Control (Exhibits Tab C)

- a. Respondents requesting qualification for privately-owned parcels should provide proof of site control, a purchase agreement or similar evidence. If respondent only seeks to be qualified for the public property, developer should include a statement indicating the same.

5. Commitment to Civic Engagement (Exhibits Tab D)

- a. Respondents shall provide an affirmation that they and their design

SUBMITTAL REQUIREMENTS

professional will participate in public workshops. In this section, respondents shall discuss their experience in community engagement and examples of successful outcomes.

6. Experience (Exhibits Tab E)

- a. Developer:
 - i. Similar projects (a minimum of five (5)), with project descriptions, completed within the past seven (7) years.
 - ii. References three (3) within each of the following categories: Public Agency, Financial Partner/Investor/Funder/Lender, and Construction Contractor. Please provide complete contact information.
 - iii. Resume of key staff that will be involved in this project.
- b. Legal Counsel:
 - i. List the name and contact information.
 - ii. Similar projects (a minimum of five (5) projects), with project descriptions, completed with the past seven (7) years.
 - iii. References three (3) within each of the following categories: Developers and Public Agency. Please provide complete contact information.
 - iv. Resumes of key staff that will be involved in this project.
- c. Design Team:
 - i. List the name and contact information for each firm.
 - ii. Similar projects (a minimum of five (5) projects), with project descriptions, completed within the past seven (7) years.
 - iii. References three (3) within each of the following categories: Construction Contractor and Public Agency. Please provide complete contact information.
 - iv. Resumes of key staff that will be involved in this project.
- d. Construction Contractor/Construction Manager:
 - i. List the name and contact information.
 - ii. Similar projects (a minimum of five (5) projects), with project descriptions, completed within the past seven (7) years.
 - iii. References three (3) within each of the following categories: Financial Partner/Investor/Funder/Lender, Developers and Public Agency. Please provide complete contact information.
 - iv. Resumes of key staff that will be involved in this project.
- e. Property Manager:
 - i. Similar projects (a minimum of five (5) projects), with project descriptions, currently in management portfolio.
 - ii. Three (3) references. Please provide complete contact information
 - iii. Resumes of key staff that will be involved in this project.

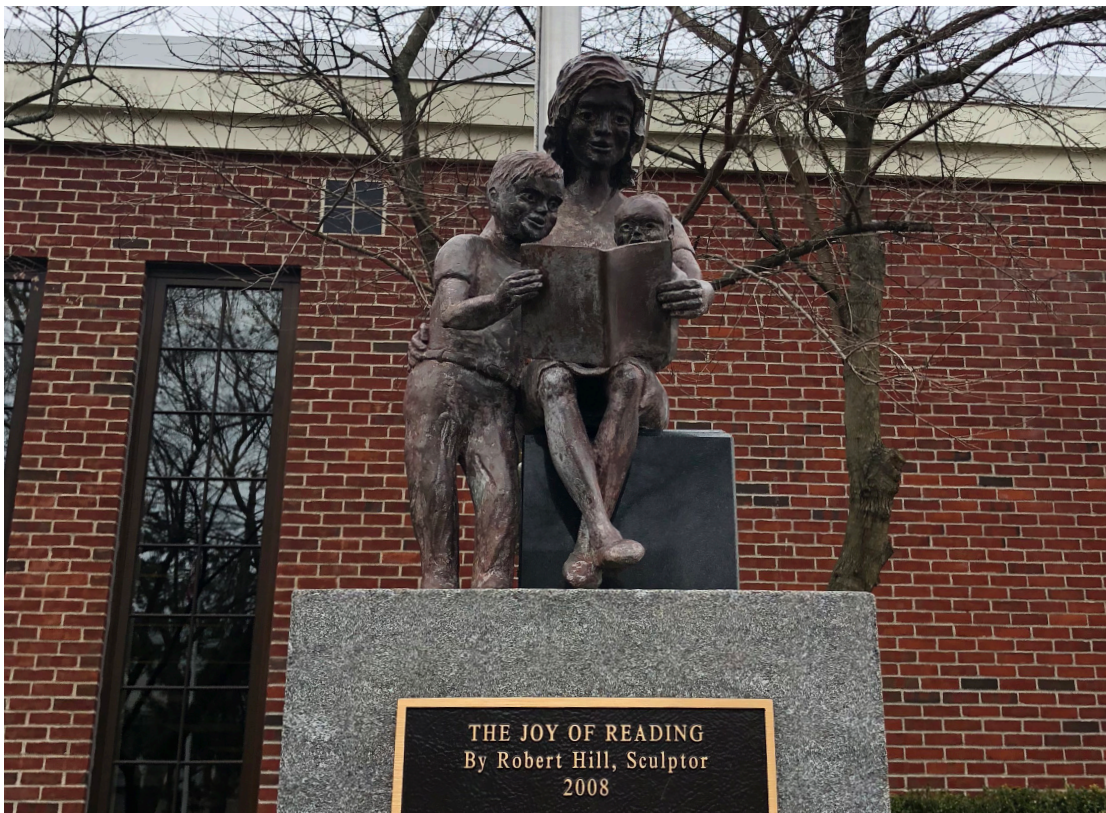
SUBMITTAL REQUIREMENTS

Step 2

(Note: Only short-listed respondent(s) will submit Step 2 requirements.)

In Step 2, the short-listed respondent(s) will provide detailed information regarding their project proposal that will be collaboratively refined with the City's redevelopment professionals. The Step 2 submission materials will be presented to the City Redevelopment Entity as part of the formal redeveloper designation process. The submission materials will also be incorporated in the City's Redevelopment Plan for the Planning Area, to be developed by the City's redevelopment professionals and to be approved by the City Council.

Selected respondent(s) will receive a list of Step 2 requirements as part of their invitation to submit. The redeveloper will be expected to submit project budgets and pro formas to demonstrate economic feasibility and to serve as the basis for negotiations. The designated redeveloper will work with the City to establish design parameters for the Planning Area, including bulk standards, site layout, vehicular circulation, and sustainable design features. Specific civic engagement activities as well as the City's plans, policies, ordinance and other requirements will inform these design parameters.



PROCESS SCHEDULE

Issuance Date: June 28, 2018
Question Period End: July 12, 2018
Qualifications Packages Due: July 26, 2018
All Selected Team Interviews: August 15 and 16, 2018

**All respondents should ensure their team is available for interviews on August 15th and 16th, 2018.



OTHER INFORMATION

Transmittals

Each respondent shall submit one (1) reproducible original and six (6) copies of their submission in 8.5x11" format (11x17 pages may be folded). Total submission must not exceed forty (40) pages. The original and all copies must be clearly labeled, contain respondent's return address and contact information. The face of the package should be labeled "Summit Broad Street West RFQ." All costs associated with the submittal requirements are at the sole responsibility of the respondents.

Submittal Address

All materials and required submittals in connection with this selection process are to be mailed or delivered in-person, and addressed, as follows:

Michael F. Rogers, City Administrator
Subject: Summit Broad Street West RFQ
512 Springfield Avenue, City Hall
Summit, NJ 07901

RFQ Reviewer Fee

Respondents must include with their submission a non-refundable check to the City of Summit in the amount of a \$750 payment of the City's review fee.

Respondent Contact Information

The required submittals shall clearly indicate the contact person(s), full contact information, and the preferred method of contact, in which the respondent is to be notified of decisions and other matters in connection with this selection process. Preferred method of contact may include one or two of the following: phone, regular mail or email.

City Contact Information

Inquiries in connection with this selection process are to be directed to the City as follows:

Michael F. Rogers, City Administrator
Email: MRogers@cityofsummit.org

Responses to all questions will be made available on the City's website at: <https://www.cityofsummit.org/>. Under no circumstances should any respondent contact the City or any members of the City's Selection Team (to be determined) to request clarification of any concerns in connection with this selection process.

Rights

The City reserves the right to reject any of all submittals in this developers and development team selection process. The City reserves the right to amend submittal requirements, including Due Dates, and other materials, as may be necessary to ensure a competitive and transparent process. All work products submitted by the respondent as part of the required submittals become the property of the City. No submissions will be returned to respondents.



60 Union St #1N, Newark, NJ 07105

TOPO
LOGY



PRELIMINARY INVESTIGATION

BROAD STREET WEST, SUMMIT, NJ

DATE: September 15, 2017

Prepared for:



The City of Summit

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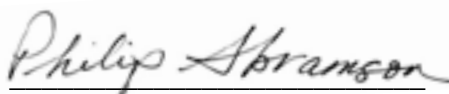
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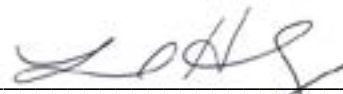
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Background

Legal Authority

New Jersey's Local Redevelopment and Housing Law (the "LRHL") empowers local governments to initiate a process by which designated properties that meet certain statutory criteria can be transformed to advance the public interest. Once an area is designated "in need of redevelopment" in accordance with statutory criteria, municipalities may adopt redevelopment plans and employ several planning and financial tools to make redevelopment projects more feasible to remove deleterious conditions. A redevelopment designation may also qualify projects in the redevelopment area for financial subsidies or other incentive programs offered by the State of New Jersey.

Redevelopment Procedure

The LRHL requires local governments to follow a process involving a series of steps before they may exercise powers under the LRHL. The process is designed to ensure that the public is given adequate notice and opportunity to participate in the public process. Further, the redevelopment process requires the Governing Body and Planning Board interact to ensure that all redevelopment actions consider the municipal Master Plan. The steps required are generally as follows:

- A. The Governing Body must adopt a resolution directing the Planning Board to perform a preliminary investigation to determine whether a specified area is in need of redevelopment according to criteria set forth in the LRHL (N.J.S.A. 40A:12A-5).
- B. The resolution authorizing the Planning Board to undertake a preliminary investigation shall state whether the redevelopment area determination shall authorize the municipality to use all those powers for use in a redevelopment area other than the use of eminent domain (non-condemnation redevelopment area) or whether the redevelopment area determination shall authorize the municipality to use all those powers for use in a redevelopment area, including the power of eminent domain (condemnation redevelopment area).
- C. The Planning Board must prepare and make available a map delineating the boundaries of the proposed redevelopment area, specifying the parcels to be included and investigated. A statement setting forth the basis of the investigation or the preliminary statement should accompany this map.
- D. The Planning Board must conduct the investigation and produce a report presenting the findings. The Board must also hold a duly noticed hearing to present the results of the investigation and to allow interested parties to give testimony. The Planning Board then may adopt a resolution recommending a course of action to the Governing Body.
- E. The Governing Body may accept, reject, or modify this recommendation by adopting a resolution designating lands recommended by the Planning Board as an "Area in Need of Redevelopment." The Governing Body must make the final determination as to the Non-Condensation Redevelopment Area boundaries.
- F. If the Governing Body resolution assigning the investigation to the Planning Board states that the redevelopment determination shall establish a Condemnation Redevelopment Area, then the notice of the final determination shall indicate that: (i) the determination operates as a finding of public purpose and authorizes the municipality to exercise the power of eminent domain to acquire property in the redevelopment area, and (ii) legal action to challenge the final determination must be commenced within forty-five (45) days of receipt of notice and that failure to do so shall

preclude an owner from later raising such challenge.

- G. A Redevelopment Plan may be prepared establishing the goals, objectives, and specific actions to be taken with regard to the "Area in Need of Redevelopment."
- H. The Governing Body may then act on the Plan by passing an ordinance adopting the Plan as an amendment to the municipal Zoning Ordinance.
- I. Only after completion of this process is a municipality able to exercise the powers under the LRHL.

Progress

In satisfaction of Part A above, the City of Summit Common Council adopted Resolution No. 37882 on May 2, 2017. A preliminary investigation map, also dated May 2, 2017, is attached to the amended resolution and are on file with the Municipal Clerk. On May 22nd, the City of Summit Planning Board passed a resolution directing Topology NJ, LLC to prepare this preliminary investigation report. The resolutions and preliminary investigation map, which satisfy Part B above, are included as Appendix A and Appendix B, respectively.

Purpose + Scope

In accordance with the process outlined above, this Preliminary Investigation will determine whether the Property (hereinafter referred to as the "Study Area") within the City of Summit meets the statutory requirements under N.J.S.A. 40A:12A-5 for designation as an "area in need of redevelopment." This study was duly authorized by the Mayor and Common Council and prepared at the request of the City of Summit Planning Board.

In addition to on-site inspection of property conditions and current land uses, the scope of work for this investigation also included a review of the following:

- Occupancy and ownership status;
- Municipal tax maps/aerial photos;
- Development approvals/permits;
- Property maintenance records;
- Fire and police records;
- Tax assessment data;
- Existing zoning ordinance/map.

To supplement the evaluation of physical and documentary evidence, property owners in the Study Area were interviewed regarding their property, to communicate the nature of the redevelopment process and to address preliminary concerns.

Existing Conditions Analysis

Study Area Description + Context

The Study Area is located in the geographic center of Summit, at the confluence of three major thoroughfares in the City: Morris Avenue., Broad Street and Springfield Avenue. A portion of the Study Area is situated along a below grade segment of the NJ Transit Morris & Essex Line. In fact, three of the seventeen lots in the Study Area (Lots 1, 2 and 3 in Block 1913) directly abut the NJ Transit right-of-way. It should be noted that in 2014 the Summit City Council and Planning Board determined that Lots 1 (the Post Office) and 2 (public parking lot) in Block 2702, contiguous with the Study Area, satisfied the criteria and were declared a Non-Condensation Area in Need of Redevelopment.

Less than 600 feet from New Jersey Transit's Summit Station which offers a direct one-seat ride to New York City's Penn Station, the Study Area enjoys a location with many strategic planning benefits. At 3,638 average weekday boardings Summit Station is one of the busiest along the Morris & Essex Line. In addition to the proximate commuter rail station, three NJ Transit bus lines--the 70, 78 and 986, run through the Study Area and provide additional public transit options. These bus lines provide service to Newark, Livingston, and Plainfield. For these reasons, Summit was the 27th municipality to be designated a "Transit Village" by the New Jersey Department of Transportation. The "Transit Village" designation confers certain benefits that will facilitate redevelopment of the Study Area. These include direct grants from NJDOT for infrastructure improvements as well as additional incentives for redevelopers and/or commercial tenants to implement transit-oriented development projects that will concentrate population densities around commuter nodes and create attractive, vibrant, and pedestrian-friendly neighborhoods.

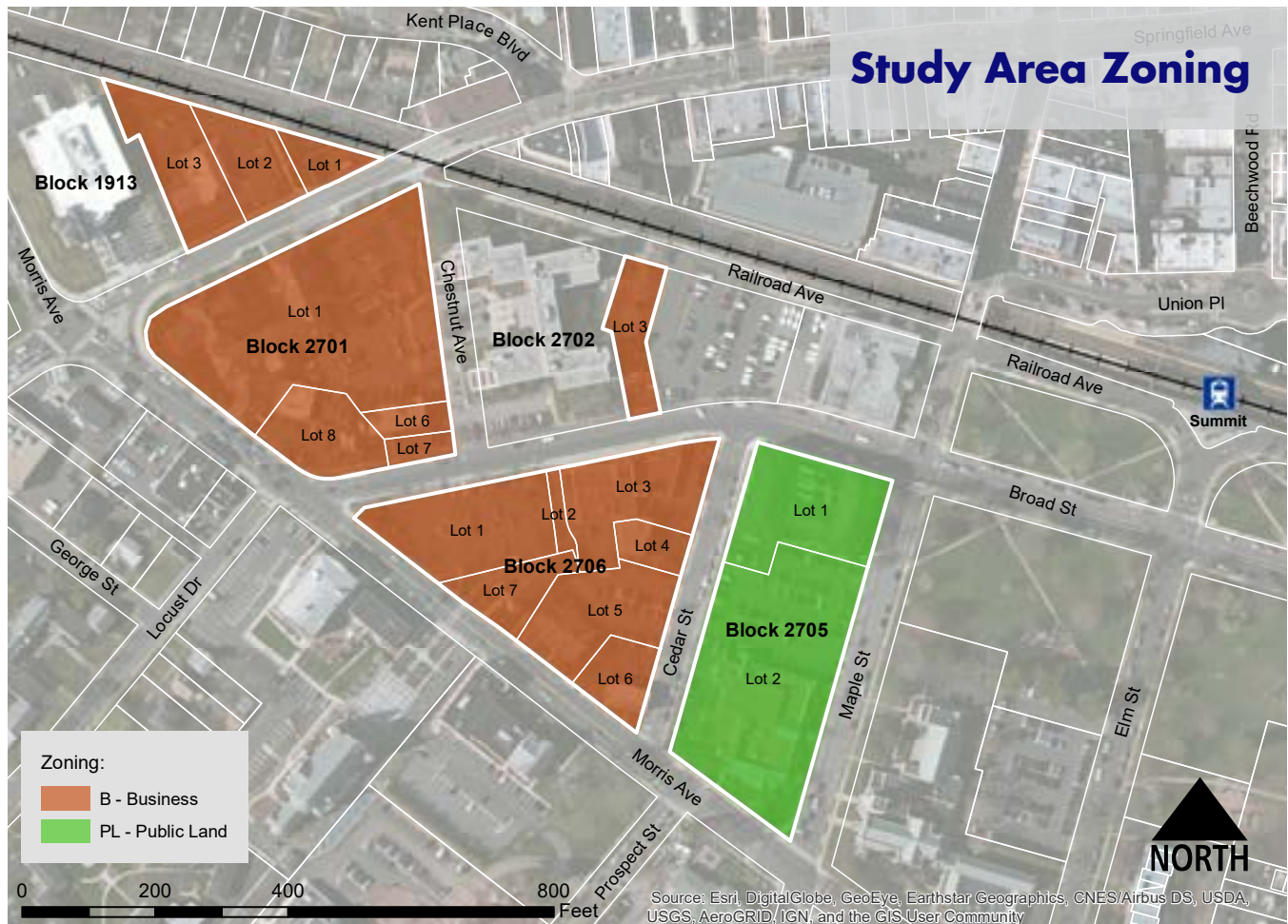
The Study Area, represents a major hub of civic life in Summit. The area contains the City's municipal complex, the Summit Free Public Library, the Fire Department, a 125-unit senior housing complex managed by the Summit Housing Authority, the local YMCA and is adjacent to the Post Office. In addition, located just across Maple Street from the Study Area is the City's historic Village Green, containing almost 6 acres of public open space that is used for passive recreation and community events. Saint Theresa's Church and the Central Presbyterian Church directly abut the Study Area and the City's Middle School sits caddy corner to its southeastern edge. Finally, the Central Retail Business District (CRBD) and the heart of Downtown Summit is located north and east of the study area, across the NJ Transit right-of-way.

The fact that the Study Area is located at the confluence of major transportation networks and within the City's most significant concentration of civic and institutional assets underscores the importance of redevelopment, particularly given the current layout and development patterns. In addition to the aforementioned civic uses and a few relatively isolated commercial uses, the study area is otherwise dominated by surface parking lots. The area lacks the qualities and amenities that make for a comfortable pedestrian environment and is divided by regional arterial routes, some of which carry almost 15,000 vehicles per day¹. The lack of a rational street grid--created by irregularly shaped blocks and the rail right-of-way and the prevalence of major thoroughfares, inhibits mobility to, through and within the Study Area.

¹ In January 2013, NJDOT conducted counts in vicinity of the Study Area, which found an average daily traffic volume of 13,600 vehicles was recorded for Morris Avenue; 14,859 along Broad Street, and 9,655 along Springfield Avenue.

Existing Zoning

All parcels in Blocks 1913, 2701, 2702 and 2706 of the Study Area lie in the B (Business Zone) district, which permits a range of retail and commercial uses and is intended for the conduct of general business to which the public requires direct and frequent access as prime customers, clients, or patients. The B district currently allows for the construction of buildings up to three stories with a floor-to-area ratio (FAR) up to seventy-five percent. Block 2705 lies in the City's PL (Public Lands Zone) district, which is intended to provide a separate and distinct zoning category for lands in public use and for limited quasi-public uses, such as houses of worship and for nonprofit use. Buildings in the PL district may be up to forty-eight (48) feet tall.



Study Area Zoning Districts			
B: Business Zone			
Principal Permitted Uses			
USE: Retail sales, except drive-thru facilities are prohibited; Offices; Restaurants and other eating establishments, except drive-thru or drive-through facilities shall not be permitted; Financial institutions, except drive-thru facilities are prohibited; Residential uses above the first floor; Theaters; Personal service facilities; Retail service facilities; Dance schools and studios; Health clubs; Lodges and social clubs; Funeral parlors; Institutional uses; Automobile sales.			
Conditional Uses			
USE: Adult day care; Gasoline service stations; Automobile service stations; Automotive repair; House of worship			
Yard Requirements (Minimum)		Height & Development (Maximum)	
Lot Area Min Sq. Ft.	NONE	Lot Coverage	90%
Lot Width Min. Ft.	NONE	Floor Area Ratio	75%
Front Yard Min. Ft.	NONE	Building Coverage	30%
Rear Yard Min. Ft.	NONE	Maximum Height	3 Stories / 42 FT
Side Yard Min. Ft Ea. Side	NONE	Density—Units per Acre	NONE
Min. Total Side Yard	NONE		
PL : Public Lands Zone			
Principal Permitted Uses			
USE: Institutional uses; detached single-family dwellings subject to requirements and standards as provided in the R-10 Zone; public parks and playgrounds subject to requirements and standards as provided in the R-10 Zone.			
Conditional Uses			
USE: House of worship; educational institutions			
Yard Requirements (Minimum)		Height & Development (Maximum)	
Lot Area Min Sq. Ft.	15,000	Lot Coverage	90%
Lot Width Min. Ft.	100	Floor Area Ratio	NONE
Front Yard Min. Ft.	25	Building Coverage	50%
Rear Yard Min. Ft.	25	Maximum Height	3 Stories / 48ft
Side Yard Min. Ft Ea. Side	12	Density—Units per Acre	NONE
Min. Total Side Yard	25%		

Ownership

A review of the City's property tax records was conducted for properties in the Study Area to determine current ownership information. The table below shows the most current ownership records based on 2017 records from the New Jersey Division of Taxation. It is important to note that a third of the study area is owned by the City of Summit.



Table of Ownership by Block + Lot

	Block	Lot	Zoning*	Property Class**	Area (Acres)	Address	Owner
Bedrosinan Rugs	1913	1	B	4A	0.16	503 Springfield Avenue	503 Springfield Ave. Assocs, LLC
Bedrosinan Rugs	1913	2	B	4A	0.36	503 Springfield Avenue	503 Springfield Ave. Assocs, LLC
PNC Bank	1913	3	B	4A	0.55	509-517 Springfield Avenue	Warner Fam LLC PNC Bank Natl Tax
City Hall	2701	1	B	15C	2.27	512 Springfield Avenue	City of Summit
Belle Faire Cleaners	2701	6	B	4A	0.12	7 Chestnut Avenue	Elizabeth Catherine, Inc.
Reincarnation Salon	2701	7	B	4A	0.09	417-419 Broad Street	Trugman, R.A/K/A Salon Reincarnation
7-Eleven	2701	8	B	4A	0.43	317 Morris Avenue	Southland Corporation - Corp Tax
Senior Building Parking Lot	2702	3 (partial)	B	15C	0.33	12 Chestnut Avenue	The Housing Authority of Summit
YMCA	2705	1	PL	15D	0.74	35 Maple Street	The Summit Area YMCA
Free Public Library	2705	2	PL	15C	1.80	75 Maple Street	The City of Summit
Municipal Lot 7	2706	1	B	15C	0.74	406 Broad Street	City of Summit
Funeral Home Driveway	2706	2	B	4A	0.07	402 Broad Street	299 Morris Avenue Associates LLC
Fire House	2706	3	B	15C	0.64	384-92 Broad Street	City of Summit
Medical Offices	2706	4	B	4A	0.16	7 Cedar Street	Albar Realty LLC
Funeral Home	2706	5	B	4A	0.6	299 Morris Avenue	299 Morris Avenue Associates LLC
Otterstedt Insurance	2706	6	B	4A	0.25	293 Morris Avenue	291 Morris Avenue, LLC
Memorial Hall	2706	7	B	15D	0.29	303 Morris Avenue	St. Teresa's Roman Catholic Church
	TOTAL:				9.60		

*B = Business District

*PL = Public Lands District

**Class 4A = Commercial

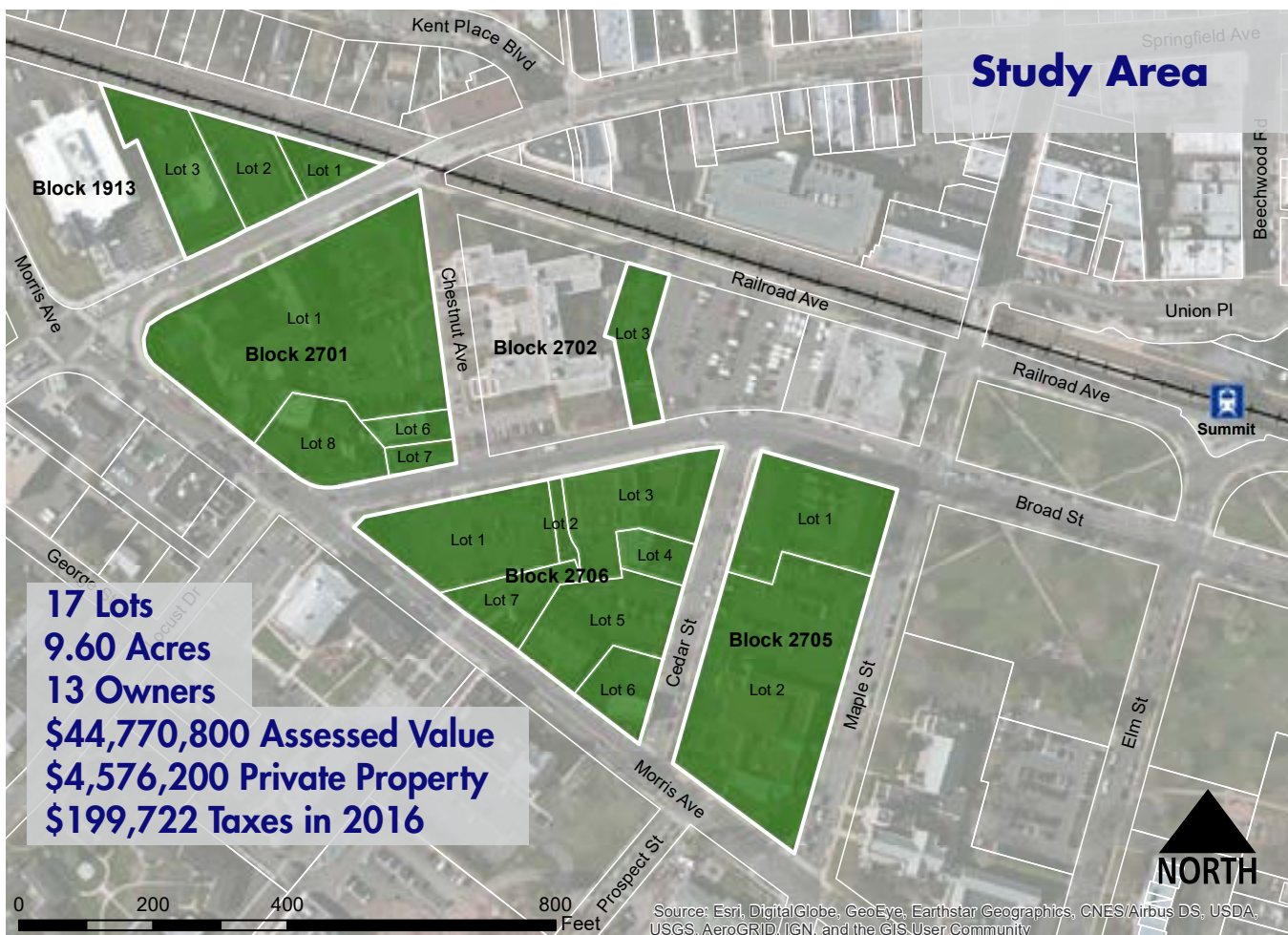
**Class 15C = Exempt Public Property

**Class 15D = Exempt Church & Charitable Property

Property Taxes

Property tax records from the State of New Jersey Division of Taxation's 2017 database were analyzed to determine the assessed value of each property in the Study Area and current property taxes. The value of the land, improvements thereon and the net taxable value for all seventeen parcels is displayed in the table below. It should be noted that over half (8.3 acres) of the study area is exempt from taxation and therefore provide no rateables for the City. Additionally, parcels with surface parking within the study area creates significantly lower overall assessed values when compared with nearby improved sites.

			2016 Taxes				
	Acres	Tax/Acre	Total Tax	County & Open Space	Local School District	Municipal	Public Library
CRBD-District	14.9	\$246,032	\$3,674,245	\$1,065,283	\$1,829,007	\$714,176	\$65,779
Business(B)-District	59.9	\$66,968	\$4,008,413	\$1,162,169	\$1,995,353	\$779,129	\$71,762
Manufacturing (MFT)-District	15.6	\$123,342	\$1,925,155	\$558,165	\$958,325	\$374,199	\$34,466
Study Area	11.5	\$17,411	\$199,722	\$57,906	\$99,420	\$38,821	\$3,576
Study Area (less tax exempt)	3.1	\$63,606	\$199,722	\$57,906	\$99,420	\$38,821	\$3,576



	Block	Lot	Assessed Land Value	Assessed Improvement Value	Net Assessed Value	Prior Year Taxes (2016)
Bedrosinan Rugs	1913	1 + 2	\$268,800	\$140,700	\$409,500	\$18,439.79
PNC Bank	1913	3	\$554,400	\$471,600	\$1,026,000	\$46,200.78
City Hall	2701	1	\$1,500,000	\$10,000,000	\$1,1500,000	0
Belle Faire Cleaners	2701	6	\$187,200	\$257,000	\$444,200	\$19,105.04
Reincarnation Salon	2701	7	\$140,000	\$119,500	\$259,500	\$11,161.1
7-Eleven	2701	8	\$333,600	\$147,100	\$480,700	\$20,674.91
Senior Building Parking Lot	2702	3	\$1,395,000	\$5,938,200	\$7,333,200	Exempt
YMCA	2705	1	\$1,010,800	\$11,331,300	\$12,342,100	Exempt
Free Public Library	2705	2	\$1,780,000	\$3,978,100	\$5,758,100	Exempt
Municipal Lot 7	2706	1	\$384,000	\$15,000	\$399,000	Exempt
Funeral Home Driveway	2706	2	\$15,000	\$2,000	\$17,000	731.17
Fire House	2706	3	\$490,500	\$1,552,900	\$2,043,400	Exempt
Medical Offices	2706	4	\$250,900	\$426,900	\$677,800	\$29,152.18
Funeral Home	2706	5	\$500,000	\$100,000	\$600,000	\$2,5806
Otterstedt Insurance	2706	6	\$371,500	\$290,000	\$661,500	\$2,8451.12
Memorial Hall	2706	7	\$222,800	\$596,000	\$818,800	Exempt
	TOTAL		\$ 9,404,500	\$35,366,300	\$44,770,800	\$199,722.09

Application of Statutory Criteria

Introduction

The “Blighted Areas Clause” of the New Jersey Constitution empowers municipalities to undertake a wide range of activities to effectuate redevelopment of blighted areas:

“The clearance, replanning, development or redevelopment of blight areas shall be a public purpose and public use, for which private property may be taken or acquired. Municipal, public or private corporations may be authorized by law to undertake such clearance, replanning, development or redevelopment; and improvements made for these purposes and uses, or for any of them, may be exempted from taxation, in whole or in part, for a limited period of time... The conditions of use, ownership, management and control of such improvements shall be regulated by law,” NJ Const. Art. VIII, Section 3, Paragraph 1.

The New Jersey Local Redevelopment and Housing Law implements this provision of the New Jersey Constitution, by authorizing municipalities to, among other things, designate certain parcels as “in need of redevelopment,” adopt redevelopment plans to effectuate the revitalization of those areas and enter agreements with private parties seeking to redevelop blighted areas. Under the relevant sections of the LRHL (N.J.S.A. 40A:12A-1 et. seq.), a delineated area may be determined to be “in need of redevelopment” if the governing body concludes there is substantial evidence that the parcels exhibit any one of the following characteristics:

- A. The generality of buildings are substandard, unsafe, unsanitary, dilapidated, or obsolescent, or possess any of such characteristics, or are so lacking in light, air, or space, as to be conducive to unwholesome living or working conditions.
- B. The discontinuance of the use of buildings previously used for commercial, manufacturing, or industrial purposes; the abandonment of such buildings; or the same being allowed to fall into so great a state of disrepair as to be untenable.

- C. Land that is owned by the municipality, the county, a local housing authority, redevelopment agency or redevelopment entity, or unimproved vacant land that has remained so for a period of ten years prior to adoption of the resolution, and that by reason of its location, remoteness, lack of means of access to developed sections or portions of the municipality, or topography, or nature of the soil, is not likely to be developed through the instrumentality of private capital.
- D. Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.
- E. A growing lack or total lack of proper utilization of areas caused by the condition of the title, diverse ownership of the real properties therein or similar conditions, which impede land assemblage or discourage the undertaking of improvements, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to and serving the public health, safety and welfare, which condition is presumed to be having a negative social or economic impact or otherwise being detrimental to the safety, health, morals or welfare of the surrounding area or the community in general. (As amended by P.L. 2013, Chapter 159, approved September 6, 2013).
- F. Areas, in excess of five contiguous acres, whereon buildings or improvements have been destroyed, consumed by fire, demolished or altered by the action of storm, fire, cyclone, tornado, earthquake or other casualty in such a way that the aggregate assessed value of the areas has been materially depreciated.
- G. In any municipality in which an enterprise zone has been designated pursuant to the New Jersey Urban Enterprise Zones Act, P.L. 1983, c. 303 (C.52:27H-60 et seq.) the execution of the actions prescribed in that act for the adoption by the municipality and approval by the New Jersey Urban Enterprise Zone Authority of the zone development plan for the area of the enterprise zone shall be considered sufficient for the determination that the area is in need of redevelopment pursuant to sections 5 and 6 of P.L. 1992, c. 79 (C.40A:12A-5 and 40A:12A-6) for the purpose of granting tax exemptions within the enterprise zone district pursuant to the provisions of P.L. 1991, c. 431 (C.40A:20-1 et seq.) or the adoption of a tax abatement and exemption ordinance pursuant to the provisions of P.L. 1991, c. 441 (C.40A:21-1 et seq.). The municipality shall not utilize any other redevelopment powers within the urban enterprise zone unless the municipal governing body and planning board have also taken the actions and fulfilled the requirements prescribed in P.L. 1992, c. 79 (C.40A:12A-1 et al.) for determining that the area is in need of redevelopment or an area in need of rehabilitation and the municipal governing body has adopted a redevelopment plan ordinance including the area of the enterprise zone.
- H. The designation of the delineated area is consistent with smart growth planning principles adopted pursuant to law or regulation.

It should be noted that, under the definition of "redevelopment area" and "area in need of redevelopment" in the LRHL, individual properties, blocks or lots that do not meet any of the statutory conditions may still be included within an area in need of redevelopment provided that within the area as a whole, one or more of the expressed conditions are prevalent. This provision is referred to as "Section 3" and is set forth under N.J.S.A. 40A:12A-3, which states that:

"a redevelopment area may include lands, buildings, or improvements which of themselves are not detrimental to public health, safety or welfare, but the inclusion of which is found necessary, with or without change in this condition, for the effective redevelopment of the area of which they are a part."

Redevelopment Case Law Principles

The New Jersey Local Redevelopment and Housing Law has been interpreted extensively by the New Jersey State courts with regard to the specific application of the redevelopment criteria established under N.J.S.A. 40A:12A-5. The bulk of the case law relevant to this analysis has addressed: 1) the minimum evidentiary standard required to support a governing body's finding of blight; and 2) the definition of blight that would satisfy both the State Constitution and the LRHL.

Standard of Proof: According to the New Jersey Supreme Court's decision, Gallenthin Realty v. Borough of Paulsboro (2007), a "municipality must establish a record that contains more than a bland recitation of the application of the statutory criteria and declaration that those criteria are met." In Gallenthin, the Court emphasized that municipal redevelopment designations are only entitled to deference if they are supported by substantial evidence on the record. It is for this reason that the analysis herein is based on a specific and thoughtful application of the plain meaning of the statutory criteria to the condition of the parcels within the Study Area as they currently exist. The standard of proof established by the Court in Gallenthin was later upheld in Cottage Emporium v. Broadway Arts Ctr. LLC (N.J. App. Div. 2010).

The Meaning of Blight: The Supreme Court in Gallenthin emphasized that only parcels that are truly "blighted" should be designated as "in need of redevelopment" and clarified that parcels designated under criterion "e" should be underutilized due to the "condition of the title, diverse ownership of the real properties." Prior to this decision, municipalities had regularly interpreted criterion "e" to have a broader meaning that would encompass all properties that were not put to optimum use and may have been more financially beneficial if redeveloped. Gallenthin ultimately served to constrict the scope of properties that were once believed to qualify as an "area in need of redevelopment" under subsection (e). On the other hand, in 62-64 Main Street LLC v. Mayor & Council of the City of Hackensack (2015), the Court offered a clarification that resisted an overly narrow interpretation, "[this Court has] never stated that an area is not blighted unless it 'negatively affects surrounding properties' because, to do so, would undo all of the legislative classifications of blight established before and after the ratification of the Blighted Areas Clause." The Hackensack case is largely perceived as having restored a generally expansive view of the Housing and Redevelopment Law, except as restricted by the Gallenthin interpretation of subsection (e).

Surface Parking & "Obsolescence"

In Concerned Citizens, Inc. v. Mayor and Council of the Borough of Princeton (2004), the New Jersey Appellate Division affirmed that a downtown surface parking lot met the requirements for an area in need of redevelopment under "Criterion D" based on substantial evidence that a surface parking lot, in itself, was evidence of "obsolescence." Generally speaking, the court defined obsolescence, in the context of Criteria D, as "the process of falling into disuse and relates to the usefulness and public acceptance of a facility." Concerned Citizens v. Princeton, citing Spruce Manor Enter. V. Bor. Of Bellmawr (Law Div. 1998). More specifically, the Court concurred with municipal experts on certain key conclusions that are analogous to the conditions present within the Study Area:

- Surface parking represented "yesterday's solution" in downtowns where "structured parking is now the standard." This aspect of the court's reasoning directly implies that obsolescence is relative to the location of the parcel and accepted industry practices for the use, design and development thereof.
- The parking lot, which was assembled over time, had an irregular shape that lead to an inefficient configuration and inhibited the types of "urban center" uses that would fulfill Princeton's redevelopment objectives.
- Redevelopment was projected to support economic development and create a more orderly and useable layout. The court found these benefits to "serve the public health, safety, and welfare of the entire community."

Many of these factors are present throughout the Study Area and, similar to the area of downtown Princeton considered by the court, the negative impacts of obsolete surface parking facilities contribute to a process of stagnation within the Study Area.

Study Area Evaluation

The following is an evaluation of the study area properties against the statutory criteria described above for designation as an “area in need of redevelopment.” The evaluations were based on a review of property conditions, occupancy, ownership status, and a review of other relevant data.

Summary of Findings

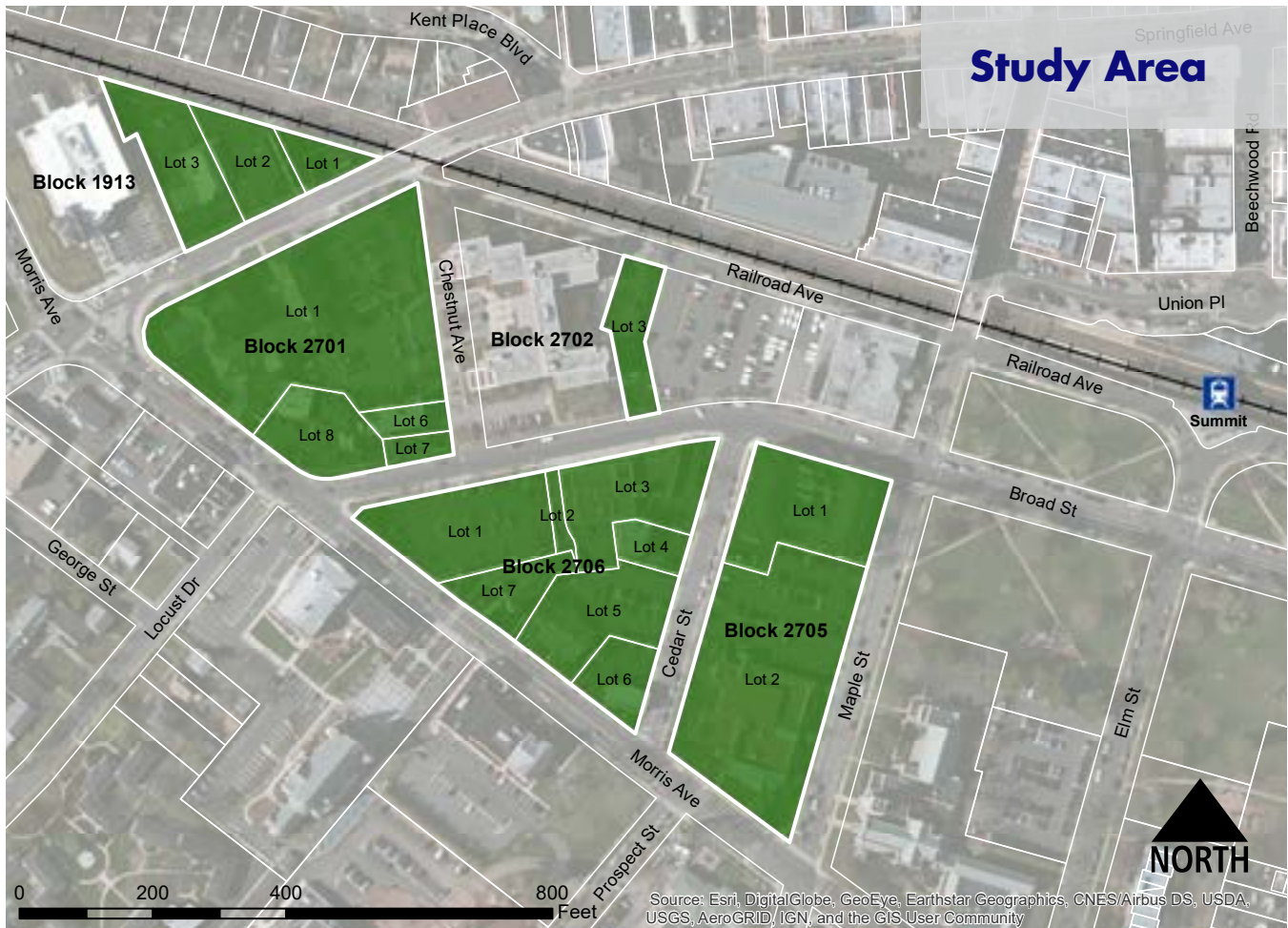
The table below summarizes this report’s findings with regard to the statutory criteria’s applicability to each parcel within the Study Area:

Study Area - All Lots

Criterion H applies to all properties that either meet other criteria or are determined to be necessary for the effective redevelopment under Section 3. Criterion H states: “the designation of the delineated area is consistent with smart growth planning principles adopted pursuant to law or regulation.” The Smart Growth principles crafted by the Smart Growth Network and cited by the United States Environmental Protection Agency include:

- Mix land uses.
- Take advantage of compact building design.
- Create a range of housing opportunities and choices.
- Create walkable neighborhoods.
- Foster distinctive, attractive communities with a strong sense of place.
- Preserve open space, farmland, natural beauty, and critical environmental areas.
- Strengthen and direct development towards existing communities.
- Provide a variety of transportation choices.
- Make development decisions predictable, fair, and cost effective.

The Study Area’s proximity to public transit, both bus and commuter rail lines, provides for a variety of transportation options. This transit rich location is ideal for the promotion of smart growth principles that encourage compact building design, creating a range of housing options, and supporting a walkable area.



	Block	Lot	Acreage	Criteria								Section 3
				A	B	C	D	E	F	G	H	
Bedrosinan Rugs	1913	1	0.33								X	
Bedrosinan Rugs	1913	2	2.27								X	
PNC Bank	1913	3	0.12								X	
City Hall	2701	1 (partial)	0.09				X				X	
Belle Faire Cleaners	2701	6	0.43				X	X			X	
Reincarnation Salon	2701	7	0.16								X	X
7-Eleven	2701	8	0.36				X				X	
Senior Building Parking Lot	2702	3 (partial)	0.55				X				X	
YMCA	2705	1	0.74				X				X	
Free Public Library	2705	2 (partial)	0.07				X				X	
Municipal Lot 7	2706	1	0.64				X				X	X
Funeral Home Driveway	2706	2	0.16					X			X	
Fire House	2706	3	0.60				X	X			X	
Medical Offices	2706	4	0.25				X				X	
Funeral Home	2706	5	0.29					X			X	
Otterstedt Insurance	2706	6	0.74								X	X
Memorial Hall	2706	7	1.80								X	X

Block 1913, Lots 1 & 2 - (Bedrosian Rug & Carpet)



Block 1913, Lots 1 & 2 contain a single-story commercial retail structure and seven-spot parking lot. The back of the lot is directly adjacent to the commuter rail right-of-way. The retail location that fronts on Springfield Avenue is owner-occupied and houses a carpet and rug store. The building and façade are in good condition. New retail windows were installed in 2008 and the stucco facade was updated as recently as 2015.

Based upon an inspection of the property and an examination of construction and inspection records, Block 1913, Lots 1 & 2 do not meet any of the criteria under the LRHL. While access was not gained into the building, the exterior of the structure and improvements to the site appear to be in good condition.

Block 1913, Lot 3 - (PNC Bank)



Block 1913, Lot 3 contains a commercial bank location on a 0.55 acre site. A twenty-spot parking lot on the site serves bank employees and customers. The building also includes a drive-thru banking use. The commercial bank on the site was built in 2009 and is in good condition. The site is well-maintained and the

site design provides for landscaping and clear circulation markings. The façade is free of any visible signs of deterioration.

Based upon an inspection of the property and an examination of construction and inspection records, Block 1913, Lot 3 does not meet any of the criteria under the LRHL. While access was not gained into the building, the exterior of the structure and improvements to the site appear to be in good condition.

Block 2701, Lot 1 - Partial (Summit City Hall Parking)



Based upon an inspection of the property and an examination of construction and inspection records, Block 2701, Lot 1 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

The City of Summit City Hall has two parking lots that serve employees and visitors. The lot just east of the City Hall building is a surface parking lot that has access both from Chestnut Avenue and Springfield Avenue. Historically, Chestnut Avenue connected Broad Street with Springfield Avenue. Over time, the Chestnut Avenue right-of-way was incorporated into the City Hall parcel, appropriating the former public street into a drive lane that terminates without warning in the City's parking lot. A driver can still use Chestnut Avenue and the parking lot to provide access between Springfield Avenue and Broad Street, but it requires a much more dangerous and hazardous route. This resulting circulation pattern requires ninety degree turns through the parking lot. The street is neither marked nor delineated in a way that makes it clear to parking lot users or pedestrians walking to and from their cars that there is in fact a through street (or not) that passes through the lot.

The second parking lot to the south and east of City Hall has direct access to Chestnut Avenue and is adjacent to Block 2701, Lot 6. Vehicles leaving the lot have the option of turning right to access Broad Street or turning left in order to cut through the other City Hall parking lot to access Springfield Avenue. Before

the construction of City Hall, Chestnut Avenue connected Broad Street and Springfield Avenue, acting as a through-street. While the parking lot was built over a portion of the right of way, the street was never formally vacated and is still mapped as a through-street on official City maps and still functions as a means of getting from Broad Street to Springfield Avenue. This lot exacerbates the circulation issues created by the pseudo through-street nature of Chestnut Avenue. Improvements on both lots consist almost entirely of surface parking, with limited pedestrian and landscaped area. Impervious coverage, primarily blacktop, occupies nearly the entire area of the parking lots. The configuration of the parking areas, and internal circulation exhibit a faulty arrangement and design, which in turn contributes to conflicts between motorists and pedestrians. This is detrimental to the health, safety and general welfare of the public at large. Furthermore, the use of this lot as a surface parking lot adjacent to a thriving downtown district is, in itself, significant to this analysis. As articulated in Concerned Citizens (above), the use of this lot as a surface parking lot within what should part of a thriving downtown district is, in itself, significant to this analysis.

While the City Hall Building was not found to meet any criteria under the LRHL, based on the foregoing, sufficient evidence exists to conclude that the current use and conditions of the parking lot in Block 2702, Lot 3 support designation under "Criterion D." The lot is an outdated and unplanned land use that evolved over time in a way that resulted in an inefficient, unsafe, and obsolete surface parking facility.

Block 2701, Lot 6 - (Belle-Faire Cleaners & Sandra Elizabeth Diaz Bridal Design)



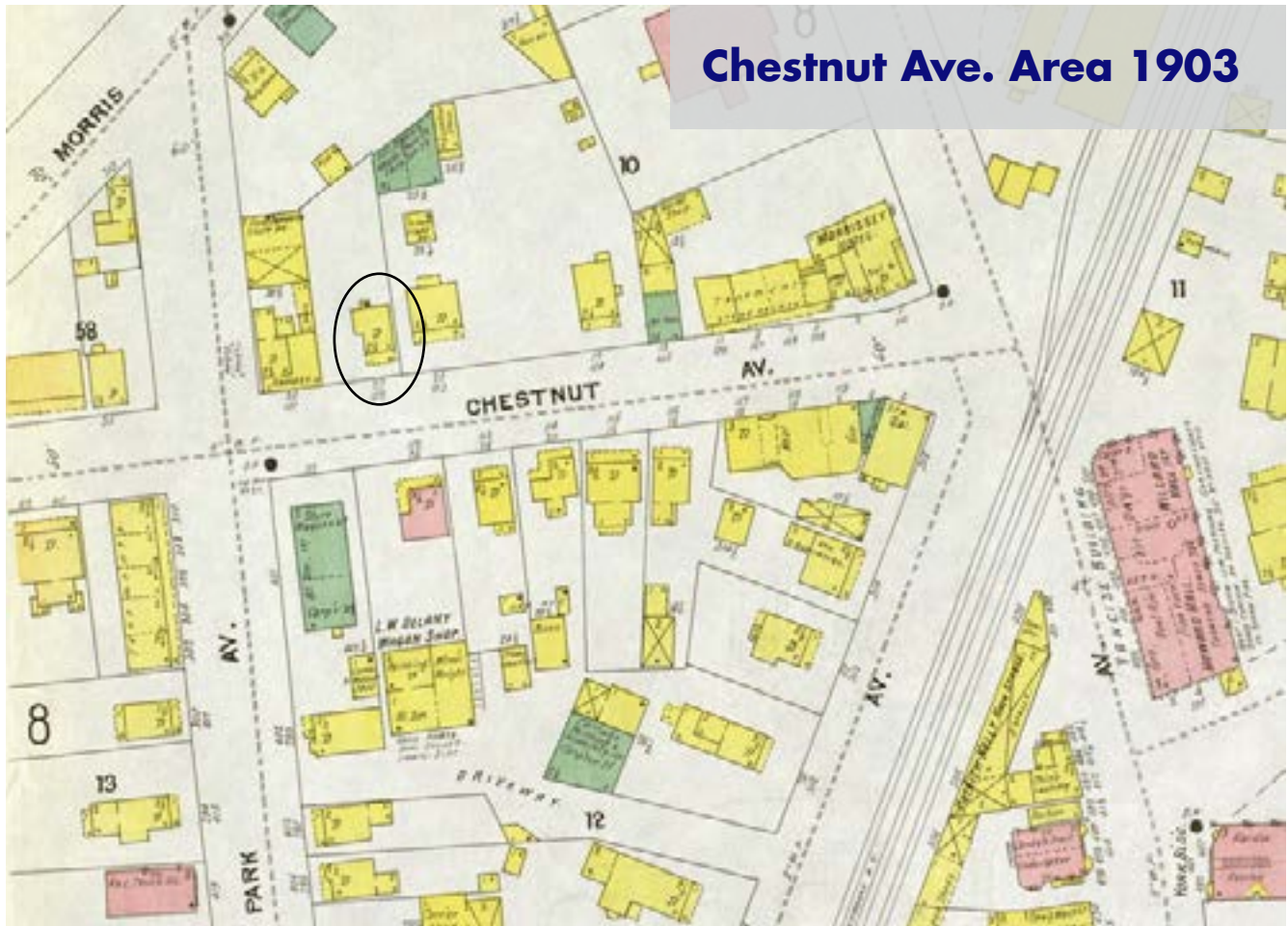
Block 2701, Lot 6 contains a two-story mixed-use structure on a 0.12 acre parcel. The ground floor of the building houses two retail storefronts that front Chestnut Avenue. A dry cleaner and a bridal design shop occupy the ground floor. The second story has residential units that are accessed through the back of the property. The service parking and loading areas are in the back of the property and can only be accessed via the adjacent City Hall parking lot.

Based upon an inspection of the property, an examination of construction and inspection records as well as an interview with the property owner Block 2701, Lot 6 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land cov-

erage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

While access to the interior of the building was not gained, an external inspection of the property supports the finding that the existing structure shows signs of obsolescence and the site design exhibits a faulty arrangement. Based on a review of historic Sanborn maps and current aerial photographs, it appears the current mixed-use structure is largely an addition to an existing frame dwelling that was observed in maps as early as 1903. This unique aspect of the existing building's history would explain the multitude of physical adaptations – the structure is in itself an adaption, not initially constructed for the purpose it ultimately came to serve.



One significant observation is the lack of parking for the second-story residential units, which would support a conclusion of obsolescence. Parking is generally demanded by the marketplace and is required by the City's zoning code for all new residential dwellings. Upon inspection of the building, several signs of deterioration were observed both on the façade of the building and building improvements. The stucco façade of the building shows signs of water infiltration and is spalled, which could have been caused over time by improper drainage of window air conditioning units. On the retail storefront of the building, the painted finish on metal panels of the storefront facades shows significant signs of wear and are in need of maintenance. Roof gutters and drainpipes were found to be detached from the building façade and in need of repair.

Inspection of the side and rear facades of the building revealed multiple furnace exhaust pipes projecting through the one-story roof. One of the pipes leading into the one-story roof shows significant corrosion. Furthermore, the parking area located at the rear of the building is not striped and the commercial refuse was not stored in an appropriate enclosure. The rear staircase, presumably second means of egress for the second-floor residential units, shows signs of multiple repair attempts and is likely in need of replacement. Taken together, the configuration of the existing improvements and faulty parking arrangement as well as its

dilapidated and obsolete nature of the structure provide sufficient evidence to designate Block 2701, Lot 6 under "Criterion D."

Criterion E: *A growing lack or total lack of proper utilization of areas caused by the condition of the title, diverse ownership of the real properties therein or similar conditions, which impede land assemblage or discourage the undertaking of improvements, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to and serving the public health, safety and welfare, which condition is presumed to be having a negative social or economic impact or otherwise being detrimental to the safety, health, morals or welfare of the surrounding area or the community in general. (As amended by P.L. 2013, Chapter 159, approved September 6, 2013).*

The back of the building on Block 2701, Lot 6 has a parking area and rear entrance for deliveries, trash and service functions. Access to the rear of the lot is only provided through the adjacent municipally-owned City Hall parking lot. The property owner enjoys an easement right to access the back of the property via the municipal parking lot. Over time, the use of this building and the back area evolved to be interdependent on the basis of access arrangements that allowed for the continued use of this and adjacent property. Diverse ownership across these interdependent properties impedes the viable redevelopment of both Lot 3 and discourages the further improvement of the adjacent City owned surface parking lot. Based on the foregoing, the conditions of title surrounding this parcel and the adjacent City lot results in a stagnant or unproductive condition upon land potentially valuable for contributing to the public welfare, as contemplated in "Criterion E."

Block 2701, Lot 7 - (Reincarnation Salon)



Block 2701, Lot 7 contains a one-story structure with a retail storefront on a 0.09 acre parcel. Rob Trugman's Reincarnation Salon occupies the retail location. The building is owner-occupied and located on the corner of Chestnut Avenue and Broad Street. There is a small four-space parking lot on the west side of the building that is used by the salon.

Access was gained into the building and both the exterior and interior of the structure appear to be in good condition. Based upon an inspection of the property and an examination of construction and inspection records Block 2701, Lot 7 does not meet any of the criteria under the LRHL, per se.

However, Block 2701, Lot 7 should be designated as an area in need of redevelopment because it fits within the intent and purpose of Section 3 (N.J.S.A. 40A:12A-3): "buildings...which of themselves are not detrimental to public health, safety or welfare, but the inclusion of which is found necessary...for the effective redevelopment of the area of which they are a part." Due to the size, shape and configuration of adjacent parcels within Block 2701, it is reasonable to find the parcel necessary for the effective development of the study area.

Block 2701, Lot 8 - (7-Eleven)



Block 2701, Lot 8 is a 0.43 acre corner lot that is located at the intersection of Broad Street and Morris Avenue. The lot is currently occupied by a 7-Eleven convenience market that is open twenty-four hours a day. The single-story commercial building is situated at the back of the lot, making way for an eighteen-space parking lot at the front of the site that is used by customers and store employees. The parking lot provides for two points of access: directly onto Broad Street and Morris Avenue. The lot is adjacent to two commercial structures to the east and surrounded by City Hall and one of City Hall's parking lots to the northeast, north and northwest. The convenience store itself is less than seven feet from the City Hall building, which is directly behind the structure.

Based upon an inspection of the property and an examination of construction and inspection records Block 2701, Lot 8 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

The arrangement and design of the site is faulty and found to be detrimental to the safety, health, morals and welfare of the community. The irregularly shaped lot contains a front-yard parking lot consisting of eighteen spaces without a marked loading area for deliveries. There is a long drive to access a side yard dumpster enclosure. The parking lot has two access points, one along Broad Street that egresses into a dedicated right-turn queue lane that is separated from oncoming traffic by a double-yellow line (i.e. no legal left turns). The other access point is along Morris Avenue, which contains a driveway that is not aligned with the signalized 4-way intersection, resulting in driver confusion where left egress turns would also require crossing of a double-yellow line. The high-volume parking lot has limited lines of sight, a particularly dangerous condition where vehicles are backing out of spaces on both sides of a two-way drive aisle. There were eight (8) vehicular accidents in this parking lot in 2016 alone and forty (40) such accidents between the years 2012 and 2017. This corner parking lot, necessitated by the faulty arrangement of improvements on the site, con-

tributes to a circulation pattern that is dangerous and therefore detrimental to the health and welfare of the community.

Furthermore, a review of police records suggests that this twenty-four hour convenience store operation along a heavily traveled regional thoroughfare has proven to encourage vagrancy and an unusually high rate of crimes reported at the site. Since 1992, 1,330 police calls were made regarding activity on the site according to the City of Summit Police Department records. Of the calls made, 260 were crime related. For comparison purposes, the adjacent site (Lot 7), which has a salon use, recorded just 42 police calls in that same time period, only four (4) of which were crime related. The higher crime rate reported in the area supports the finding that the current use invites criminal conduct therefore constitutes a deleterious land use.

Taken together, the faulty arrangement of the site design and the deleterious nature of the use itself, provides sufficient evidence to conclude Lot 3 meets the specifications of "Criterion D."

Block 2702, Lot 3 - Partial (Vito A. Gallo Senior Building Parking Lot)



Lot 3 is a 1.84 acre parcel owned by the City of Summit Housing Authority. The structure on the parcel is the Vito A. Gallo Senior Building which contains 125 units of senior housing. This Study does not include the senior housing building, only the parking lot located on the western portion of Lot 3 which is .33 acres and has 39 parking spaces.

Based upon an inspection of the property and an examination of construction and inspection records Block 2702, Lot 3 meets the following criteria under the LRHL:

Criterion D: *Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.*

The Vito A. Gallo Senior Building parking lot is owned by the City of Summit Housing Authority and serves the building's residents. The entire eastern edge of the parcel, as well as significant portions of its southern and western boundaries, are occupied by the surface parking area with very limited landscaping and pedestrian circulation areas. Access to the eastern lot is provided by a bi-directional driveway on Broad Street which is approximately 75 feet from another two-way drive used to access the adjacent public parking lot. This creates an unpredictable and potentially dangerous environment for both drivers and pedestrians. This is exacerbated by a third curb cut within less than 200 feet, which provides access to the Post Office rear loading area. The disconnected nature of the parking areas suggest an ad-hoc approach to circulation planning for this area, which in turn creates unsafe and uncomfortable conditions for motorists and pedestrians. These conditions amount to the type of "faulty arrangement and design...[that is] detrimental to the safety, health, morals or welfare of the community" contemplated under Criterion D.

As articulated in Concerned Citizens (above), the use of this lot as a surface parking lot within what should

be part of a thriving downtown district is, in itself, significant to this analysis. Sufficient evidence exists to conclude that the current use and conditions of the parking lot in Block 2702, Lot 3 support designation under "Criterion D." The lot is an outdated and unplanned land use that evolved imperfectly over time, resulting in an inefficient, unsafe, and obsolete surface parking facility.



Block 2705, Lot 1 - (YMCA)



Block 2705, Lot 1 is home to the Summit Area YMCA. The main structure of the facility was built in 1912 and underwent a major renovation, that included the addition of a new wing to the building, in 1998. The facility covers that majority of the 0.74 acre parcel and has only four parking spots on-site. The adjacent municipally owned parking lot offers additional parking to patrons of the YMCA.

Based upon an inspection of the property and an examination of construction and inspection records Block 2706, Lot 4 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

The subject property provides only four on-site parking spaces, including one handicapped accessible parking space, which is not van accessible. While additional parking is provided on an adjacent municipal lot, the lack of parking given the intensive use of the property as an active community recreation facility and lack of handicapped accessibility, renders the site obsolete and detrimental to the welfare of the community. Furthermore, the site has no open space available for patron or public use (e.g., outdoor exercise area/field), an amenity that cannot be incorporated since the current structure covers almost all of the existing lot area. Such an amenity is customarily part of community recreation facilities and lack thereof is evidence of obsolescence. One block away, a significantly smaller community recreational facility, "The Connection", offers 71 public parking spaces, two bus parking spaces, and an outdoor area for children.

The obsolete nature of the structure provides sufficient evidence to designate Lot 3 under "Criterion D."

Block 2705, Lot 2 - Partial (Summit Free Library)



Block 2705, Lot 2 is home to the Summit Free Public Library. The one-story brick building covers approximately half of the 1.8 acre parcel. The other half of the parcel is covered by a publicly accessible surface parking lot. The lot serves both the library's patrons as well as the adjacent YMCA recreation facility.

The building is in generally good condition and was not found to meet criteria under the LRHL. The parking lot, however, does meet the criteria and based upon an inspection of the property, a portion of Block 2705, Lot 2 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

The Summit Free Public Library has one parking lot that serves employees, library visitors and visitors to the adjacent YMCA. The lot, just north of the library building, is a surface parking lot that has 109 parking spots and access from both Maple Street and Cedar Street. The lot is entirely paved with no landscaped or

permeable elements.

The use of this lot as a surface parking lot adjacent to a thriving downtown district is, in itself, significant to this analysis, based on the theory advanced under Concerned Citizens, (described above). Sufficient evidence exists to conclude that the current use and conditions upon the parking lot in Block 2705, Lot 2 support designation under 'Criterion D.'

Block 2706, Lot 1 - (Municipal Parking Lot 7)



Block 2706, Lot 1 contains Municipal Lot 7, also known as the Chestnut Avenue Lot, which has 62 parking spaces designated for residents and employees. It is located at the corner of Broad Street and Morris Avenue. The lot has a single egress point off Broad Street. The lot is paved but provides limited landscaping that includes shrubbery and trees. The municipal lot is marked with pedestrian crossings and has circulation markings throughout the lot.

Based upon an inspection of the property and an examination of construction and inspection records Block 2706, Lot 1 meets the following criteria under the LRHL:

Criterion D: Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.

Improvements on the lot consist almost entirely of surface parking, with limited pedestrian and landscaped area. Impervious coverage, primarily blacktop, occupies nearly the entire area of the parking lot. The condition of the lot is fair, the lot is properly stripped and appears to afford an efficient and safe circulation pattern.

Despite the fair condition, design and circulation, the use of this lot as a surface parking lot adjacent to a thriving downtown district is, in itself, significant to this analysis based on the theory described above relating to Concerned Citizens. As such, sufficient evidence exists to conclude that the current use and conditions of the parking lot in Lot 1 supports designation under 'Criterion D.'

Block 2706, Lot 1 should also be designated as an area in need of redevelopment because it fits within the intent and purpose of Section 3 (N.J.S.A. 40A:12A-3): "buildings...which of themselves are not detrimental to public health, safety or welfare, but the inclusion of which is found necessary...for the effective redevelopment of the area of which they are a part." The surrounding parcels adjacent to this lot meet the criteria for an "area in need of redevelopment." This corner lot is found to be necessary in order to realistically effectuate redevelopment on the block of which this parcel is a part of.

Block 2706, Lots 2 & 5 - (Bradley, Brough & Dangler Funeral Home)



Block 2706, Lots 2 & 5 contain a single-story, brick, commercial building and accessory parking lots. Lot 5, which fronts on Morris Avenue, houses the principle commercial structure on the site: a funeral home. Lot 5 also has direct frontage onto Cedar Street, where a thirty-one spot parking lot is located. The parking lot is used by funeral home employees and visitors. Lot 2, which contains another twelve-spot parking lot, primarily serves as an additional point of egress onto Broad Street. Lot 2 is also used — via an easement, as the vehicular access point to the Summit Fire Department Headquarters building. The irregular three-pronged shape of these two lots give the property direct access to three streets: Broad Street, Cedar Street, and Morris Avenue.

Based upon an inspection of the property and an examination of construction and inspection records Block 2706, Lots 2 & 5 meet the following criteria under the LRHL:

Criterion E: *A growing lack or total lack of proper utilization of areas caused by the condition of the title, diverse ownership of the real properties therein or similar conditions, which impede land assemblage or discourage the undertaking of improvements, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to and serving the public health, safety and welfare, which condition is presumed to be having a negative social or economic impact or otherwise being detrimental to the safety, health, morals or welfare of the surrounding area or the community in general. (As amended by P.L. 2013, Chapter 159, approved September 6, 2013).*

Lot 2 is a narrow lot that allows for access to the funeral home parking lot from Broad Street. This narrow access point is also required by the Summit Fire Department in order to allow for access to the back of the Fire Station. The City of Summit enjoys an access easement on Lot 2 so that emergency vehicles are able to enter the Summit Fire Department Headquarters which is located just north of the funeral home property. Varied ownership across these properties impedes the viable redevelopment of the property and adjacent parking lot. Additionally this discourages the further improvement of the City owned site for productive uses apart from parking and circulation. This parcel exhibits the type of title issue contemplated in "Criterion E."

Lot 5, on which the principal structure and accessory parking lot are located, divides the block into several, irregularly shaped parcels. Lots 2 and 5 combined, create a three-pronged, irregularly shaped property that provides access to all of the streets on the block although the principle use on the site only fronts on Morris Avenue. Due to the location of the property in the middle of the block and the aforementioned irregular shape of the parcel, possible property assemblage is impeded on the block and thus is having a negative economic impact on the block that it is a part of.

Sufficient evidence exists to conclude that the current use and conditions upon Lots 2 & 5 support designation under "Criterion E."

Block 2706, Lot 3 - (Summit Fire Department Headquarters)



Block 2706, Lot 3 houses the Summit Fire Department Headquarters. The 16,298 s.f. two-story structure is located at 396 Broad Street. The center, two-story portion of the existing building was built in 1901. In 1948 four back-in bays were added in a saw-tooth arrangement to the structure. The two-story addition on the west side of the building was constructed in 1968, when three more back-in bays were added. In 1996, an exterior courtyard area was enclosed and interior office spaces were renovated.

Based upon an inspection of the property and an examination of construction and inspection records, Block 2706, Lot 3 meets the following criteria under the LRHL:

Criterion D: *Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.*

In 2014, the City of Summit Fire Department commissioned a facility assessment of Fire Department Headquarters building. The assessment report, completed by LeMay Erickson Willcox Architects and Brinjac Engineering, found that the building does not meet current station design standards. The Headquarters building was given a score of 12% based on criteria that included life safety code, accessibility, station alerting, emergency response paths, gender equality, and bunk facilities, among other criteria. Similarly, the site design was evaluated and found to not meet design standards. The site design was given a score of 22% based on criteria that included vehicle circulation, paving conditions, training features, outdoor amenities, trash/dumpster location, among other criteria.

As evidenced by the aforementioned assessment reports commissioned by the City of Summit, the Fire Department Headquarters building is functionally obsolete due to faulty design and obsolete layout. Efficient and modern operation improvements are necessary to maintain and preserve the health and safety of the community, therefore the obsolescence of the facility is inherently detrimental to the safety and health of the community.

The obsolete nature of the structure provides sufficient evidence to designate Block 2706, Lot 3 under "Criterion D."

Criterion E: *A growing lack or total lack of proper utilization of areas caused by the condition of the title, diverse ownership of the real properties therein or similar conditions, which impede land assemblage or discourage the undertaking of improvements, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to and serving the public health, safety and welfare, which condition is presumed to be having a negative social or economic impact or otherwise being detrimental to the safety, health, morals or welfare of the surrounding area or the community in general. (As amended by P.L. 2013, Chapter 159, approved September 6, 2013).*

The adjacent Lot 2 of the same Block provides the only point of entry to the back of the Firehouse building. The back of the building has one bay for emergency vehicles and several parking spots used by the Fire Department. Access to the back of the building is crucial to the function of this site and emergency response dispatch station. The City of Summit enjoys an easement on Lot 2, without which no access to the back of the building would exist. This condition of title impedes land assemblage and discourages the undertaking of improvements and results in a stagnant condition of the land.

Sufficient evidence exists to conclude that the current use and conditions upon Lots 3 support designation under "Criterion E."

Block 2706, Lot 4 - (Medical Office Building)



Block 2706, Lot 4 contains a two-story office building located on Cedar Street that abuts both the Summit Fire Department Headquarters building and the Bradley, Brough & Dangler Funeral Home parking lot. The 6,000 s.f. office building is a fully leased Class-B office building that houses multiple medical-office tenants. The office building is set back from Cedar Street and has a 12-car parking lot in front of the building.

Based upon an inspection of the property and an examination of construction and inspection records Block 2706, Lot 4 meets the following criteria under the LRHL:

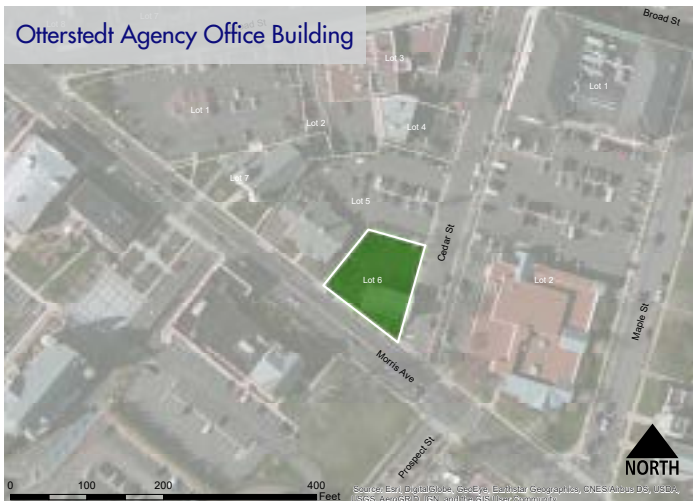
Criterion D: *Areas with buildings or improvements which, by reason of dilapidation, obsolescence, overcrowding, faulty arrangement or design, lack of ventilation, light and sanitary facilities, excessive land coverage, deleterious land use or obsolete layout, or any combination of these or other factors, are detrimental to the safety, health, morals, or welfare of the community.*

The 6,000 s.f. office building is currently in fair condition and is fully leased. The arrangement and design of the site, however, is faulty due to the placement and amount of parking available to the facility which is entirely leased by dental and medical offices. Per the City of Summit's Development Regulation Ordinance, medical and dental offices shall have one parking space per 150 gross square feet of building area. This provision is in place in order to ensure that patients visiting medical or dental offices, who may have limited mobility due to disability, injury, or age, are able to safely access the offices. This site offers only twelve parking spaces for visitors to the office building. Per the aforementioned code, a 6,000 s.f. building that houses dental and medical uses should have forty spaces. The number of spaces provided (12) is twenty-eight spaces short of what would typically be deemed appropriate for such a use.

Furthermore, the twelve-space parking lot is placed in front of the building, an arrangement that is not customary or typical of a central, downtown location. This parking lot placement breaks up the pedestrian experience throughout the site and creates a circulation pattern that is not conducive to the safe and efficient movement of vehicles and pedestrians. The location of the building on the site makes it impossible for the parking lot to be located anywhere else on the site.

The faulty arrangement on the site and obsolete design are sufficient evidence to designate Lot 4 under "Criterion D."

Block 2706, Lot 6 - (Otterstedt Agency Office Building)



This owner-occupied office building is found to be in good condition and does not meet the criteria established in the LRHL (N.J.S.A. 40A:12A-5 et seq.).

Block 2706, Lot 6 does fit within the intent and purpose of Section 3 (N.J.S.A. 40A:12A-3): "buildings... which of themselves are not detrimental to public health, safety or welfare, but the inclusion of which is found necessary...for the effective redevelopment of the area of which they are a part." Due to the relatively small size of the lot and the fact that it is flanked on two sides by the irregularly shaped surface parking lot that houses the Bradley, Brough & Dangler Funeral Home, it could be reasonably concluded that Lot 6 may be necessary for the effective redevelopment of the area.

Block 2706, Lot 7 - (St. Teresa's Church – Memorial Hall)



Memorial Hall is owned by the St. Teresa's Roman Catholic Church which also owns a much larger church across the street from this location on Morris Avenue. This smaller structure was moved here from its original location across the street around 1905, when the new place of worship was constructed. The church is in generally good condition and the site is well-maintained, with few signs of deterioration to its facade and windows. The facility does not have any dedicated parking adjacent to the premises.

Based upon an inspection of the property and an examination of construction and inspection Block 2706, Lot 7 does not meet any of the criteria under the LRHL. While access was not gained into the building, the exterior of the structure and improvements to the site appear to be in good condition. The church itself does not have any direct parking on-site as it shares parking with the much larger St. Teresa's Church across the street. The only adjacent ADA accessible parking spots are available at Municipal Lot 7 northwest of the building.

Block 2706, Lot 7 does, however fit squarely within the intent and purpose of Section 3 (N.J.S.A. 40A:12A-3): "buildings...which of themselves are not detrimental to public health, safety or welfare, but the inclusion of which is found necessary...for the effective redevelopment of the area of which they are a part." Due to the relatively small size of the lot and the fact that it is flanked by the surface parking lot that houses the Bradley, Brough & Dangler Funeral Home, the City's parking lot and the Fire Department building, it could be reasonably concluded that Lot 7 may be necessary for the effective redevelopment of the area.

Conclusion

The foregoing study was prepared on behalf of the City of Summit Planning Board to determine whether properties identified as of Block 1913, Lots 1, 2 and 3; Block 2701, Lots 1, 6, 7, 8; Block 2702, Lot 3 (partial); Block 2706, Lots 1, 2, 3, 4, 5, 6, and 7; Block 2705, Lots 1 and 2 qualify as a non-condemnation "an area in need of redevelopment" in accordance with N.J.S.A. 40A:12A-1 et seq. Based on the foregoing analysis and further investigation of the Study Area, we conclude that Block 2701, Lots 1(partial), 6, 7, 8; Block 2702, Lot 3 (partial); Block 2705, Lots 1 and 2(partial); Block 2706, Lots 1, 2, 3, 4, 5, 6, and 7 meet the criteria for a redevelopment area designation, while Block 1913, Lots 1,2 and 3; Block 2706, Lot 7 do not.

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RESOLUTION AUTHORIZING THE PLANNING BOARD TO UNDERTAKE A PRELIMINARY INVESTIGATION TO DETERMINE WHETHER CERTAIN PROPERTIES QUALIFY FOR DESIGNATION AS A NON-CONDEMNATION AREA IN NEED OF REDEVELOPMENT PURSUANT TO N.J.S.A. 40A:12A-1 ET SEQ.

May 2, 2017

WHEREAS, the Local Redevelopment and Housing Law, N.J.S.A. 40A:12A-1 et seq., provides a mechanism to empower and assist local governments in efforts to promote programs of redevelopment, and

WHEREAS, the Common Council desires to explore whether the real property located at the Broad Street Corridor, generally bounded by Broad Street, Morris Avenue, Walnut Street, Cedar Street, Maple Street and the Railroad Right-of-Way, and including the following Blocks and Lots: Block 2702, Lot 3; Block 2701, Lots 1, 6, 7 and 8; Block 1913, Lots 1, 2 and 3; Block 2706, Lot 1, 2, 3, 4, 5, 6 and 7; Block 2705, Lots 1 and 2 on the City of Summit Tax Map, inclusive of any and all streets, "paper" streets, private drives and right of ways (the "Study Area") may be an appropriate area for consideration for the program of redevelopment, and

WHEREAS, the Common Council desires to explore whether the Study Area may be an appropriate area for consideration for the program of redevelopment, and

WHEREAS, the Local Redevelopment and Housing Law sets forth a specific procedure for establishing an area in need of redevelopment, and

WHEREAS, pursuant to N.J.S.A. 40A:12A-6, prior to the Common Council making a determination as to whether the Study Area qualifies as an area in need of redevelopment, the Common Council must authorize the Planning Board, by resolution, to undertake a preliminary investigation to determine whether the Study Area meets the criteria of a non-condemnation area in need of redevelopment set forth in N.J.S.A. 40A:12A-5, and

WHEREAS, the Common Council wishes to direct the City Planning Board to undertake such preliminary investigation utilizing to determine whether the Study Area meets the criteria for designation as a non-condemnation area in need of redevelopment pursuant to N.J.S.A. 40A:12A-5 and in accordance with the investigation and hearing process set forth at N.J.S.A. 40A:12A-6

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF SUMMIT, COUNTY OF UNION, IN THE STATE OF NEW JERSEY:

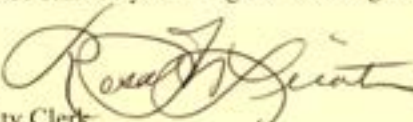
1. That it does hereby direct the Planning Board to conduct the necessary investigation and to hold a public hearing to determine whether the Study Area defined hereinabove qualifies for designation as a non-condemnation area in need of redevelopment under the criteria and pursuant to the public hearing process set forth in N.J.S.A. 40A:12A-1, et seq.

37882

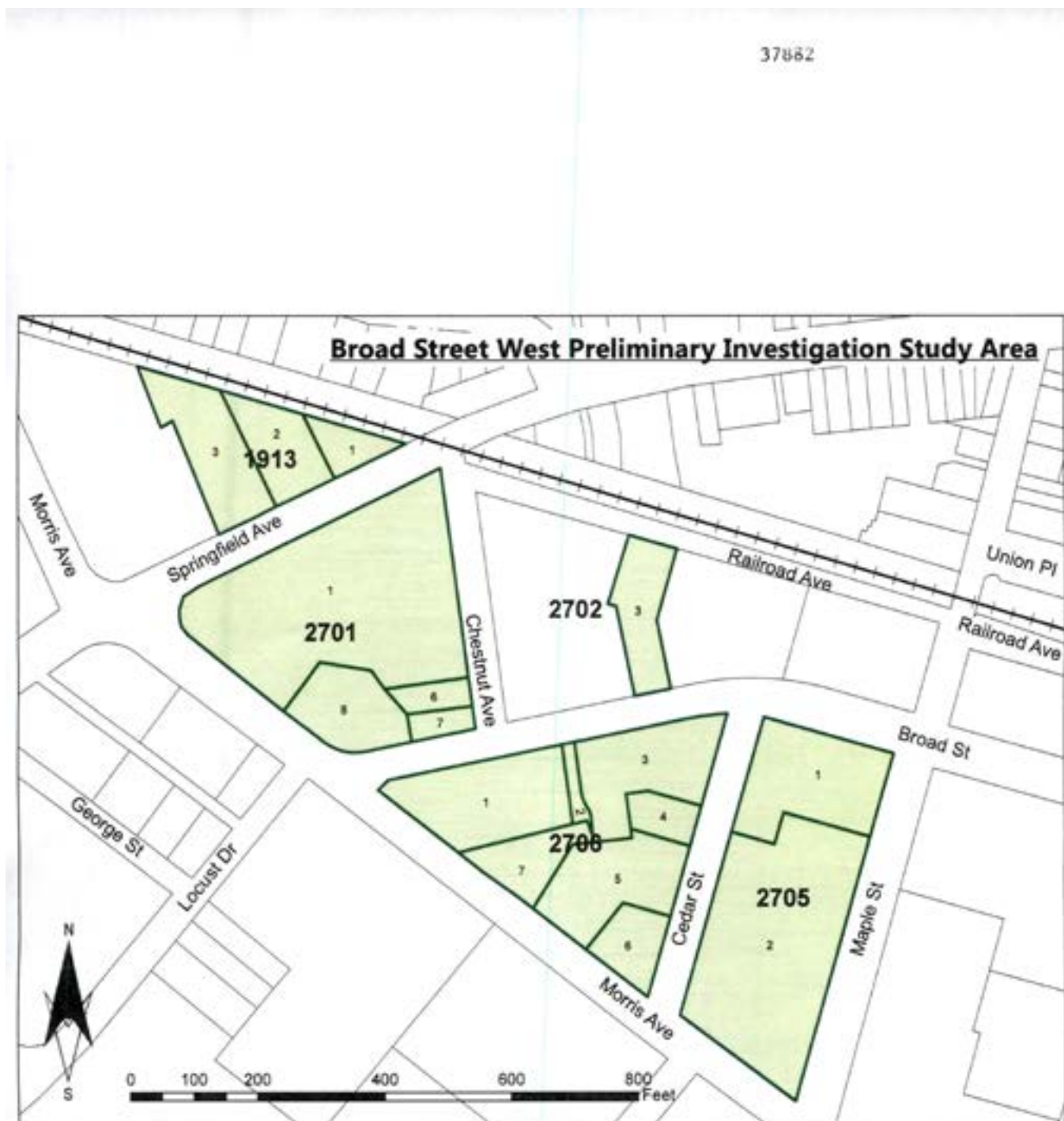
2. That the redevelopment area determination shall further authorize the City to use all those powers provided by the New Jersey Legislature for use in a redevelopment area, excluding the power of eminent domain.
3. That the Planning Board shall submit its findings and recommendations to the Common Council in the form of a Resolution with supportive documentation.
4. That a certified copy of this Resolution be forwarded to the Chief Financial Officer and Planning Board and Planning Board Secretary.

Dated: May 2, 2017

I, Rosalia M. Licatase, City Clerk of the City of Summit, do hereby certify that the foregoing resolution was duly adopted by the Common Council of said City at a regular meeting held on Tuesday evening, May 2, 2017.


City Clerk

Appendix B Map of Study Area



GI 7/11/17



**CITY OF SUMMIT PLANNING BOARD
RESOLUTION OF MEMORIALIZATION
UNION COUNTY, NEW JERSEY**

**ACKNOWLEDGING AUTHORIZATION BY THE
COMMON COUNCIL OF THE CITY OF SUMMIT
TO UNDERTAKE PRELIMINARY INVESTIGATION
TO DETERMINE WHETHER PROPERTIES AT BLOCK
1713, LOTS 1, 2 AND 3; BLOCK 2701, LOTS 1, 6, 7 AND 8;
BLOCK 2702, LOT 3; BLOCK 2706 LOTS 1, 2, 3, 4, 5, 6
AND 7 AND BLOCK 2705, LOTS 1 AND 2 QUALIFY AS NON-
CONDEMNATION AREAS IN NEED OF REDEVELOPMENT
UNDER THE LOCAL HOUSING AND REDEVELOPMENT
LAW, N.J.S.A. 40A:12A-1 et seq.**

APPROVED: May 22, 2017

WHEREAS, the City of Summit Common Council, in its Resolution #27882, adopted on May 2, 2017, identified certain properties to be considered for designation as "Non-Condemnation Areas In Need of Redevelopment" under the Local Redevelopment and Housing Law, N.J.S.A. 40A:12A-1 et seq. ("LRHL") and directed the City of Summit Planning Board ("Planning Board") to conduct the necessary preliminary investigation pursuant to the LRHL, N.J.S.A. 40A:12A-6; and

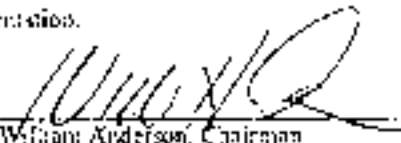
WHEREAS, the blocks and lots of the properties to be subject to a preliminary investigation are known and designated as Block 1713 Lot 1, 2 and 3; Block 2701 Lot 1, 6, 7 and 8; Block 2702 Lot 3; Block 2706 Lot 1, 2, 3, 4, 5, 6 and 7; and Block 2705 Lot 1 and 2, and

WHEREAS, in conducting its preliminary investigation, the Planning Board and its professionals shall examine and study the aforesaid properties and determine if they meet the criteria set forth in the LRHL, N.J.S.A. 40A:12A-5, to be designated "Non-Condemnation Areas In Need of Redevelopment"

NOW, THEREFORE, BE IT RESOLVED that the City of Summit Planning Board,

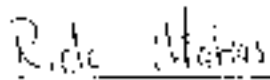
pursuant to the power conferred upon the Board pursuant to the L.R.H.U., shall undertake the following actions:

1. Examine and investigate properties known and designated as Block 1917, Lot 1, 2 and 3, Block 2701, Lot 1, 6, 7 and 8, Block 2702 Lot 3; Block 2706 Lot 1, 2, 3, 4, 5, 6 and 7 and Block 2725, Lot 1 and 2 to determine if some or all of these properties shall be designated as "Non-Condemnation Areas in Need of Redevelopment" as defined in the L.R.H.U.; and
2. Convene a hearing or hearings, on notice to the public in compliance with the L.R.H.U., to receive questions, comments and evidence from the public in connection with the Board's investigation and determination as to whether the inforensid properties shall be designated as "Non-Condemnation Areas in Need of Redevelopment" as defined in the L.R.H.U.; and
3. Prepare and submit findings and recommendations to the Common Council in the form of a Resolution with supporting documentation.


William Anderson, Chairman
City of Summit Planning Board

I hereby certify this to be a true and accurate copy of a Resolution adopted by the City of Summit Planning Board, Union County, New Jersey, at a public meeting held on May 22,

2017


Rick Matias, Acting Secretary
City of Summit Planning Board

The Vote on the Resolution to
approve this Memorization
was as follows:

Yes: Bergerkoff, Naidu, Balson Alvarez, Drummond, Kesser, Matias, Wagenbach, Zucker,
Anderson

No:

Abstain:

EXISTING FACILITY ASSESSMENT

City of Summit Fire Headquarters



Prepared by:

LeMay Erickson Willcox Architects
11250 Roger Bacon Drive, Unit No. 16
Reston, Virginia 20190

Brinjac Engineering
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September 30, 2014

60 Union St #1N, Newark, NJ 07105

TOPO
LOGY

MASTER PLAN RE-EXAMINATION

SUMMIT RE:VISION



CITY OF SUMMIT, NJ

NOVEMBER 2016

MASTER PLAN RE-EXAMINATION

SUMMIT RE:VISION

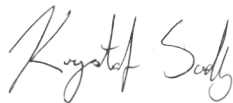
Adopted by the Planning Board
November 21, 2016

Prepared by
Topology, NJ LLC
In cooperation with Summit re:Vision Committees
and Planning Board

The original copy of this report was signed and sealed in
accordance with N.J.S.A. 45: 14A-12

A handwritten signature in black ink that reads "Philip Abramson". The script is cursive and fluid.

Philip Abramson, P.P. # 33LI00609600

A handwritten signature in black ink that reads "Krzysztof Sadlej". The script is cursive and fluid.

Krzysztof Sadlej, Project Director

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ACKNOWLEDGEMENTS

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City Administrator

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PREFACE

The 2016 Master Plan re:Vision will be the key strategy document that will guide policy direction in Summit for the next ten years. Its intent is to provide broad goals and objectives, and identify actions and strategies to further improve the wellbeing of Summit residents.

The goals, objectives, actions and strategies in this document should not be applied in isolation. They are intended to be considered as an integrated set of principles that aim to balance the decision-making process. As a result, many of the recommendations and actions support numerous interconnected goals.

City systems —infrastructure, transportation and circulation, land use, historic assets, parks and open space, community facilities, economy, housing— are inherently complex and ever changing. The goals contained in this re:Vision document are intended to be specific enough to be actionable but also broad in order to maintain flexibility as the issues the community faces evolve and shift.

These goals individually consider the trade-offs that are necessary when making policy decisions. It is the task of the elected officials, boards, committees and commissions staffed by resident volunteers and City of Summit staff, supported by input from private and public organizations, and the residents themselves, to enact policy decisions that will best serve the community into the future.

The set of actions and strategies that follow are intended to be undertaken immediately after the adoption of this document in order to generate momentum and jump-start the implementation process.

Actions & Strategies

- ➔ The Planning Board should establish a Committee (or Committees) to prioritize development of data, studies, guidelines, and policy priorities for this plan, and engage stakeholders to assess capacity to complete tasks and assign action steps to appropriate parties.
- ➔ Make the 2016 Master Plan re:Vision document available online and publicize its location to encourage a wide familiarity with the goals and objectives contained in document.
- ➔ Print and distribute the 2016 Master Plan re:Vision documents to City staff, elected officials, and key partner organizations.
- ➔ The designated Committee should provide an annual update on progress made in completing actions and strategies, and which actions and strategies will be undertaken in the coming year.

INTRODUCTION

Summit Re:Vision

The City of Summit has a unique mix of natural, historic, cultural, and economic assets that set it apart from other suburban communities. Its location in the region, with a direct commuter rail connection to New York City, is one the City's most valuable assets. Summit is a community with a mostly residential character, whose citizens place great value on the historic character and scale of its existing neighborhoods.

The City hosts a top rated school system, major healthcare institutions, a vibrant business community, diverse religious institutions and remarkable natural resources, arts and non-profit organizations. This diversified balance of quiet residential neighborhoods near transportation and a historic, compact and walkable downtown is what makes Summit a community of choice for the 21,826 residents who call Summit home and the 17,654 workers who are employed here.

While this mix of uses is indeed a core asset in Summit, it also poses challenges as opportunities for reinvestment and growth can at times compete with maintaining the character and scale of neighborhoods. Reinvestment and economic development, important to the continued vibrancy and success of the City should incorporate goals that aim to retain the historic character and natural assets of the City and enhance the overall wellbeing of residents. This document outlines the following goals intended to guide policy and strategy for the City of Summit:

1. Guide development to maintain and enhance the character of Summit;
2. Maintain a dynamic and vibrant city;
3. Improve connectivity between people and places to promote a healthy and vibrant community;
4. Promote a city that is welcoming to residents of all ages, races, ethnicities, abilities and income ranges;
5. Build economic resiliency by supporting reinvestment;
6. Preserve and enhance natural beauty, open space, and community facility assets for future generations.

The re:Vision Document

This document is a Master Plan Re-examination Report of the City's 2000 Master Plan, and subsequent Re-examinations (2003 and 2006). The purpose of the Re-examination is to review and evaluate the local master plan and development regulations on a periodic basis in order to determine the need for updates and revisions.

The City of Summit has taken much care to dedicate resources to community planning. Aside from documents such as this one that are required of the City by State of New Jersey statutes, the City has also developed many supplemental planning documents that add to the City's ability to plan effectively. At the onset of this Reexamination process, Committees expressed a desire to make the

most of the opportunity to review public input and consolidation of top goals, objectives and associated action strategies in this document so that policy actions remain focused. While contents of many objectives, goals, actions and strategies in this document are based on prior planning efforts, they aim to update and consolidate actions and strategies into a clear and usable format. Hence this document serves as not only a Re-examination of the Master Plan, but also a “re:Vision.”

Appendices

The Municipal Land Use Law establishes the legal framework for municipal planning and requires that municipalities conduct a general re-examination of their master plans at least every ten years. This reexamination is required to maintain the presumption of validity for municipal land use policies and ordinances. The re-examination also recognizes municipal planning as an ongoing and participatory function of local governing.

The minimum legal requirements for a re-examination are to review the following:

- a) The major problems and objectives relating to land development in the municipality at the time of the adoption of the last re-examination report.
- b) The extent to which such problems and objectives have been reduced or have increased subsequent to such date.
- c) The extent to which there have been significant changes in the assumptions, policies, and objectives forming the basis for the master plan or development regulations as last revised, with particular regard to the density and distribution of population and land uses, housing conditions, circulation, conservation of natural resources, energy conservation, collection, disposition, and recycling of designated recyclable materials, and changes in State, county and municipal policies and objectives.

d) The specific changes recommended for the master plan or development regulations, if any, including underlying objectives, policies and standards, or whether a new plan or regulations should be prepared.

e) The recommendations of the planning board concerning the incorporation of redevelopment plans adopted pursuant to the “Local Redevelopment and Housing Law,” P.L.1992, c.79 (C.40A:12A-1 et al.) into the land use plan element of the municipal master plan, and recommended changes, if any, in the local development regulations necessary to effectuate the redevelopment plans of the municipality.

The structure of this Re-examination Report prioritizes specific changes recommended for the Master Plan (criteria d). The goals, objectives, and actions/strategies contained in this document constitute these recommended changes. While these objectives and strategies are built on prior planning efforts, and in fact often simply reword, consolidate, or break apart prior goals and objectives, they in effect constitute new language to be added to the Master Plan.

Appendix A of this document establishes the major problems and objectives relating to land development in the municipality at the time of the adoption of the 2006 re-examination report. This appendix also summarizes other planning documents that informed goal and objective development.

Appendix B summarizes how the goals and objectives contained in this document (recommendations) relate to the 2000 Master Plan and the 2006 Master Plan Reexamination recommendations and ascertains whether the recommended objectives and goals render any prior goals and objectives no longer valid based on the extent to which problems have been reduced or increased since 2006 and the extent to which there have been significant changes in the assumptions, policies, and objectives forming the basis for the Master Plan.

PUBLIC INPUT & ENGAGEMENT

This Master Plan re:Vision document was developed as part of a robust public process that reached a broad spectrum of Summit residents, businesses, workers, local officials, and stakeholders. It is based on and incorporates the many ideas, opportunities, challenges, and observations voiced by citizens who contributed their time to the development of this policy and strategy document. The City and Planning Board placed a priority on ensuring full transparency in decision-making processes, promoting collaborative and accessible public meetings, and maximizing participation by residents and other local stakeholders.

Advisory Committees

Community engagement and consultation was achieved through several means.



Steering Committees were formed to investigate strategies pertaining to economic development, land use, parks and open space, conservation, public art, community facilities, transportation and circulation, housing, historic preservation and utilities. A Citizen Advisory Committee was also formed to identify solutions to issues that were most pertinent to residents.



Workshops & Public Meetings

Over 100 people attended the first public workshop held June 1, 2016 at the Summit Elks Lodge. The purpose of the meeting was to help the planning team identify and confirm specific challenges and areas of opportunity for the City of Summit. A second public meeting was held at the Connection on September 13, 2016 to

confirm and refine goals, strategies and action steps that should be included in the Master Plan re: Vision document.



pedestrian safety improvements, circulation and traffic issues, opportunities for community facility improvements, and ways we can better utilize the Village Green.

Members of the planning team regularly reviewed comments and ideas for incorporation into this document. To increase the volume of feedback, regular posts on Facebook were made, email notices were sent, and signs were placed in prominent places throughout the City.

There were also two rounds of surveys deployed to the community both via the online platform and in-person. The first, a housing demand survey, was intended to gather robust data on the housing needs in Summit. The second, a retail and entertainment survey, gathered input on how people would like to see the retail and entertainment options enhanced in Summit.

Online Engagement

In order to maximize opportunities for input from the public, an online site was launched in collaboration with coUrbanize, a platform provider that specializes in public process engagement. The interactive website enabled the planning team to pose questions and receive feedback on a wide range of topics such as



A photograph of a two-story brick building with a dark roof, identified as Summit Station. In the foreground, a green lamp post stands on a sidewalk. To the left, several bicycles are parked. An American flag flies from a pole in front of the building. A sign above the entrance reads "Summit Station". The scene is set on a sunny day with shadows cast on the pavement.

GOALS AND OBJECTIVES

GOAL 01: Guide Development to Maintain and Enhance Character of Summit

Basis

Summit residents love the scale, character and historic fabric of their city. There are competing concerns regarding opportunities for reasoned, appropriate growth and ensuring that new development does not detract from the quality of the existing built environment. These goals need not be mutually exclusive. There is strong sentiment that additional design standards and guidelines are needed to promote a desirable building form for all future developments.

The historic character, scale, design and form of a neighborhood is not only an aesthetic consideration, it is an economic one. The quality of the built environment has a direct impact on the desirability and livability of a neighborhood and the City as a whole.

Reality

The lack of adequate design standards and guidelines poses some specific economic risks. First, the character of residential neighborhoods, transition zones between commercial and residential districts, and commercial districts themselves could be degraded over time. As a result of new development that is not perceived to enhance existing neighborhoods, community trust can be eroded, increasing skepticism of all new investment and reinvestment. If the outcomes of potential new development are not sufficiently predictable, the uncertainty can become a disincentive to investment and reinvestment.

Outcome

The key to incentivizing reinvestment while ensuring that adequate control is maintained is to establish regulations that produce predictable results, while maintaining enough flexibility to allow for innovation.

DESIRED OUTCOMES:

- ➔ Define Summit's character.
- ➔ Preserve the unique characteristics of neighborhoods.
- ➔ Revise zoning ordinances so that they foster desired policies and outcomes.
- ➔ Allow for more nuanced management of new building structures through enhanced land use control (e.g., scale and design).
- ➔ Create incentives for investment and reinvestment through enhanced land use controls.
- ➔ Maintain and encourage effective transition zones between commercial and residential areas/zones.

Objective 1.01: STRENGTHEN DESIGN STANDARDS AND GUIDELINES

The need to incorporate design guidelines and performance standards in order to ensure that any new development contributes to the existing character of Summit was stressed by many residents. There is a perception that some developments are eroding the aesthetic value of the built environment in Summit.

Before design guidelines are developed, the City should first establish what core guiding principles should permeate throughout the guidelines. The consistency of design is not only an issue for buildings, but also streets, parks and all public infrastructure. Promoting a cohesive and high quality visual environment in the City will contribute to the wellbeing of the community and support the economic and social resiliency of Summit over time.

online to city staff, boards and the public.

- Include all design guidelines and/or standards as an appendix in the DRO Binder and online for Zoning Board, Planning Board, City staff and the public.
- Designate a qualified design professional who identifies program needs, ensures conformity to best practices and provides creative and design guidance.
- Where design is a particular priority, consider the use of the State Redevelopment Statute (e.g., NB zone, B zone, Gateway II zone).
- Consider providing incentives to induce consistency, where compliance is not mandatory.

Actions & Strategies

- When developing design guidelines or standards, work to establish what Summit “looks like” and what design characteristics will reinforce Summit’s image and character.
- Develop streetscape design guidelines and/or standards that guides public infrastructure investment in a consistent manner.
- Develop design guidelines and/or standards for multifamily and commercial buildings.
- Develop design guidelines and/or standards for facades, storefronts and signage; see Objective 2.08 and 2.10 for detail.
- Ensure that the Design and Preservation Guidelines for Historic Properties developed by the Summit Historic Preservation Commission is available

Design guidelines can help to ensure that scale remains consistent in neighborhoods, character is preserved, and appropriate transitions are maintained.

Examples of design guidelines



Rooflines can reinforce the architectural character of a street.



Incorporating architectural features like cornices is more compatible with adjacent buildings, by lowering the apparent, conflicting height of the building.



In areas with a number of buildings that feature a distinctive architectural concept or style, referring to that organizational concept can achieve compatibility.

Source: City of Seattle Design Guidelines

Objective 1.02: ASSESS ORC & B ZONES TO ENSURE THEY ARE MEETING INTENDED POLICY OBJECTIVES

The Office Residential Character (ORC) zones are intended to promote the adaptive reuse of existing buildings in a manner that is sensitive to neighboring residential developments. While the Business (B) zones are also in transitional locations, they provide for more intensive commercial use. For this reason, B zones that border residential neighborhoods should be assessed to ensure that appropriate transitions are maintained.

The key policy objectives are two-fold for both zones: promote reinvestment and reuse of buildings while maintaining scale that is appropriate for a transition zone. Currently it is unclear whether these zones are meeting either legislative objective. Some properties remain underutilized or unimproved while some new development proposals do not maintain the prevailing scale of the neighborhood.

A review should be undertaken to ensure that policies are in place to effectuate the key policy objectives.

Actions & Strategies

- ➔ Review the legislative intent of the ORC, ORC-1, B, B-1 and NB zones to determine whether they provide a buffer between commercial districts, particularly the CRBD and neighborhoods with residential, mostly single family, character.
- ➔ Assess whether both the maintenance of appropriate transitional character and reinvestment incentive are provided for in the zoning ordinance.



Objective 1.03: PROTECT EXISTING SITES THAT ARE OF HISTORIC VALUE TO PRESERVE THE CITY'S HISTORIC CHARACTER

The historic character of the downtown and residential neighborhoods is recognized as a core differentiating attribute that contributes to Summit's success.

The very identity of Summit is tied to the diverse architectural styles and village character that distinguish the City from newer suburban communities.

Proper consideration should always be given to the impact any development has on the prevailing character and scale of a neighborhood. A proposed alteration or demolition of historic structures should be carefully reviewed by the Planning Board and the Historic Preservation Commission in order to ensure that historical assets are not lost over time. This can be achieved through a variety of mechanisms that include requiring additional review when buildings of historic value are being altered or demolished. Additionally, the zoning ordinance can be more prescriptive in maintaining setback, lot size, and yard requirements.

Actions & Strategies

- ➔ Consider developing a local ordinance that allows for the designation of "local landmarks" that are of historic value that would be subject to design guidelines or standards in the event of significant facade alteration or proposed demolition of such landmarks (criteria for what constitutes a "local landmark" could be the same as contributing structures already listed on the National and State Registers of Historic Places as well as those eligible for listing).
- ➔ Consider requiring a "certificate of appropriateness" when significant alterations are being made to a structure, demolition is proposed or the subdivision of lots is proposed for sites deemed to be Local Landmarks. When considering the review process the following criteria may apply:
 - ▣ Site's historic, architectural or aesthetic value
 - ▣ Historic listing or eligibility
 - ▣ Setting, design, arrangement, texture, details, scale, shape, materials, finish, color, streetscape, and relationship of those characteristics to the surrounding neighborhood
 - ▣ Extent to which proposed changes would alter the public's view of the property
 - ▣ Importance of the site to the character of the City as a whole and adverse effects proposed changes may have on that character
- ➔ As part of the permitting process, new construction should not erode the historic character and prevailing scale of a neighborhood.
- ➔ Encourage the adaptive reuse of historic properties.
- ➔ Ensure that the advisory function of the Historic Preservation Commission is integrated into zoning variance and Planning Board review process.
- ➔ Consider designating a qualified design professional to review application where a "certificate of appropriateness" is part of the permitting process.

Historic Sites in Summit:

Many historic structures and sites have been preserved in the City of Summit contributing to the unique atmosphere and character of the City. Summit currently has five historic sites that are listed on the National and State Registers of Historic Places, including much of the Downtown. The five sites and the date they were added to the Registers are listed below:

- The Clearing (Reeves Reed Arboretum) - April 9, 1993
- Twin Maples - August 29, 1997
- Wallace Chapel A.M.E. Zion Church - August 28, 2007
- Summit Playhouse - December 30, 2009
- Summit Downtown Historic District - June 30, 2011



The Summit Playhouse is home to one of the oldest continuously operating amateur community theaters in the United States. The original stone building, designed by Arthur Bates Jennings, was built in the Romanesque style of architecture.

Objective 1.04: MAINTAIN THE PREVAILING CHARACTER OF NEIGHBORHOODS

In addition to maintaining the overall character of Summit, further care should be taken to prevent the periodic deterioration of the prevailing scale of neighborhoods and blocks, particularly in single family residential districts.

Residents have three particular concerns that may pose a threat to maintaining prevailing character in Summit neighborhoods: transition zones, lot mergers and lot subdivisions. In the case of potential lot mergers, there is concern about larger homes on (merged) lots that do not match existing patterns and could disrupt a neighborhood's existing character. Conversely, lot subdivisions are also of concern where property owners may be incentivized to construct dwellings that are out of character with the neighborhood.

In both cases, as-of-right development could have these unintended consequences under current regulation. In neighborhoods where lot mergers are a concern, setting lot area maximums should be considered, and/or dwelling square foot maximums may be appropriate.

In areas where lot subdivisions are a concern, a broader look at the zone criteria is called for.

Actions & Strategies

- ➔ Review single family zoning districts to identify all the oversized lots in these districts.
- ➔ Review single family zoning districts and assess if policy objectives are being met.
- ➔ Consider the inclusion of maximum total lot size, maximum structure size and/or maximum yard requirements, as opposed to just minimum requirements.
- ➔ Evaluate the effectiveness of existing regulations to protect single family residential neighborhoods from higher intensity uses, including commercial and other incompatible uses adjacent to residential areas.
- ➔ Evaluate the effectiveness of existing regulations to ensure new development is compatible with the prevailing neighborhood context.

Objective 1.05: REDEVELOPMENT SHOULD BE PURSUED BY THE PLANNING BOARD IN AREAS LIKELY TO MEET THE STATUTORY REQUIREMENTS FOR AN AREA IN NEED OF REDEVELOPMENT

In order to stimulate reinvestment and better manage building and site design of new development, the City of Summit has the option of designating specific locations as “areas in need of redevelopment”

The New Jersey Local Redevelopment and Housing Law allows municipalities to adopt “redevelopment plans” for areas that have been designated as “in need of redevelopment” or “in need of rehabilitation.” A redevelopment plan may supersede the applicable provisions of the local zoning ordinance or constitute an overlay zoning district, but it must be substantially consistent with, or designed to effectuate, a municipality’s master plan.

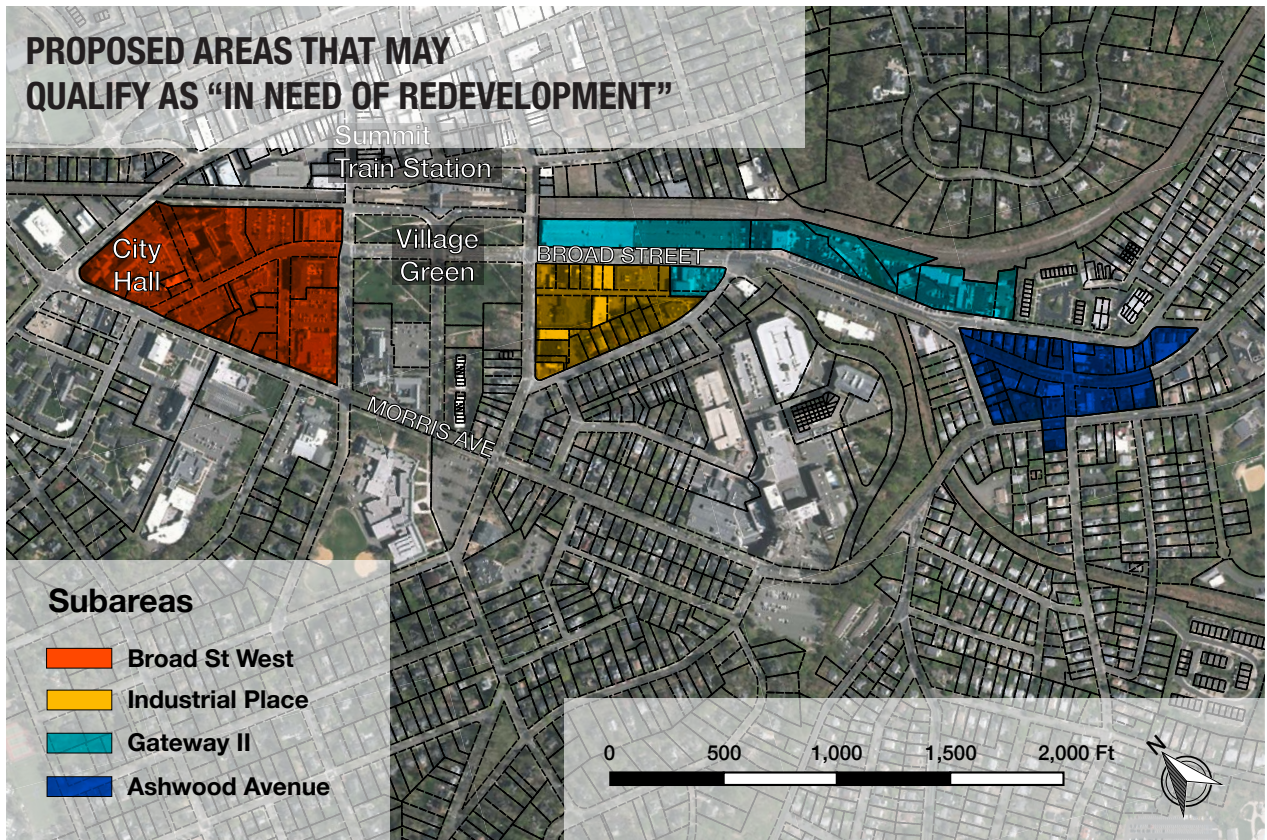
Where traditional zoning has limited ability to control the outcome of a development project, developments pursued under the redevelopment statute provide for a greater degree of control and predictability.

One area identified during the public outreach process that potentially could fit the necessary parameters was the Broad Street Corridor. Currently, untapped reinvestment potential along the Broad Street corridor is inhibiting neighborhood cohesion and connectivity between the downtown and the east side of Summit. The Gateway II zone, where the Salerno Duane auto dealership is currently located, has been unable to attract reinvestment despite concerted effort to incentivize investment.

Actions & Strategies

- ➔ Identify target areas likely to meet the statutory requirements for an “area in need of redevelopment” (e.g., Broad Street Corridor).
- ➔ Adopt appropriate resolutions to undertake a preliminary investigation of target areas in need of redevelopment.
- ➔ Redevelopment plans should align with stated public goals that encourage public benefits such as: affordable housing; live/work unit types; adaptive reuse of historic structures; pedestrian amenities; public art and open space; affordable neighborhood retail; co-working space; community facilities.
- ➔ Consider “area in need of rehabilitation” status for neighborhoods that would allow for the development of redevelopment plans consistent with prevailing character throughout said area.
- ➔ The current need to relocate the fire house should be considered as an opportunity to develop a redevelopment plan.
- ➔ Reevaluate the Gateway II zone and rework the ordinance to better incentivize redevelopment consistent with the needs of the City.
- ➔ Commission a financial feasibility study of the Gateway II zone to determine what zoning is needed to create a predictable and economically feasible redevelopment.

**PROPOSED AREAS THAT MAY
QUALIFY AS “IN NEED OF REDEVELOPMENT”**



Objective 1.06: PROMOTE CLEAR, USER FRIENDLY, AND TRANSPARENT APPLICATION, REVIEW, AND PUBLIC HEARING PROCESSES FOR DEVELOPMENT PROPOSALS AND APPLICATIONS

A predictable application and permitting process promotes the City's ability to control and guide development so that it meets both public objectives and incentivizes reinvestment. Providing a high level of transparency fosters a partnership between the public and private sectors that is more likely to result in alignment in public and private interests that benefit the entire community.

Residents and business/property owners have reiterated the difficulty and cost associated with variance approvals. This burden is not only a financial strain on Summit residents and commercial land owners, but it can disincentivize reinvestment and has the potential to hurt property values and the economic stability of neighborhoods and the downtown in the long-run.

Actions & Strategies

- Provide all needed materials online and ensure the usability of documents.
- Develop a clear submission checklist that includes building design standards.
- Implement an online property information GIS and permit status tracking system.
- Ensure an effective and well publicized mechanism for residents to report quality of life issues and code violations.
- Ensure regulations are applied evenly across neighborhoods to ensure that property maintenance violations are addressed and to protect the wellbeing of the community in a uniform fashion.

GOAL 02: Maintain a Dynamic and Vibrant City

Basis

Walkable streets, human-centered scale, direct rail access to the region, historic character and successful retail and office markets: Summit has all the foundational assets that make for an attractive and thriving city. Perhaps most importantly, as illustrated through the thousands of ideas that were submitted through the Master Plan re:Vision engagement process, the citizens of Summit care for and have strong affinity for their city. Summit should continue to support the aspects of the City that residents love and proactively respond to the changes in commerce, technology and preferences that will continue to position the City as a community of choice that supports civic, social and economic vitality.

Reality

A dynamic and well balanced retail mix is a key element of any successful city. However, the very nature of commerce and retail is changing. While the growth of malls and the consolidation of retail into big box store formats threatened the continued existence of small-scale, mom and pop retail in cities before, today online sales provide consumers with unparalleled choice and convenience. Summit's retail districts have something that neither the mall nor an internet retailer can compete with: they provide a place to gather and see other people, socialize with friends and family and engage in civic life; they provide a unique experience and have the capacity to inspire and delight.

Outcome

The quality of life amenities, entertainment and recreation opportunities, and engaging streetscape that dynamic and vibrant cities can provide is indeed their core asset and advantage that should be supported and enhanced through the City's policies, legislation and investment priorities.

DESIRED OUTCOMES:

- Enhanced use of downtown.
- Implement City strategy and branding.
- More places for people to meet, gather and socialize (e.g., public plazas and engaging streetscapes).
- Improved entertainment and nightlife amenities.
- Continued efforts to implement parking strategies that prioritize visitors, residents and workers.
- Policies that mitigate vehicular congestion and improve safety.

Objective 2.01: PROMOTE MIXED- USE AND RESIDENTIAL DEVELOPMENT DOWNTOWN

Without exception, the vibrancy of a downtown is dependent on one key element: people. The people downtown are not merely consumers who keep the shops in business and the parking meters fed, they are the very social fabric that create and define the identity of a city. A walkable and inviting public realm fosters the opportunity to socialize, the possibility of running into your neighbor at a coffee shop or just the ability to watch others as they go about their day.

One way to get people to a downtown is to attract visitors and another is to put them there. A residential population encourages the consistent and stable use of downtown, enhancing vibrancy and economic sustainability. According to the housing demand survey conducted for the purposes of this document, housing options within walking distance to public transit, services and amenities are high priorities for current residents when considering purchasing or renting a new home in Summit.

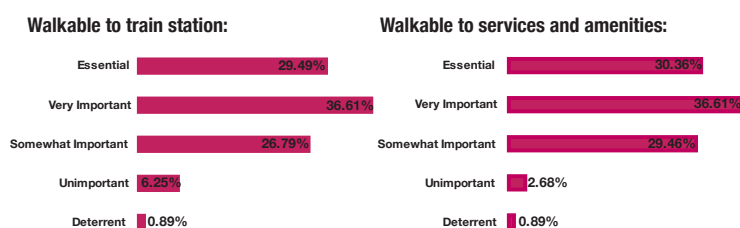
Current housing options downtown are limited. Constrained availability of land, small lot sizes with disparate ownership and a shortage of suitable resident parking hinder opportunities for private development.

Actions & Strategies

- ➔ Work with property owners, residents, and City staff to identify criteria and/or incentives for developing additional residential units by private owners.
- ➔ Public/visitor parking and additional traffic impacts should be assessed when considering multi-family development downtown.
- ➔ Consider a financial feasibility analysis on single-story parcels to identify private-market incentive needs and barriers to encourage development (e.g., along Broad Street Corridor).
- ➔ Where appropriate, incentivize residential development above retail locations — specifically in locations with current single-story uses.
- ➔ Pursue the creation of a Redevelopment Plan for areas likely to qualify as an “area in need of redevelopment”; see objective 1.05 for detail.
- ➔ Promote and incentivize the adaptive reuse of historic and existing structures (e.g., Turkey Hill Inn and DeBary Place Inn).

Survey Results

Q: How important are the following factors to you when considering purchasing or renting a home in Summit?



Objective 2.02: ENHANCE THE PROGRAMMING AND DESIGN OF PUBLIC SPACES

The quality of experience in a city is in large measure dependent on the activities that happen inside buildings: the shops, restaurants, offices and entertainment venues. A distinguishing quality of an engaging and vibrant city is how the spaces between those buildings function. Plazas, walkways, parks, alleys and the streets themselves are a crucial component of the city experience.

Public spaces should first and foremost be designed to function as places that people can access, socialize in, gather and encourage chance interactions. It is here where function and form should be in harmony. A well designed public space is not only beautiful and well maintained, but also invites use with plentiful places to sit, interact and enjoy the city.

Public spaces foster social interactions that respond to a variety of variables. Determining what does or does not work takes time, deliberate action and some trial and error. It does not, however, require a lot of capital investment to activate underutilized public spaces. Simple and inexpensive interventions such as placing movable tables and chairs in plazas, improving lighting and safety, incorporating concessions and sidewalk cafes or hosting community events in public spaces are all efficient and effective ways to bring new life to public spaces.

Actions & Strategies

- ➔ Create a public space agenda that identifies the following:
 - ▣ Current public space assets
 - ▣ Public space asset performance. Is it accessible to all? What are the barriers to its use. Are people using it? Is an intervention needed?
 - ▣ Possible partners, both short-term and long-term interventions and possible funding sources.
- ➔ Incorporate public health goals when promoting vibrant public space so that the development of great civic spaces also promotes an active and healthy experience for all residents.
- ➔ Promote incorporation of public space when considering new construction so that new buildings, including new civic buildings, are designed to be an integral part of the community.
- ➔ Structure implementation of the public space agenda so that City departments, community organizations and Summit Downtown Inc. work together towards common goals.
- ➔ Develop a formal parklet program with specific design standards and operating procedures that clearly outlines strategy and operational goals.
- ➔ Incorporate public art into streetscape and infrastructure: see objective 2.03 for detail.
- ➔ Establish the train station as a desirable public space: see objective 2.04 for detail.



- The public space at the corner of Beechwood Road and Bank Street is an example of a plaza where there is an opportunity to implement low-cost improvements such as movable seating, public art and programming to support opportunities for social interaction.



- This public space activation in Detroit, MI employed pouring sand over a plaza and providing lounge chairs and umbrellas. The creation of this “urban beach” did not require costly infrastructure or capital investment, but rather focused on creating a space where people were encouraged to gather and socialize.

Objective 2.03: INCORPORATE PUBLIC ART AND PLACEMAKING INTO STREETScape AND INFRASTRUCTURE THROUGHOUT THE CITY

Summit residents love their public art, and would like to see it more integrated into the downtown experience. Public art does not have to be restricted to formal installations in the traditional sense.

Incorporating art and design strategies that promote placemaking into everyday infrastructure, signage, bicycle racks, transit stations, trash receptacles and the streets themselves, can have a profound effect on the experience of a place. Creating an enhanced sense of place and encouraging interaction and pedestrian experience can support local business with increased foot traffic and add significantly to a community's livability.

Actions & Strategies

- ➔ Designate a qualified design professional who identifies program needs, ensures conformity to best practices and provides creative and design guidance.
- ➔ Encourage requiring a portion of funds for streetscape capital projects and private projects to be used for public art (e.g., 1% of total cost with an established maximum cap).
- ➔ Streetscape infrastructure capital project budgets should include design development (e.g., 20%-30% of budget).
- ➔ Identify criteria for public art that establishes quality of work, site specificity and durability of materials.
- ➔ Involve the community, including local institutions, in the design and incorporation of public art (e.g., New Jersey Visual Arts Center, public schools).
- ➔ Promote a public art policy that strengthens partnerships with existing institutions.

Incorporate public art into city infrastructure to build a sense of place and community, and have some fun.



Bike Rack



Crosswalks



Seating



Bridge



Traffic Signal

Objective 2.04: ESTABLISH THE TRAIN STATION AS DESIRABLE PUBLIC SPACE

The Summit train station is one of the most highly utilized commuter train stops on the Morris-Essex New Jersey transit line. The structure was opened in 1905 and stands as a handsome architectural feature of downtown Summit. Thousands of daily commuters pass by and through the space on their daily commutes. For many visitors, the train station is their first impression of Summit.

Improving the experience of the public realm in and around the train station serves to connect the areas north and south of the tracks, further promotes the use of public transit, improves the customer experience and increases the utilization of available public spaces. The station hall and overpass, public areas around the station, the walls of the overpass and the platform itself all provide opportunities for placemaking and enhanced use.

The foremost key to unlocking the potential of the train station as a public space is a concerted effort by the municipal government to build a strong relationship with New Jersey Transit. Collaborating with New Jersey Transit on meeting goals, building a partnership and identifying funding opportunities is crucial.

As emphasized in Objectives 1.02 and 4.02, activating public spaces does not necessitate a high level of funding or capital expenditure, only collaboration, bold ideas and ensuring that places are welcoming to all people.

Actions & Strategies

- ➔ Assess current underutilized public space in and around the train station.
- ➔ Add the train station to the public space agenda: see Objective 2.02 for detail.
- ➔ Define a placemaking strategy that includes public art opportunities, seating and public plaza opportunities, greening and landscaping improvements and public event opportunities that are consistent with the streetscape design guidelines and/or standards: see Objective 1.01 for detail.
- ➔ Identify public arts funding that could support placemaking strategies.
- ➔ Study and improve the circulation patterns around the train station.
- ➔ Build a strong relationship with NJ Transit to establish and communicate long-term objectives.
- ➔ Leverage grant funding to design and build a welcoming and safe bicycle parking facility adjacent to the train station.
- ➔ Improve connectivity and access between the train station and the commuter parking garage through pedestrian experience and safety improvements, particularly at the Summit Avenue and Broad Street intersection.
- ➔ Work with NJ Transit to provide input on their Capital Improvement Plan.

Objective 2.05: REDEFINE THE BOUNDARIES OF “DOWNTOWN” TO INCLUDE THE BROAD STREET CORRIDOR

Many of the strategies contained within Goal 2 will likely effect downtown Summit. When residents identified how they would like to see the future of downtown Summit to unfold, ideas were not isolated to the boundaries of the Central Retail Business District (CRBD) zoning designation, often the implied definition of downtown.

Transitional areas around the CRBD zoning district—which include the Business (B), Office Residential Character (ORC), Multi-Family Residential (MF), Gateway I (GW-I), Gateway II (GW II) zones and the Village Green—are all a part of the downtown experience. Implementing strategies contained within Goal 2 only within the boundaries of the CRBD would miss the opportunity to integrate, connect and create a united sense of place in Summit. The Broad Street corridor was identified as an area where the downtown experience persists and should be included in the definition of the area.

The separate and distinct zoning designations that exist create standards that guide land use in those districts. The broader objectives, strategies and actions contained in Goal 2 should be applied within the constraints and guidance established in the zoning regulations.

Actions & Strategies

- Collaborate with all downtown stakeholder groups, including City of Summit departments, Summit Downtown Inc., residents, and business/building owners from within and beyond the CRBD to establish common goals and needs.
- Establish a definition of “Downtown Summit” boundaries to potentially include areas south of Springfield and along the Broad Street corridor.
- Identify long-term Summit Downtown Inc. assessment area expansion that coincides with expanded definition of “downtown”.
- Zoning in the areas south of the CRBD, specifically on the Broad Street Corridor, should be re-evaluated based on this analysis.
- Expansion of the CRBD zone should not be pursued.
- Any zoning changes should strive to maintain and strengthen an appropriate transition between lower-density residential neighborhoods and the downtown/commercial zones.



Objective 2.06: DEFINE SUMMIT'S BRAND

A city's brand is more than a logo or a tagline. A brand is the authentic expression of the unique history, community assets, values and aspirations of a place.

When asked to describe Summit's core values and aspirations, answers were quite consistent. Family-focus, diversity, walkability, historic character, eclectic culture and safety were most commonly referenced when describing why residents love Summit. Residents see an opportunity for Summit to lead in fostering civic innovation, a thriving community and cultural life, improved accessibility and championing sustainability.

These values are not only translated into a branding strategy through campaigns, but by personifying these values when policy decisions, investments and tactical visions are set. An authentic brand that is reflective of the community is earned; it cannot be created or invented.

Actions & Strategies

- ➔ Work with Summit Downtown Inc. to unify SDI branding with City's overall branding strategy.
 - ▣ Determine how to make the branding strategy reflective of all of Summit
 - ▣ Consider an aligned City-wide merchandising plan
 - ▣ Is the branding strategy authentic?
 - ▣ Is the branding strategy unique, not generic?
- ➔ Reach consensus on a key branding message, broadly communicate and distribute the key message points to City staff and department heads.
- ➔ When making public investment decisions, ensure that strategic branding goals are being supported.
- ➔ When setting policy recommendations, ensure strategic branding goals are being supported.
- ➔ Include all residents and adapt communication strategies that respect the needs, cultures and interests of diverse populations.

Objective 2.07: ACTIVELY RECRUIT RETAIL TO FILL NEEDS THROUGHOUT THE CITY

Downtown Summit's retail district is well loved by residents. High quality dining options, boutiques and home design shops, some serving the community for generations, all contribute to the vibrancy and quality of life in Summit. The varied range of retail options is highly valued and should be maintained, and where possible, expanded. However, throughout the course of community outreach it was clear that there is a crucial component residents feel is missing in Downtown Summit: entertainment and nightlife.

With the loss of the movie theater downtown, options for evening activities and entertainment are noticeably lacking. Residents cite that they rarely visit Downtown Summit for entertainment and nightlife activities, opting to visit nearby downtowns. Tapping the after-five potential of the downtown is an opportunity to better serve current residents and retain dollars in the local economy.

Maintaining and enhancing the retail mix in commercial districts should aim to support the overall economic vitality of the City. A balanced retail mix that attracts a wide customer base will benefit all businesses by supporting their long-term economic viability in a retail environment that is threatened by ever increasing online competition.

In addition to identifying the lack of entertainment and nightlife options in Summit, residents also often reiterated that a quality grocery store located close to downtown would be desirable and would fill a currently unmet need.

Actions & Strategies

- ➔ Encourage Summit Downtown Inc. to manage and hire a retail attraction consultant that will market available spaces to target tenants.
- ➔ Support policies that promote evening uses and encourage business to stay open later (e.g., night markets, evening community activities).
- ➔ Encourage the location of entertainment-related uses downtown including, but not limited to, restaurants, cafes, hotels, bowling alleys, museums and theaters.
- ➔ Explore possible sites that would support the development of a grocery store near downtown.
- ➔ Encourage businesses to stay open late at least one day of the week (e.g., Friday).
- ➔ Encourage businesses to maintain illumination of storefronts after-hours even if they are closed.

Objective 2.08: DEVELOP CONSISTENT FACADE, STOREFRONT AND SIGNAGE STANDARDS AND GUIDELINES

The historic village feel and character of downtown Summit is highly valued. The design of storefronts, signage used and the quality of building facades reinforces this character.

Building and store owners should be given adequate guidelines that are clear, well communicated and comprehensive. Design guidelines should be flexible enough to allow business owners to develop a unique and differentiated branding, but encourage context appropriate design.

FEATURES THAT SHOULD BE ENCOURAGED:

- ➔ Preservation of historic architectural features.
- ➔ After-hours lighting.
- ➔ Street-level transparency and dynamic storefronts.
- ➔ Quality signage and detailing.
- ➔ Consistency of dimensions, awning height and materials.

FEATURES THAT SHOULD BE DISCOURAGED:

- ➔ Cluttering of storefronts with signage (temporary or permanent).
- ➔ Obstructed transparency that reduces vibrancy at street-level.
- ➔ Removal of, obstruction or alteration of historic building features.

Actions & Strategies

- ➔ Work with Summit Downtown Inc. and the Historic Preservation Commission to review sign ordinance and improve the objectives.
- ➔ Review if set objectives are being met by current ordinance and adjust accordingly to align objectives.
- ➔ Consider retaining a retail design/architecture consultant to develop high-quality design guidelines and/or standards.
- ➔ Provide more nuanced design guidance beyond what will be controlled by ordinance, develop a clear, visual and easy to use storefront design and facade guidelines document and consider adoption of design and facade standards.
- ➔ Ensure that design guidelines and/or standards are easily accessible online and information is broadly distributed to all building and store owners, and are included in DRO binder.
- ➔ Consider the creation of a storefront/facade improvement grant program that supports the implementation of best-in-practice design and encourages pride in storefront design.
- ➔ Recognize and celebrate building and business owners that most clearly exemplify quality contextual storefront and facade design downtown.
- ➔ Integrate the review of plans so that designated staff are able to assist business owners adhere to design guidelines as part of the permitting process.

Objective 2.09: DEVELOP A COMPREHENSIVE PARKING STRATEGY THROUGHOUT THE CITY

When asked about what downtown Summit needs, it doesn't take long for residents to cite the difficulty they have finding parking. While high parking demand is a sign of success, it also poses a constraint on convenience, accessibility, and economic viability of a retail district.

Parking supply, however, creates a conundrum in relatively dense historic downtowns such as Summit. Land is limited and valuable, and parking structures and surface lots do not contribute to the experience of downtown, the very competitive advantage that draws people there to begin with.

A comprehensive parking strategy includes assessing need, setting common goals and including solutions that address both supply and demand objectives. Given that land is valuable and limited, including broader mobility improvements that encourage alternative modes of transportation, including walking, can have a significant impact on the overall parking utilization and capacity of a system. Recently, Summit launched a new partnership with the online network transportation company, Uber, to incentive commuters to use the service to get to and from the commuter train station during peak periods. The new service is intended to decrease the demand for commuter parking downtown.

Actions & Strategies

- Update quantitative assessment of the current parking shortage at peak periods.
- Reach consensus on a single set of parking goals.
- Establish an "optimum occupancy" target for on-street parking, and adjust time limits and rates accordingly.
- Develop a strategic implementation plan that addresses existing deficiencies in supply.
- Monitor parking and traffic impact of new development projects.
- Identify current parking users downtown and create a strategy for each user that addresses both supply and demand.
- To maximize the use of existing assets, explore technology platforms that increase the efficiency with which the parking system is utilized.
- Encourage shared use parking where possible.
- Encourage reduction in parking demand by proactively creating and promoting bike parking capacity in areas of highest parking demand.
- Consider the financial feasibility of adding another tier to the existing Broad Street parking structure.
- If a parking structure is needed, mitigate its impact on the built environment with active street-level activities, such as retail.
- Where additional parking supply is considered, the impact of traffic, especially in adjacent residential areas, must also be considered.
- Work with downtown employers to explore and implement options for commuter incentives for downtown employees.
- Consider creating a parking fund for CRBD developments to which developers or owners contribute when projects seek variance approval (e.g., when proposals exceed allowable FAR).

Objective 2.10: DEVELOP A STRATEGY TO ENHANCE NEIGHBORHOOD BUSINESS CORRIDORS

Neighborhood Business (NB) zones are typically small commercial zones surrounded by residential neighborhoods. These commercial districts provide services to the local community and are an important amenity for the areas that they serve.

Residents see an opportunity to reinforce these smaller commercial districts as walkable, connected and desirable places that enhance the neighborhood character and urban fabric of the City as a whole.

Many of the objectives found in Goal 2 of this document could be applied to enhance the sense of place and vibrancy in these districts.

Actions & Strategies

- Form a committee that includes stakeholders from each of the Neighborhood Business zones to define or redefine objectives and set an action plan that includes short-term and long-term objectives.
- Ensure that Neighborhood Business zones are considered in the development of Bicycle Plan (connect zones to each other and to CRBD).
- Enhance walkability and pedestrian safety in Neighborhood Business zones to promote use and vibrancy.
- Incorporate public art and streetscape improvements in Neighborhood Business Zones to reinforce the importance of the zones and promote reinvestment.
- Ensure a consistent application of design standards including, storefront, facade and street design guidelines or standards in Neighborhood Business zones.



GOAL 03: Improve Connectivity between People and Places to Promote a Healthy and Vibrant Community

Basis

The connections between people, places, and things are at the very root of why cities exist. Access to trade, transportation, entertainment, recreation, education and the experiences and activities that residents engage in on a daily basis create the rhythm of a community.

An issue reiterated throughout prior plans and by residents is parking availability downtown. While parking may not seem like a “connectivity” issue, it is in fact central to the topic as it is an indicator of how well connected a city currently is.

Land is valuable and limited, meaning the capacity to supply parking is equally limited. A connected city that provides for many modes of transportation functions more efficiently has less congestion and subsequently fewer parking issues. No single mode of transportation — cars, buses, trains, bikes or feet — can effectively meet all of the transportation needs of residents. A balanced and multi-strategy approach is needed.

Reality

The nature of transportation is evolving quickly. The growth of the sharing economy, the resurgence of biking, a renewed focus on walkability and the imminent rise of autonomous vehicles are forcing paradigm shifts about how we design a community that will be resilient and competitive into the future. Summit has a walkable core, a centrally located commuter train station, an established walking

and biking culture and a pro-transit attitude. An opportunity lies in building on these attributes and ensuring that connectivity is enhanced at all levels of community design.

Outcome

Connectivity and circulation systems are ever evolving and inherently complex. Hence, careful consideration of the effects of all new policies and infrastructure investments is required to ensure that they enhance and never inhibit community connectivity.

DESIRED OUTCOMES:

- Improved safety on streets and sidewalks for pedestrians, cyclists, and motorists.
- Reduced parking demand and increased parking availability.
- Multiple travel mode options for residents.
- Improved accessibility for residents of all abilities.
- Better utilization of key assets (e.g., parks, community facilities, streets and sidewalks).
- Reduced vehicular congestion.
- Improved circulation patterns.
- More convenient access to transit and alternate modes of transportation, such as a shuttle/jitney service.

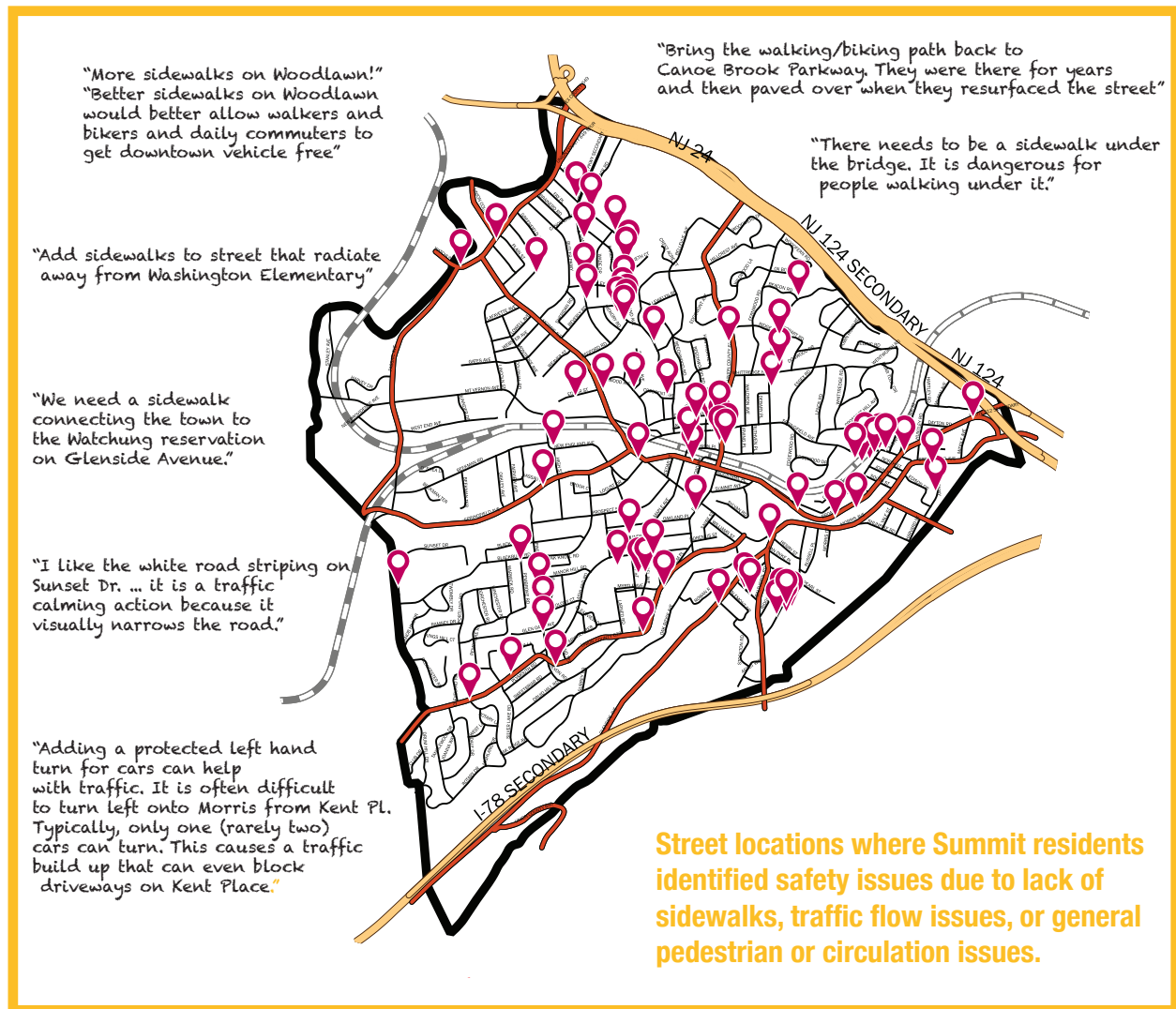
Objective 3.01: ADDRESS PEDESTRIAN AND CYCLING SAFETY PRIORITIES

Residents have overwhelmingly stressed the need for pedestrian and safety improvements of the pedestrian and bicycle infrastructure in Summit. Particular concern is focused on gaps in the sidewalk network throughout the City.

The Summit Environmental Commission, in collaboration with the City Engineering Department and the Summit Police Department, is currently developing a Bicycle Plan for the City, and City Council has adopted a “Complete Streets” ordinance. These are important steps in planning for a safer pedestrian and cycling environment for Summit residents. These initiatives should be incorporated into and supported by future infrastructure planning and design decisions.

Actions & Strategies

- Strengthen the City’s commitment to develop “Complete Streets” by creating an implementation plan for streets with specific design criteria.
- Create a Street Design Manual to define desirable design features of pedestrian realm and roadway.
- Support completion of the Bicycle Plan being developed by the Summit Environmental Commission
 - ▣ Use capital budget to purchase and install bike racks.
 - ▣ Create and update a map of bicycle infrastructure in Summit.
- Incorporate pedestrian realm improvements into building design.
- Leverage existing green and open space assets to improve pedestrian connections.
- Promote the implementation of a full and complete sidewalk network.
- Ensure that streets are accessible for all users, including seniors and the disabled.
- Explore the creation of “low speed corridors” in residential neighborhoods, particularly around schools.
- Strengthen enforcement of traffic infractions around known problem corridors.
- Consider redesign solutions on corridors and intersections that pose systematic risk to pedestrians and cyclists.
- Support the installation of bicycle racks (where possible, covered bicycle racks) particularly near businesses and community facilities.
- Redesign pedestrian gateways to downtown Summit.
- Where possible, reclaim pedestrian space and implement traffic calming measures.
- Prioritize pedestrian safety and usability improvements that connect east side of Summit and the downtown.
- Improve the street tree canopy and streetscape to enhance the pedestrian environment (e.g., Broad Street, Springfield Avenue, Morris Avenue).
- Ensure capital improvements to Broad Street, Springfield Avenue and Morris Avenue improve connectivity to the eastern neighborhoods of Summit.



- Example of an implemented "complete street" design in Hamburg, NY. This street design accommodates pedestrians, cyclists and motorists safely and conveniently.

Objective 3.02: UTILIZE THE VILLAGE GREEN AS AN ACTIVE CENTER THAT CONNECTS NEIGHBORHOODS

The 2009 Summit Village Green Master Plan developed in collaboration with the Summit Area Development Corporation and the City of Summit Department of Community Services outlines the design improvements, investment alternatives and maintenance goals for the Village Green.

While the 2009 Summit Village Green Master Plan provides an outline and guidance for capital improvements to the park, this objective is intended to support broader criteria that should be considered when investments or programming changes are implemented.

The Village Green is distinct from other open space assets in Summit due to its location and function as an urban park that serves as an active space for residents. Many residents reiterated the importance of preserving this space and contributed many ideas on how the space could be further utilized as an active space that connects the surrounding neighborhoods and contributes to the connectivity and walkability of the downtown area.

While the southern quadrants of the Green are often activated by programming developed by the City of Summit Department of Community Programs, an opportunity often reiterated by residents is the possibility of further activating the Green with concessions that offer food and drink.

Actions & Strategies

- Support the Department of Community Programs in developing and implementing a comprehensive permanent or temporary concession strategy that promotes local business and generates revenue that supports Village Green maintenance.
- Continue to support the programming of the Village Green that includes events and activities for all residents.
- Further promote events on the Village Green that include food truck vending.
- Utilize the Village Green to host temporary markets (e.g., winter holiday markets).
- Encourage diverse uses on the Village Green that support both passive and active recreation.



Objective 3.03: ACTIVATE ALLEYWAYS AS VIBRANT PEDESTRIAN WALKWAYS

Alleyways are a familiar component of the historic development patterns found in downtown Summit. They serve as a connecting point between blocks and present a unique opportunity for improving connectivity and placemaking.

While alleys still accommodate deliveries and vehicles, for the most part they do not accommodate through traffic, they therefore present an opportunity to curate a unique pedestrian environment. Any intervention intended to promote alleyways as pedestrian corridors should first include a plan for adequate lighting, maintenance and safety provisions.



Actions & Strategies

- ➔ Implement a pilot program that demonstrates the potential of alleyway improvements. Potential treatments can include:
 - ▣ Lighting installation and general safety improvements
 - ▣ Art/mural application
 - ▣ Distinctive pavement application
 - ▣ Wayfinding, signage, and arched gateways
 - ▣ Sidewalk cafes in back of restaurants
 - ▣ Trash can containment/enclosure prototypes
- ➔ Take steps to promote the improved maintenance of alleyways (e.g., owner/tenant education and code enforcement).

Objective 3.04: FINALIZE IMPLEMENTATION STRATEGY FOR THE SUMMIT PARKLINE

Opportunities to secure additional open space and recreation assets in communities that are largely built-out are rare. The Summit Parkline, a proposed horizontal park along the Rahway Valley Railroad right-of-way, is one of those rare opportunities. The Parkline investment holds not only the opportunity to create additional open space amenities, it also has the potential to connect communities and enhance pedestrian connectivity between downtown Summit and the train station, residential neighborhoods, and parks (Hidden Valley Park and Briant Park).

In addition to its connectivity potential, the Summit Parkline could also become a regional tourist and cultural attraction celebrating Summit's rich history.

Actions & Strategies

- ➔ Engage residents, particularly in neighborhoods surrounding the proposed park, to gather input and build community support and enthusiasm.
- ➔ Develop a phasing plan and cost estimates for design, construction and maintenance.
- ➔ Support the Parkline Foundation's efforts to raise funds from private, county, state and federal sources.
- ➔ Support the development of pedestrian and bike-friendly access between downtown and Parkline.

Potential Access Points for Summit Parkline



Source: Parsons Brinckerhoff
Renderings for illustration purpose only

GOAL 04: Promote a City that is Welcoming to Residents of All Ages, Races, Ethnicities, Abilities and Income Ranges

Basis

The resiliency and long-term success of a city is directly dependent on its ability to retain and tap into the many talents and contributions that its diverse population can offer. Ensuring that the most vulnerable among a population have adequate access to the physical, economic and social assets of a community benefits all citizens.

When housing options are expanded for low and moderate-income families, the young and seniors also benefit. When public infrastructure and facilities are designed to be fully accessible to disabled residents, they are equally more accessible for a family with a stroller. When considering public investment and policy, Summit should strive to be a diverse and multi-generational city that embodies the values of the entire community.

Reality

Pending demographic shifts will transform communities and economies. In line with national trends, the City of Summit is getting more diverse and older. These trends are likely to continue, and perhaps accelerate, into the future. Summit is a community with a strong focus on families. Consideration should be given to how the community is serving the needs of every family member, in every stage of life.

Outcome

Environmental equality as a core value in city design and policy setting will ensure that the needs of current and future residents are met, and prosperity is maintained.

DESIRED OUTCOMES:

- Increased housing options for young adults, empty-nesters, and seniors.
- Expanded accessibility to all city assets for residents.
- Improved mobility options and efficiency.
- Positioning Summit to be more competitive as a community that welcomes the contributions of a diverse population.

Objective 4.01: PROMOTE THE DEVELOPMENT OF A VARIETY OF HOUSING TYPES

The Housing Element and Fair Share Plan are concurrently being developed for adoption to address the number of affordable housing units to be developed in Summit under State requirements and regulation. Affordability, however, can be more broadly applied to the needs of residents in Summit.

An informal Housing Demand Survey conducted revealed that many Summit residents —nearly 30% of survey respondents—were considering a move in the next five years. Most respondents considering a move cited cost of living (namely property tax), and the desire to “down-size” as the top reasons for their likely decision to sell their current home.

Providing a more diverse supply of housing at a range of price-points can help retain and attract empty-nesters interested in down-sizing their dwelling, first time home buyers interested in planting roots in the community, low and moderate-income residents and people employed in Summit who find it difficult to find appropriate housing in the community.

The City of Summit has participated in the third round affordable housing process, and has received immunity through a declaratory judgment action in the Superior Court of New Jersey. An affordable housing settlement agreed upon by the City with the Fair Share Housing Center was approved by Common Council on October 5, 2016 and by the Superior Court of New Jersey in October 31, 2016.

- ➔ Continue to enforce the mandatory provision of affordable housing in new development.
- ➔ Continue to encourage affordable housing units in new developments to be constructed on-site.
- ➔ Pursue the creation of a redevelopment plan for areas likely to qualify as an “area in need of redevelopment”: see objectives 1.05 and 2.01 for detail.
- ➔ Consider enacting carefully tailored and context appropriate regulations to allow accessory dwelling units.
- ➔ Consider municipal financing participation for developments that expand senior housing opportunities.
- ➔ Evaluate the inventory of City owned properties in order to identify opportunities for redevelopment.
- ➔ Consider the use of alternative construction methods that reduce the cost of development (e.g., prefabricated construction).
- ➔ Explore special or conditional use permits or zoning changes that incentivize developing a wider range of unit mix (e.g., require that units include studio, one bedroom and family-size (two and three bedroom) units in the same building in exchange for additional height, FAR, or set back requirements).
- ➔ Encourage the preservation of existing housing stock (e.g., discourage lot mergers that reduce the number of dwelling units).

Actions & Strategies

Objective 4.02: ENSURE THAT RESIDENTIAL NEIGHBORHOODS ARE NOT ISOLATED FROM COMMUNITY SERVICES AND ARE DESIGNED TO ENCOURAGE PEDESTRIAN MOBILITY AND ACCESS TO PUBLIC TRANSPORTATION

Promoting the use of multiple modes of transportation achieves several objectives. This objective is distinct in that it is intended to ensure that access to transportation, and thus services, is considered not only from the perspective of efficient circulation and capacity improvements but also from the perspective of access and equity. The City should encourage people to shift transportation modes when possible while recognizing that some do not have the option of driving due to age, disability or lack of car ownership. Securing basic connectivity in the form of accessible transportation ensures that these residents have the ability to participate and contribute to the social and economic life in Summit.

The principles of universal/inclusive design can be broadly applied to encourage buildings, transportation systems, streets, sidewalks, recreation facilities and parks that are accessible to all residents, including older people, and people with disabilities. The principles of universal design include:

→ Equitable in use.

- Flexibility in use.
- Simple and intuitive.
- Perceptible information.
- Tolerance for error.
- Low physical effort.
- Size and space for approach and use.

Actions & Strategies

- Explore the viability of a shuttle/jitney service.
- Encourage accessibility improvements in all buildings and public spaces per universal design standards.
- Ensure that all transportation systems, including public transit, sidewalk networks and cycling infrastructure adhere to universal design principals.
- Include all residents and adapt communication strategies that respect the needs, cultures and interests of diverse populations.

Designing buildings and public spaces that can be used by the most vulnerable populations makes them more accessible for everyone. "Universal design" helps all users.



GOAL 05: BUILD ECONOMIC RESILIENCY BY SUPPORTING REINVESTMENT

Basis

A defining and unique characteristic of the City of Summit is the concentration of highly skilled workers who not only reside here but also work here. Leading institutions in the healthcare, biotechnology, financial and business consulting industries have made a home for themselves in the City.

There is an opportunity to not only preserve and grow the economic benefit that these industries bring to the City but also to reflect the spirit of innovation, technology and future-focused city design in the investment and policy decisions that the City makes.

Reality

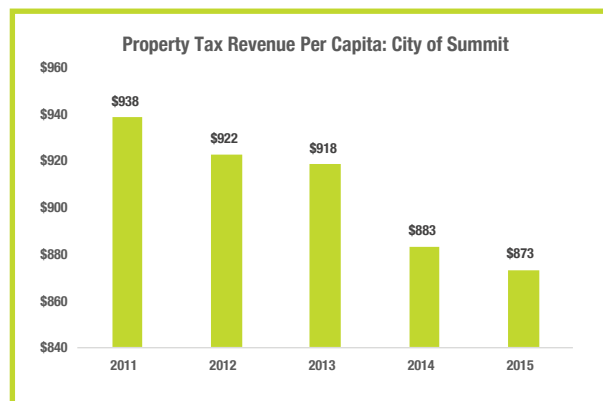
The City of Summit has seen a continued decline in tax revenue per capita and shrinking state aid funds. If this trend continues, the decision between raising tax rates vs. decreasing expenditures and thus reduced municipal service delivery, will be an inevitability. Fortunately, Summit's tax base is diversified beyond only having to leverage residential property taxes, but the community needs to promote that continued diversity to ensure the health of the budget into the future. Taking advantage of the favorable business climate and strong economic foundation is an opportunity to support and broaden reinvestment.

Outcome

Lead the way in creating an environment that fosters social and technological innovation for the benefit of long-term economic resiliency and reinvestment.

DESIRED OUTCOMES:

- ➔ Create infrastructure and regulatory environment that supports innovation and new investment.
- ➔ Moderate, and where possible remove barriers to reinvestment.
- ➔ Tap into the creative energy of Summit residents and workers.
- ➔ Foster strong bonds with institutions and regional partners.
- ➔ Utilize technology to improve efficiency of city systems.



Objective 5.01: RECOGNIZE AND MANAGE THE CITY'S POSITION AS AN ECONOMIC HUB

The City of Summit hosts major institutions. Notably, Overlook Hospital and Celgene are both major regional employers and leaders in the healthcare and biotechnology industries. Additionally, leading companies in the business consulting and finance industries such as McKinsey and Company, Boston Consulting Group and JP Morgan Chase all maintain offices in Summit. The mix and caliber of knowledge industry jobs located in Summit is particularly noteworthy considering the size of the City.

This cluster of economic activity and the highly educated workforce that it attracts to the City should be supported and maintained. The first step in doing this is to more clearly define what being an “economic hub” means to Summit and how it balances with the needs of residential neighborhoods and the impacts on the quality of life for residents.

Actions & Strategies

- Clearly quantify what the value of business is to Summit, to its budget and broader economy.
- Set goals that align with supporting the continued success of desirable business activities in the City, while considering the needs of residents.
- Communicate with current institutions, to ascertain their future needs.
- Identify the potential public benefits that could emerge from public-private partnerships and develop strategies to leverage public benefit (e.g., corporate sponsorship of public art, partner with institutions to find ways to provide housing for workers, collaborate with existing shuttle services when evaluating possibility of public service).
- Develop collaborative relationships that benefit both public and private entities.
- Ensure an appropriate focus on the adequacy, resiliency, and functionality of the utility infrastructure in the City, including the power grid, gas, sewer and water systems.

Objective 5.02: ENSURE THAT SUMMIT LEVERAGES TECHNOLOGY TO PREPARE FOR 21ST CENTURY ECONOMIC DEVELOPMENT

Summit is home to cutting edge industries that chose to locate in the City for a number of likely reasons, such as access to an educated workforce, mass transit connections to New York City and quality of life amenities available here. A key component of the City's strategy to foster this innovative energy should be to continually promote innovation with City policy, infrastructure investment and the City's branding.

The "Smart Cities" ideal is a fairly nascent movement that aims to leverage data and technology in order to drive policy decisions that increase the efficiency and effectiveness of city systems. With robust data availability, issues and inefficiencies can be more accurately scrutinized and efficient solutions developed.

A continued push to redefine how a small city can innovate and lead the way in civic and city systems innovation would not only lead to improved results and efficiencies in city systems but could also become a defining feature of Summit's competitive advantage and branding.

Actions & Strategies

- ➔ Develop cost-effective capacity for more robust data collection of city systems. Potential target data goals can include:
 - ▣ Better traffic management
 - ▣ Environmental indicators (e.g., air quality and noise pollution)
 - ▣ Pedestrian foot-traffic data
 - ▣ Measure transportation network utilization
 - ▣ Real-time information to improve mobility and parking use
 - ▣ Advance safety and monitoring systems
 - ▣ Coordinated, and responsive traffic management
 - ▣ Advanced ridesharing that supports the mobility needs of seniors and/or persons with disabilities
- ➔ Pursue the installation of a commercial fiber network in Summit that will meet the needs of 21st century industries.
- ➔ Explore the feasibility of installing free public Wi-Fi in the downtown.
- ➔ Make city datasets available online for public use to promote civic innovation (e.g., app development, data analysis).
- ➔ Consider the creation of a committee of local business experts that can serve as a peer-to-peer network advisors to small businesses.

GOAL 06: Preserve and Enhance Natural Beauty, Open Space and Community Facility Assets for Future Generations

Basis

Summit residents express pride in the natural beauty of the City and the commitment to environmental stewardship. This commitment should be continued and enhanced through future investment and policy decisions.

The open space, natural resource and community facility assets in Summit do not only provide an opportunity for recreation, they provide an enhanced standard of living for residents and ensure a more harmonious and balanced relation to the natural environment. The preservation of these assets is a high priority for residents, as is ensuring that future investment supports increased utilization of existing assets.

Reality

The inventory of open space, parks and community facilities in combination with the community programming available at these facilities is impressive, particularly given the size of the City. This of course contributes greatly to the quality of life and health of residents and sets expectations high.

The ongoing maintenance cost of facilities and capital improvement needs should be addressed by ensuring that there is a centralized and appropriate venue to make long-term capital decisions that assesses trade-offs rationally and leverages available grant funding efficiently, maximizing the City's ability to implement capital plans without overwhelmingly burdening Summit tax payers.

Outcome

Create a rational approach to investment that prioritizes maximum public benefit and fully utilizes available external funding.

DESIRED OUTCOMES:

- Protect natural resources.
- Enhance the quality of existing community facilities.
- Enhanced tree canopy, including in the right of way.
- Maximize available funding to highest public benefit.
- Prioritize capital investments efficiently and with community input.
- Make use of opportunities to add to the City's inventory of public open space.

Objective 6.01: PRESERVE AND ENHANCE PARK AND RECREATION FACILITIES, WHERE APPROPRIATE, TO MEET THE NEEDS AND DEMANDS OF PRESENT AND FUTURE RESIDENTS

Enhancing current assets and coordinating investment and maintenance so that greatest public benefit is achieved is a complex task. Both public land and funds are limited, meaning that every investment is a trade-off and a commitment to maintenance cost.

Residents contributed many ideas for potential enhancements to existing assets and for the creation of new ones. Ideas included suggested locations for a new sculpture park and the addition of new pocket parks throughout the City. Most commonly mentioned by the public was the condition and overall inadequacy of the City's baseball/softball facilities.

In order to make the most of available funding and make appropriate decisions, the capital planning process should include an appropriate venue where these ideas are submitted, vetted and prioritized.

Actions & Strategies

- ➔ Assist in identifying a possible location for, and developing a feasible plan for, consolidating and improving Summit's baseball facilities.
 - ➔ Maintain a catalog of shovel-ready projects that can be positioned for County, State, and Federal grant funding.
 - ➔ Coordinate with the Summit Board of Education capital planning process to facilitate efficient and coordinated investment in sports field assets.
 - ➔ Coordinate with Union County to align long-term goals for County owned assets.
 - ➔ Perform an audit/update of Summit Recreation Master Plan to determine outstanding goals, and relevance of those goals.
 - ➔ Utilize grant funding and other sources of non-City funds where possible to fund all or portion of City projects.
-
- ➔ Incorporate park, open space and recreation facility stakeholders into City's capital planning process.
 - ➔ Provide appropriate venue for investment goal prioritization that involves the community (e.g., participatory budgeting procedure) with the intent of:
 - ▣ Prioritizing community goals
 - ▣ Providing perspective on trade-offs for available tax- dollars
 - ▣ Streamlining investment decisions into single process

Objective 6.02: ENCOURAGE LOW-IMPACT DEVELOPMENT AND GREEN TECHNOLOGIES IN ALL NEW AND EXISTING BUILDINGS, INFRASTRUCTURE AND CAPITAL PROJECTS

When considering the preservation of the natural environment in Summit, the impact the built environment has on the ecology of the City should be considered and encouraged.

Zoning ordinances should actively support new construction or substantial renovation projects meeting green building criteria. Current zoning incentives require that new construction meet LEED Neighborhood Development or LEED New Construction criteria. The City may also develop its own criteria led by the guiding principles of LEED certification without imposing the cost of certification.

A consistent application of these standards can substantially help address issues related to water conservation, stormwater management, energy efficiency, indoor air quality, construction materials, active design and accessibility.

Actions & Strategies

- ➔ Perform an audit and update the Action Plan for a Sustainable Summit prepared by the Mayor's Sustainable Community Task Force to determine:
 - ▣ Which action steps were achieved
 - ▣ Which action goals remain to be undertaken
 - ▣ Review relevance of action steps yet to be taken
- ➔ Incorporate green technology and infrastructure as part of placemaking and public education strategy.
- ➔ Adopt minimum energy performance standards and/or incentives for new development.
- ➔ Establish minimum stormwater management standards for new development.
- ➔ Establish minimum sustainable site and building standards for the design and construction of new development.
- ➔ Incentivize retrofitting of existing buildings to meet modern sustainability opportunities.
- ➔ Promote the extensive use of green infrastructure.
- ➔ Maximize planted areas, greenway, and swales to retain and filter stormwater.
- ➔ Maintain and expand the presence of a healthy tree canopy in the right of way and parking areas to provide shade and further encourage walkability.
- ➔ Support policies that encourage recycling by businesses and residents (e.g., enforcement of current compliance and reporting regulations; encouraging investments in infrastructure that makes recycling more convenient and cost effective for both residents and businesses).

Objective 6.03: LEVERAGE RESIDENTS AND DATA TO KEEP AND UPDATE INVENTORY OF NATURAL RESOURCES

The City of Summit took an important conservation step in developing an Environmental Resource Inventory in 2011. The initiative was led by the City of Summit Environmental Commission.

Developing these types of documents not only reinforces the City's commitment to conservation but promotes the ideals throughout the community.

Environmental factors change over time and any inventory document has to be updated periodically. In line with Objective 5.02 that supports the collection of more robust data on city systems, the update of the Environmental Resource Inventory should also have a focus on how the City can best leverage existing technology and update available information in real-time moving forward.

Actions & Strategies

- ➔ Review Environmental Resource Inventory and identify which data could easily and inexpensively be posted online and updated periodically.
- ➔ Coordinate with City Departments, especially the Summit Police Department, to enhance the availability of relevant data (e.g., noise complaints or vandalism)
- ➔ Promote canopy cover and contiguous forest cover across private and public land.

Objective 6.04: REACH AND FINALIZE CONSENSUS AND IMPLEMENTATION PLANS FOR COMMUNITY FACILITY ASSETS AND OPEN SPACE IMPROVEMENTS

Open space and recreation improvements can contribute to more than just the wellbeing and quality of life of residents. They can also function as economic development tools that help a community stand out and establish a unique competitive advantage.

Multiple investments in community and recreation facilities are either being considered or are in the planning, fundraising or development phase. Among possible projects that could meet Goal 6 objectives are the proposed Summit Parkline, the Passaic River trail improvements, Summit Community Center improvements, proposal to establish a permanent home for the Summit Free Market, and the development of a master plan for the Transfer Station. In addition to providing additional recreation options, these investments have the potential to connect existing assets, improve accessibility and mobility and ultimately become differentiating aspects of the community that have the capacity to catalyze economic growth.

All of these projects could also become exemplary case studies for the leveraging of outside grant funding and long-term maintenance plans that minimize the impact on local budgets.

Actions & Strategies

- ➔ Incorporate broader mobility, connectivity, accessibility and economic development objectives into the design and implementation plans of community facility asset investments and open space improvements.
- ➔ Communicate mobility, connectivity, accessibility and potential economic benefits clearly to the community and engage potentially impacted neighborhoods in a meaningful way.
- ➔ Leverage available grant funding to avoid local tax-dollar investment.
- ➔ Develop and communicate long-term maintenance strategy and funding.
- ➔ Support the development of a comprehensive master plan for the Transfer Station.
- ➔ Consider the addition of a closed-vessel composting system at the Transfer Station.
- ➔ Support the fundraising and planning efforts for the Summit Community Center improvements.
- ➔ Finalize funding and investment plan for Passaic River Trail improvements.
- ➔ Support efforts to establish a permanent home for the Summit Free Market.



APPENDICES

APPENDIX A Issues and Objectives in Past Planning

The Summit Master Plan re:Vision document did not start from scratch. Past planning efforts have articulated goals and objectives for Summit, and these provided a foundation for this document. This appendix aims to review prior planning objectives by topic area and identify consistency between and among prior plans. These goals and objectives formed the starting point for the re:Vision effort. Recommendations listed in the Goals and Objectives section of this report built upon prior planning objectives by assessing where progress has been made, where challenges persist, and whether goals and objectives are still aligned with the future vision for Summit. The following plans are reviewed:

- 2000 Master Plan – Served as a general guide for leaders in the City of Summit, including elements to address land use, circulation, community facilities, recreation/open space, conservation, historic preservation, and recycling.
- 2003 Master Plan Reexamination – Suggested additional zoning changes determined through implementation of the 2000 Master Plan.
- 2005 CRBD Master Plan – Outlined how the central retail business district can continue to be a successful downtown.
- 2006 Master Plan Reexamination – Updated the 2000 Master Plan with current conditions and additional recommendations.
- 2009 Village Green Master Plan – Envisioned the future of the Village

Green of Summit to guide future improvements.

- 2008 Action Plan for a Sustainable Summit – Outlined how Summit can be more environmentally-sensitive and sustainable.
- 2015 Downtown Improvement Plan – Reviewed Summit’s downtown for recommendations to foster continued economic development and improvement of existing conditions.

Overall Goals/Visions

Past planning efforts recognized Summit as a small residential city with a role as a regional center. They articulated the importance of residential neighborhoods, the Central Retail Business District (CRBD), office uses, and the surrounding region; these different elements must be connected through multiple modes of transportation. Several raised the goal of addressing the issues of the day, especially with regard to sustainability, while preserving the best aspects of the community.

2000 MASTER PLAN

- Preserve existing residential neighborhoods and offer a diversity of housing types.
- Maintain and upgrade the availability of community resources for residents through modern, efficient and strategically located facilities.

- ➔ Enhance connections within the City between and among residential neighborhoods, community resources, the Central Business District, and the region, through the use of public transit system, walking and alternative modes of transportation.
- ➔ Recognize and manage the City's position as a regional center – as a transportation, employment, shopping and entertainment destination.
- ➔ Balance growth and development opportunities with the established pattern of development and existing infrastructure.
- ➔ Reinforce the Central Business District as a mixed-use core that is pedestrian oriented with a concentration of commercial, civic and institutional uses in close proximity to housing and mass transit.
- ➔ Reinforce the City as a desirable location for office, research and other employment uses within its existing pattern of development.
- ➔ Encourage a balanced development pattern, which will protect and enhance long term economic and social interests of present and future residents in order to maintain and improve the City's overall quality of life.

ADDITIONS FROM 2006 RE-EXAMINATION

- ➔ Recognize the importance of cultural arts as a contributing element to the City.

Land Use

Key elements identified as sources of Summit's character included its residential neighborhoods, commercial districts, parks, and institutions. Leaders were encouraged to balance these different City elements, ensuring

that Summit remains a desired place for living and doing business. Strong design and enforcement of building codes were strategies listed for making sure buildings were visually appealing. Overcrowding and overdevelopment have been a concern in past Summit planning efforts. Zoning designations, both through the zoning code and the redevelopment process, were primary tools for making decisions going forward; many adjustments have been suggested over time to make sure designations accurately reflect residents' desires for the City.

2000 MASTER PLAN

- ➔ To support the upgrading of substandard properties in the City through code enforcement efforts, education, ordinance amendments and other initiatives.
- ➔ To promote a desirable visual environment through creative and flexible development techniques.
- ➔ To continue Summit's tradition of providing for a variety of housing types designed to support and address the housing needs of a diverse population representing a variety of income groups.
- ➔ To encourage residential development in locations and at densities which are compatible with existing development patterns and which public roadways and utilities can service.
- ➔ To recognize the changing needs of Overlook Hospital and provide for the redevelopment of the Overlook neighborhood through collaboration with Atlantic Health System.
- ➔ To increase housing opportunities for senior citizens.
- ➔ To improve the quality of neighborhood business areas.
- ➔ To clearly define commercial and industrial areas with natural boundaries and effective buffers.

Economic Development

Summit's businesses have provided services to the region, contributed to the character of the City, made up an important part of the tax base, and provided employment for residents. Suggested efforts to help businesses, especially those in the Central Retail Business District, included marketing/advertising efforts, increasing the number of community events, supporting capital upgrades to existing businesses, and providing assistance for new development projects.

2000 MASTER PLAN

- ➔ To encourage and promote economic development and revitalization through new investment, maintenance and reinvestment in existing commercial and industrial activities within the City.
- ➔ To ensure that transportation, business and economic development retain a healthy relationship with the residential character of the City.
- ➔ To maintain the City's employment base.
- ➔ To plan for continued economic viability by strengthening the tax base through the encouragement of continued private investment and tax-producing uses which are consistent with community needs, desires, existing development and environmental concerns.

2005 CRBD MASTER PLAN

- ➔ Create a business retention, enhancement and expansion program that works to retain existing businesses and identifies and markets the Summit CRBD to desirable new businesses.
- ➔ Offer assistance with the development process in the CRBD to developers, landlords, merchants and residents through the Department of Community Services.

2015 DOWNTOWN IMPROVEMENT PLAN

- ➔ To promote the downtown district incorporating special events with a refined focus.
- ➔ To develop a comprehensive advertising program to promote the downtown, including a downtown guide brochure, a restaurant brochure, and a promotional brochure.
- ➔ To foster greater levels of business recruitment and retention.
- ➔ Ensure that the Summit Downtown Inc. (SDI) organization is more easily accessible and understood by both business owners and the public alike.
- ➔ To promote walking and district exposure.

Housing

Housing makes up most of Summit and has been listed as a defining element of this primarily residential City. A past focus was on providing for a variety of housing types, both to better serve its residents and meet State obligations. Senior housing was one example of an additional housing type which could be encouraged. Affordable housing was encouraged to integrate with other housing units within the City, rather than be isolated.

2000 MASTER PLAN

- ➔ To continue Summit's tradition of providing for a variety of housing types designed to support and address the housing needs of a diverse population representing a variety of income groups.

ADDITIONS FROM 2006 RE-EXAMINATION

- ➔ To particularly focus on identifying and realizing opportunities to provide affordable housing for low income households and housing options for senior citizens.

- ➔ To address the City's COAH obligations.
- ➔ To increase housing opportunities for senior citizens.
- ➔ The City should continue to aggressively move forward with implementing the Fair Share Plan and at the same time respond to the Court Master's comments.
- ➔ It is desired that, to the extent possible, any Mt. Laurel units required as a result of a residential development will be built and integrated within the development.
- ➔ To integrate the goals and objectives of the City's recently adopted Strategic Plan.
- ➔ The City should continue providing proper maintenance to municipal facilities and capital funding for upgrades and improvements.
- ➔ The City should also develop recommendations for capital improvements for other public and quasi-public entities in the City.
- ➔ Efforts should be made to work cooperatively with surrounding municipalities.

Community Facilities

Public places like schools, municipal offices, community centers, and public safety facilities were identified as important for building community in Summit. One suggestion was to maximize existing community facilities to efficiently use resources and reach as many Summit residents as possible. They should be upgraded as needed, in concert with the City's Capital Improvement Program. A point of emphasis was that upgrades should plan for the future by considering demographic changes in Summit.

2000 MASTER PLAN

- ➔ To provide community services which address the changing demographic characteristics of the population.
- ➔ To provide an effective array of recreational and cultural programs and opportunities for all segments of the community.
- ➔ To coordinate the construction of improvements with the City's Capital Improvement Program.
- ➔ To encourage public art in strategic locations throughout the City.
- ➔ To efficiently use school facilities where possible.

ADDITIONS FROM 2006 RE-EXAMINATION

- ➔ Evaluate whether a separate Cultural Arts Element would be appropriate as part of the next Master Plan.
- ➔ Address the impact of enrollment projections and the subsequent need for additional and/or renovated school facilities.
- ➔ Work with public and private schools to address parking and traffic issues and lessen the impact on surrounding neighborhoods.
- ➔ Implement, where appropriate, the recommendations of the ADA task force regarding community facilities, including public schools.

Circulation & Parking

Traffic congestion and lack of parking were identified as a concern for Summit. This was especially true in the busy Central Retail Business District (CRBD), where congestion and parking availability are closely connected with the success of businesses. Motorist and pedestrian safety could be addressed by looking at critical intersections and mitigating their deficiencies. One suggestion was to

route through-traffic on major streets rather than through neighborhoods. Encouraging alternative transportation methods, including walking, biking, and public transportation, was also recommended.

2000 MASTER PLAN

- ➔ To promote the free flow of traffic in appropriate locations while seeking ways to address congestion and unsafe roadway conditions.
- ➔ To channel through traffic to major streets and discourage in residential neighborhoods.
- ➔ To provide for adequate parking and adequate loading and unloading facilities.
- ➔ To improve and expand pedestrian and bicycle connections.
- ➔ To relieve traffic congestion in the CRBD.
- ➔ To encourage the use of mass transit.
- ➔ To implement streetscape, parking and traffic improvements proposed by SDI Inc.
- ➔ To ensure traffic study takes into account origin and destination of vehicle trips.

ADDITIONS FROM 2006 RE-EXAMINATION

- ➔ Continue to encourage the use of alternate modes of transportation by expanding safe walking and biking opportunities.
- ➔ Establish an effective Sidewalk Location Policy to address gaps in sidewalk networks and pedestrian safety concerns as well as set forth criteria for prioritizing and funding sidewalk installation projects.
- ➔ Work in conjunction with the County on the Broad Street Corridor project.

- ➔ Work to improve sight distance at critical intersections, where possible.
- ➔ In the Neighborhood Business zones, encourage the redevelopment of commercial properties to include on-site parking and loading located in rears of lots and consider implementing traffic calming measures.
- ➔ The integration of a GIS system as a long term planning tool for traffic and pedestrian safety improvements should be evaluated.
- ➔ The City continues to oppose the proposed reactivation of the Rahway Valley freight line.

2005 CRBD MASTER PLAN

- ➔ Respond to present and future parking demand with a parking plan and implementation policy, in conjunction with the increase of the FAR.
- ➔ Based on a projected build out, explore a parking trust fund as a method for creating new parking resources, including a new parking garage.

2008 ACTION PLAN FOR A SUSTAINABLE SUMMIT

- ➔ Reduce transportation fuel use, through reduced automobile use and increased fuel efficiency.

2015 DOWNTOWN IMPROVEMENT PLAN

- ➔ To improve the balance of parking availability and awareness while also reducing congestion and encouraging the use of mass transit.
- ➔ To use parking policies to promote District Economic Vitality.
- ➔ To support walking, biking and transit use.
- ➔ To ensure that parking solutions are implemented in an unbiased fashion.

Conservation

One key theme of past planning efforts was to identify, protect, and preserve environmentally sensitive areas in the City, including floodplains, wetlands, steep slopes, and aquifer recharge areas. Review of building regulations and practices, such as green building, lot grading ordinance, and stormwater management, was a mechanism to ensure conservation goals were being achieved. Conservation goals should be balanced with the need for space for recreation. Reduction of greenhouse gas emissions and reduction of waste were identified as important ways that Summit could contribute to a more sustainable planet; the 2008 Action Plan for a Sustainable Summit tackled these questions in detail.

2000 MASTER PLAN

- To protect natural and environmental resources including floodplains, wetlands, steep slopes, and aquifer recharge areas and areas suitable for public and quasi-public recreational activities.
- To identify and preserve environmentally sensitive areas in the City.
- To encourage the use of conservation easements on environmentally sensitive lands in private ownership.
- To conserve treed rights-of-way and institute a tree planting program.
- The City should continue to work with State and County agencies in an effort to acquire or otherwise preserve the remaining undeveloped land in the City.
- The City should work with Union County to evaluate recreational uses for existing county open space, i.e. the Transfer Station.
- The City should prepare a Natural Resources Inventory.

- The City should review its current development regulations to ensure that they protect natural resources and environmentally sensitive areas.
- The City should review its current policies and methodologies in the use of pesticides, fungicides and herbicides in its parks and on all other public lands.
- The City should continue to balance the growing need to provide adequate active recreation facilities with the need to preserve land for passive use and purely conservation purposes.
- The City should work closely with owners of developed and/or abandoned properties where contamination may have occurred.
- The City should implement the recently adopted tree/conservation/management program.

ADDITIONS FROM 2006 RE-EXAMINATION

- Review the lot grading ordinance to confirm that it addresses additional concerns that have been raised since the ordinance was adopted in 2003.
- It is recommended that the City evaluate “green” building and design techniques, such as the U.S. Green Building Council’s LEED Green Building Rating System, and create a “Green” Master Plan that outlines best practices for a “sustainable” Summit. (Addressed in “Action Plan for a Sustainable Summit”)
- Several neighborhoods experience flooding during severe storms – the causes of this should be studied and addressed to the extent appropriate.

2008 ACTION PLAN FOR A SUSTAINABLE SUMMIT

- Reduce greenhouse gas emissions and energy loss
- Reduce energy use by increasing energy efficiency and use of renewable sources

- ➔ Encourage and promote green building practices
- ➔ Increase use of recycled and renewable materials in new construction and renovation projects; reduce construction waste
- ➔ To conserve water through aquifer recharge and water conservation, and improve water quality through reduction in toxics from rainwater runoff and wastewater.
- ➔ Decrease solid waste and encourage best use of resources through a reduce-reuse-recycle philosophy
- ➔ Improve data collection of total tonnage of solid waste disposed and recycled by businesses and industry
- ➔ Encourage a program for Green Purchasing, or Environmentally Preferred Purchasing (EPP), to be adopted by the City and the Board of Education (BOE)
- ➔ Encourage residents, businesses, and industry to make purchases that are increasingly environmentally friendly
- ➔ Develop and disseminate accurate and timely information in an easily accessible format to inform people about best practices
- ➔ Create a structure that will enable a long term sustainability effort

Parks & Open Space

Summit has several parks and green spaces, and a key theme was the maintenance, upgrading, and preservation of these lands where appropriate. Other options in this category included exploring opportunities for expanding the amount of green space in Summit, being diligent about finding available properties, and maximizing available funding. One example was a proposed linear park along the Passaic

River. The City's 2007 Village Green Master Plan specifically addressed the Summit Village Green, located adjacent to Downtown Summit.

2000 MASTER PLAN

- ➔ To identify as open space/recreation certain public and private lands that serve as open space, buffers, streetscape or vistas; and/or are in a strategic location as it relates to existing parks and recreation.
- ➔ To preserve and enhance park and recreation facilities, where appropriate, within the City to meet the needs and demands of present and future residents.
- ➔ To explore the creation of a linear park along the Passaic River.
- ➔ To create physical links, where feasible, between City parks and the County park system.
- ➔ Maintenance and upgrading, where necessary, of the existing parks network.
- ➔ Proposed acquisition of 12 identified parcels designated on the Open Space/ Recreation Plan Map as proposed open space.

ADDITIONS FROM 2006 RE-EXAMINATION

- ➔ Continue to explore recreational uses for the Transfer Station site.
- ➔ Explore mechanisms, such as public/private partnerships, to encourage and fund the acquisition of open space parcels, historic sites, conservation and historic easements and enhanced maintenance of public parks.
- ➔ Continue to seek funding from Union County's Open Space Trust Fund, Green Acres and other sources to acquire open space, improve outdoor recreational facilities and preserve historic sites.
- ➔ Continue to consider use of artificial turf as a means of maximizing limited

playing field space. Shared use of field space should be encouraged.

- Continue to promote physical links between parks, and between parks and neighborhoods.
- Consider whether additional open space parcels should be identified.

2007 VILLAGE GREEN MASTER PLAN

- Re-invigorate the current structure of the Village Green.
- Improve safety and visibility at the Village Green.
- Preserve the sacred spaces important to the community

2008 ACTION PLAN FOR A SUSTAINABLE SUMMIT

- Continue to promote the preservation of green space in and around the City of Summit
- “Promote a sustainable community forest by encouraging the protection and replacement of trees and become more proactive in the management and care of our trees.” (from Summit’s Community Forestry Management Plan)

Utilities

The Master Plan and subsequent reexaminations identified effective and well-maintained utility services as essential to daily life in Summit. Stormwater management and the sewer system were noted as areas of focus for City officials and the appropriate private sector partners.

2000 MASTER PLAN

- To encourage the efficient management and regulation of storm water through

the implementation of appropriate guidelines which will prevent future drainage problems and provide for environmentally sound land use planning.

- To rehabilitate and upgrade the sewer system that serves the City in accordance with Federal, State and local law.

Historic Preservation

The Master Plan, subsequent reexaminations, and plans focusing on the CRBD have recognized the City’s historic buildings, landmarks, and character. They suggested additional work to preserve buildings already designated as historic, in concert with the Historic Preservation Ordinance. Recognition of and education about historic sites would lead to increasing awareness of Summit’s historical assets, both for residents and those from other places. Continued information gathering and designation would ensure that lists were accurate and up to date. Much of this work was to be undertaken by the Historical Preservation Commission (HPC).

2000 MASTER PLAN

- To recognize and preserve the historic character of the City.
- To explore incentives to encourage the maintenance and facade restoration of historically notable buildings.
- To encourage the preservation of historic buildings and landmarks that are significant to Summit’s past.
- Oversee implementation of Summit’s program for protecting its historic sites and districts within the framework of its historic preservation ordinance.

ADDITIONS FROM THE 2006 RE-EXAMINATION

- ➔ In the short term, the Historic Preservation Commission (HPC) should focus its efforts on preserving the 40 remaining individual historic sites and the 2 sites that are on the National and State Registers of Historic Places.
- ➔ In the longer term, the Master Plan list of historic sites and districts should be updated. Sites that now qualify as historic should be identified and added to the list and the boundaries and historic significance of the 12 districts should be reviewed.
- ➔ Add the Downtown Historic District, identified in the 1990 Historic Resources Survey, to the list of historic districts. This recommendation is intended to be in lieu of the Master Plan 2000 recommendation to expand the Civic Center Historic District.
- ➔ Consider creating a set of design guidelines specifically for the CRBD, prepared by the Historic Preservation Commission.
- ➔ Increase efforts to educate the community about the importance of historic preservation.
- ➔ Amend the historic preservation ordinance to give the HPC responsibilities for the identification, designation and limited regulatory control of historic sites.
- ➔ Consideration should be given to applying for Certified Local Government status.

2005 CRBD MASTER PLAN

- ➔ Request that the Historic Preservation Commission develop a list of significant historic buildings in the CRBD.

Challenges

Summit has many strengths and advantages, but several challenges have previously been

identified as areas of focus for Summit. Traffic and parking constraints limit the desirability of the CRBD, discouraging customers and hurting businesses. Pedestrian access and safety in all parts of the City were also important; these could be addressed by more complete sidewalk cover and by looking at dangerous intersections. Conflicts between residential and nonresidential land uses were areas of focus. Housing affordability has also persisted as a challenge, especially for those at the lowest income levels.

2000 MASTER PLAN

- ➔ Traffic
- ➔ Residential/Non-Residential Land Use Conflicts
- ➔ Parking constraints
- ➔ Overlook Hospital Neighborhood – balance of level of the utilization of the hospital and its impact on the surrounding neighborhood
- ➔ East Summit Pedestrian Access

ADDITIONS FROM THE 2006 RE-EXAMINATION

- ➔ Encouraging preservation of historic buildings and landmarks that are significant to Summit's past.
- ➔ Need for housing for lowest income residents in the City.
- ➔ Dangerous intersections requiring re-engineering and improving of sight lines.
- ➔ Lack of sidewalks in certain parts of the City.

2005 CRBD MASTER PLAN

- ➔ The floor area ratio (FAR) of 225 percent, limiting incentives for private redevelopment
- ➔ Lack of retail continuity at street level
- ➔ Insufficient residential units in downtown

- Some unattractive window displays
- Lack of convenient parking
- Significant traffic downtown
- Lack of public art
- Lack of easy connections between residential neighborhoods and downtown
- Lack of unified management for the CRBD

APPENDIX B Changes Since the 2006 Master Plan Re-Examination

The last Re-examination Report (2006) evaluated the extent to which the problems in the 2000 Master Plan had been reduced or had increased subsequent to that date. The 2016 Summit Master Plan re:Vision Objectives and Goals were determined by examining the extent to which the problems identified and addressed in the 2006 Re-examination Report had been reduced or have increased subsequent to that date. The 2016 Summit Master Plan re:Vision Goals and Objectives are also informed by changes in assumptions, policies and objectives that formed the basis for the 2006 Master Plan Re-Examination and development regulations.

Appendix B outlines the objectives in both the 2000 Summit Master Plan and the 2006 Re-examination report, and ascertains whether that goal or objective remains valid. In many cases it is in fact the case that prior goals and objectives are still valid as many of the problems that were identified in 2006 either persist, even if reduced, or have been intensified. Summit Master Plan re:Vision Committee members and residents often confirmed the validity of past goals and objectives, while recognizing that language needed to be updated. Often, simply splitting out a single objective from a prior plan into multiple objectives to enhance clarity and actionability was identified as a recommended update .

The Extent to Which Problems Have Been Reduced or Have Increased Since 2006

Traffic and parking challenges continue to be a persistent issue for residents, hence goals and objectives relating to finding ways to both

increase supply and reduce demand for parking have been maintained and expanded upon. Pedestrian safety and access issues identified by prior plans have also been identified as a continuing problem that requires further mitigation. Conflicts between residential and nonresidential land uses continue to be a challenge, particularly in transitional zones that surround the downtown. Since the 2006 Re-examination housing affordability has become an even greater issue, as real estate values have been rising in the region.

Notably, the 2006 Re-examination focused attention on the Salerno Duane property (Gateway II) zoning. The zoning came into effect at a precarious time and economic cycles effecting the entire country rendered investment in the property unlikely. These recommendations are no longer valid, as it has been determined that the Gateway II Zoning district requires a wholesale overhaul that starts with establishing the objectives and economic feasibility of development on the site.

Assumptions and policies that form the basis for the 2000 Master Plan and subsequent re-examinations remain valid, and none of the goals and objectives in the re:Vision Document invalidate or propose policy that would counter these assumptions and policies. Development standards are guided by the Mater Plan and some goals and objectives in this document have outlined additional suggested standards for consideration by the Planning Board (e.g., additional design standards for store fronts, signage and facades; additional standards for building design).

Assumptions

1. Continued effort to enhance the safety and well-being of the community through comprehensive, timely, effective and just programs that address significant needs and problems.
2. The City of Summit will be able to guide its growth in accordance with the Municipal Land Use Law and will have meaningful input into any proposed County, regional, State and/or Federal development plans, which affect the City or its immediate environs.
3. The future growth during the next ten (10) year period will not exceed the capacity of the City to provide essential community facilities, utilities and/or services.
4. The City will continue to function as a regional center.
5. The City will encourage and provide for review of development proposals of uses which promote social, welfare, cultural, recreational, service and religious activities within Summit to serve present and future residents of the Summit area.
6. The City will update and implement the technology plan to provide for enduring institutional memory essential for enhanced code enforcement and precedents for future land use decisions. The technology plan should take into account the City's newly installed Geographic Information System (GIS) and reflect the status of the City's attempts to install a city-wide wireless internet network.

Policies

1. The Master Plan and the City's overall planning policies will provide for a variety of residential and non-residential uses which will encourage continuation and enhancement of Summit as a quality small residential city.
2. Land developments should be designed to protect and enhance the quality and diversity of the City and to protect neighborhoods from the intrusion of inappropriate or incompatible uses.
3. The City will consider and evaluate innovative development and zoning proposals which would enhance and protect the City's diverse character, economic vitality and overall high quality of life.
4. The City will emphasize a balancing of concerns in establishing land use and zoning policies throughout Summit

Standards

The Master Plan provides standards for development that regulate the density, height, type, and location of development. The Master Plan also delineates locations that are generally not developable. The Master Plan also provides recommended standards for roadways and other facilities. The City Development Regulations Ordinance (DRO), adopted December 2nd, 2003 and amended through September 8, 2015 include zoning, site plan, and land subdivision and design regulation, providing specific standards for the design, construction and development of individual land uses and development sites within the City. In addition, City regulations pertaining to utilities, fire prevention, flood plains, wetlands, soil erosion, street trees and other development factors have been adopted and are applied by the Planning Board, Zoning Board of Adjustment, as well as various municipal agencies and commissions, Union County, the State of New Jersey and various federal as well as regional agencies.

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
MP 1.1	Preserve existing residential neighborhoods and offer a diversity of housing types.	Goal 01; Objective 4.01	YES
MP 1.2	Maintain and upgrade the availability of community resources for residents through modern, efficient and strategically located facilities, including libraries, hospitals, recreation facilities, emergency services, schools, community centers, senior centers.	Objective 6.01	YES
MP 1.3	Enhance connections within the City between and among residential neighborhoods, community resources, the Central Business District, and the region, through the use of public transit system, walking and alternative modes of transportation.	Goal 03; Objective 3.0; Objective 3.04	YES
MP 1.4	Recognize and manage the City's position as a regional center – as transportation, employment, shopping and entertainment destination.	Goal 5; Objective 5.01	YES
MP 1.5	Balance growth and development opportunities with the established pattern of development and existing infrastructure.	Goal 01; Objective 1.01; Objective 1.02; Objective 1.03; Objective 1.04	YES
MP 1.6	Reinforce the Central Business District as a mixed-use core that is pedestrian oriented with a concentration of commercial, civic and institutional uses in close proximity to housing and mass transit.	Goal 02; Objective 2.01; Objective 4.02	YES
MP 1.7	Reinforce the City as a desirable location for office, research and other employment uses within its existing pattern of development.	Goal 05; Objective 5.02	YES
MP 1.8	Encourage a balanced development pattern, which will protect and enhance long term economic and social interests of present and future residents in order to maintain and improve the City's overall quality of life.	Goal 01; Objective 1.01; Objective 1.02; Objective 1.03; Objective 1.04	YES

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2000 Master Plan Land Use Objectives			
LU 1.1	To support the upgrading of substandard properties in the City through code enforcement efforts, education, ordinance amendments and other initiatives.	Goal 05; Objective 1.06	YES
LU 1.2	To promote a desirable visual environment through creative and flexible development techniques with respect to environmental assets and constraints of the City.	Objective 6.02	YES
LU 1.3	To continue Summit's tradition of providing for a variety of housing types designed to support and address the housing needs of a diverse population representing a variety of income groups.	Objective 4.01	YES
LU 1.4	To encourage residential development in locations and at densities which are compatible with existing development patterns and which public roadways and utilities can service.	Goal 01; Objective 1.01; Objective 1.02; Objective 1.03; Objective 1.04	YES
LU 1.5	To recognize the changing needs of Overlook Hospital and provide for the redevelopment of the Overlook neighborhood through collaboration with Atlantic Health System.	Objective 5.01	YES
LU 1.6	To increase housing opportunities for senior citizens.	Goal 04; Objective 4.01	YES
LU 1.7	To improve the quality of neighborhood business areas.	Objective 2.10	YES
LU 1.8	To clearly define commercial and industrial areas with natural boundaries and effective buffers.	Objective 1.04	YES
LU 1.9	To recognize the City's role as a regional center without impacting quality of life of its residents.	Goal 5.01	YES
LU 1.10	To fully utilize the upper floor spaces in the CRBD, encouraging residential use where appropriate, to provide for much-needed housing and to prevent building deterioration while protecting retail trade.	Objective 2.01	YES

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2000 Master Plan Economic Development Objectives			
ED 1.1	To encourage and promote economic development and revitalization through new investment, maintenance and reinvestment in existing commercial and industrial activities within the City in areas suitable for such development.	Goal 05; Objective 5.01; Objective 5.02	YES
ED 1.2	To ensure that transportation, business and economic development retain a healthy relationship with the residential character of the City.	Goal 01; Objective 1.01; Objective 1.02; Objective 1.03; Objective 1.04	YES
ED 1.3	To maintain the City's employment base.	Goal 05; Objective 5.01; Objective 5.02	YES
ED 1.4	To plan for continued economic viability by strengthening the tax base through the encouragement of continued private investment and tax-producing uses which are consistent with community needs, desires, existing development and environmental concerns.	Goal 05; Objective 5.01; Objective 5.02; Objective 6.02	YES
2000 Master Plan Community Facilities Objectives			
CF 1.1	To provide community services which address the changing demographic characteristics of the population (e.g. schools, day care facilities, recreation facilities, senior centers).	Goal 04; Objective 4.01	YES
CF 1.2	To provide an effective array of recreational and cultural programs and opportunities for all segments of the community.	Goal 04; Goal 06; Objective 6.01	YES
CF 1.3	To coordinate the construction of improvements with the City's Capital Improvement Program so that community facilities are available when needed.	Objective 6.01	YES
CF 1.4	To encourage the placement of public art in strategic locations throughout the City.	Objective 2.03	YES
CF 1.5	To efficiently use school facilities where possible, both as schools and recreational resources.	Objective 6.01	YES

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
CF 1.6	To integrate the goals and objectives of the City's recently adopted Strategic Plan, wherever appropriate, with the goals and objectives of Master Plan 2000.		YES
2000 Master Plan Circulation Objectives			
TC 1.1	To encourage the location and design of transportation and circulation routes which will promote the free flow of traffic in appropriate locations while seeking ways to address congestion and unsafe roadway conditions.	Objective 3.01	YES
TC 1.2	To channel through traffic to major streets and discourage it in residential neighborhoods.	Objective 3.01	YES
TC 1.3	To provide for adequate parking and adequate loading and unloading facilities.	Objective 2.09	YES
TC 1.4	To improve and expand pedestrian and bicycle connections.	Objective 3.01	YES
TC 1.5	To relieve traffic congestion in the CRBD.	Objective 2.09	YES
TC 1.6	To encourage the use of mass transit.	Objective 3.01; Objective 4.02	YES
TC 1.7	To implement streetscape, parking and traffic improvements proposed by the SID.		YES
2000 Master Plan Conservation Objectives			
C 1.1	To protect natural and environmental resources including floodplains, wetlands, steep slopes, and aquifer recharge areas and areas suitable for public and quasi-public recreational activities.	Goal 6; Objective 6.01	YES
C 1.2	To identify and preserve environmentally sensitive areas in the City.	Goal 6; Objective 6.03	YES
C 1.3	To encourage the use of conservation easements on environmentally sensitive lands in private ownership to protect future disturbance.	Goal 6; Objective 6.03	YES
C 1.4	To conserve treed rights-of-way and institute a tree planting program.	Goal 6; Objective 6.03	YES

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2000 Master Plan Parks and Open Space Objectives			
POC 1.1	To identify as open space/recreation certain public and private lands that serve as open space, buffers, streetscape or vistas; and/or are in a strategic location as it relates to existing parks and recreation.	Goal 6; Objective 6.01; Objective 6.03	YES
POC 1.2	To preserve and enhance park and recreation facilities, where appropriate, within the City to meet the needs and demands of present and future residents.	Goal 6; Objective 6.01	YES
POC 1.3	To explore the creation of a linear park along the Passaic River.	Objective 6.04	YES
POC 1.4	To create physical links, where feasible, between City parks and the County park system.	Goal 03	YES
2000 Master Plan Utilities Objectives			
U 1.1	To encourage the efficient management and regulation of storm water through the implementation of appropriate guidelines which will prevent future drainage problems and provide for environmentally sound land use planning.	Objective 6.02	YES
U 1.2	To rehabilitate and upgrade the sewer system that serves the City in accordance with Federal, State and local law.		YES
2000 Master Plan Historic Preservation Objectives			
HP 1.1	To recognize and preserve the historic character of the City.	Objective 1.03	YES
HP 1.2	To explore incentives to encourage the maintenance and facade restoration of historically notable buildings.	Objective 1.03; Objective 2.08	YES
HP 1.3	To encourage the preservation of historic buildings and landmarks that are significant to Summit's past.	Objective 1.03	YES

Reference Number	2000 Master Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2000 Master Plan Recycling Objectives			
RC 1.1	The City should continue to promote the local and statewide benefits of recycling and continue to expand and enhance its programs.	Goal 6; Objective 6.02	YES
RC 1.2	The Zoning Ordinance should be amended to establish and implement standards for the location, design and maintenance of on-site trash/ recyclable enclosures. The purpose should be to ensure that adequate and safely designed and located space is incorporated into any site plan application.	Goal 6; Objective 6.02	YES
RC 1.3	The City should continue to pursue the State of New Jersey to re-institute the tonnage grant reimbursement program in order to offset local costs in implementing this State-mandated program.	Goal 6; Objective 6.02	YES
RC 1.4	The site plan and subdivision review checklists contained in the City's Development Regulations Ordinance should be amended to require that plan submittals include provisions for recyclable storage facilities.	Goal 6; Objective 6.02	YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Re-examination Land Use Recommendations			
06RX 1.1	Clarify the purpose of the NB Neighborhood Business zone to emphasize its role as a buffer with an opportunity for small scale businesses to serve the adjacent neighborhood. Businesses should not encroach on adjacent residential neighborhoods; rather they should complement the neighborhood in terms of impact and services.	Objective 2.10	YES
06RX 1.2	Extend the NB zone down Morris Avenue and around the east side of River Road. Existing conditions, size of lots, and proximity of commercial to adjacent residential uses make it more appropriate to extend the NB zone along Morris Avenue and River Road.		YES
06RX 1.3	Review permitted uses and regulations for NB zones to ensure compatibility with purpose of zone.	Objective 1.02	YES
06RX 1.4	Further study is recommended regarding the appropriateness of the LI zone. The impact of a fully occupied Schering Plough campus and the redeveloped site of the former Novartis Training Center on Morris Avenue on the area should be monitored. Consideration should be given to revising some of the uses permitted in the LI zone to include some B uses such as auto sales.		YES
06RX 1.5	The Business zone on Franklin Place should be rezoned to a residential use. The Infiniti auto dealership has vacated their premises and Summit Truck Body has gotten a variance to build residential units.		YES
06RX 1.6	In light of the rezoning recommendations for Franklin Place and the Salerno Duane site on Broad Street, the Business zone bordered by Summit Avenue, the railroad tracks, Walnut Street and Park Avenue is an area that requires further study.		YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Reexamination Land Use Recommendations			
06RX 1.7	Appropriate residential infill development in established neighborhoods remains an issue in the City. Bulk and design standards in the residential zones should be studied and amended where necessary to ensure that new residential infill is appropriate in terms of scale and character with the surrounding neighborhood.	Goal 1; Objective 1.04	YES
06RX 1.8	Drive-through uses, such as banks, pharmacies, etc. should not be permitted in B zones.		YES
06RX 1.9	Consider allowing some personal services, such as personal trainers and tutors, as uses in the CRBD except on the ground floor.		NO
06RX 1.10	The standards of the Office Residential Character (ORC) zones should be reviewed in light of the original intent of creating this zone to preserve residential structures.	Objective 1.02	YES
Recommendations pertaining to Gateway I:			
06RX 1.11	A buffer area between 10 and 20 feet should be required where Lots 1 and 2 in Block 2607 abut adjacent Lot 7. No encroachments, such as patios or decks, should be permitted in the buffer area.		NO
06RX 1.12	A maximum height of 48 feet/4 stories should be permitted. Parking levels should not be counted toward the story limitation, however, they should be counted toward the overall height limitation. Townhouses should have a maximum height of 40 feet/3 stories.		NO
06RX 1.13	A 20% set-aside of affordable housing on-site and integrated throughout the entire project is strongly recommended.	Objective 4.01	NO
06RX 1.14	The Parmley Place right-of-way should not be vacated.		YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Reexamination Land Use Recommendations			
06RX 1.16	The use of "green" building practices is encouraged.		YES
Recommendations pertaining to Gateway II:			
06RX 1.17	This is a "gateway" site and should be designed as such. As a "gateway" site, streetscapes and aesthetics are key to the reuse of the site.	Objective 1.05	YES
06RX 1.18	The site has significant topography and grade which should be used as a resource in the design of parking and access.	Objective 1.05	YES
06RX 1.19	Parking for all uses must be provided on-site either in structured or underground parking (with the possible exception of townhomes). To the extent possible, parking should be under the building or below grade in order to maximize the extent of "green" on the site.	Objective 1.05	YES
06RX 1.20	Any parking structure on the site must be screened from public view.	Objective 1.05	NO
06RX 1.21	Although grade can be used to offset the perception of height, height on this site should be limited to 4 stories and a maximum of 48 feet. Parking levels should not be counted toward the story limitation, however, they should be counted toward the overall height limitation. Townhouses should have a maximum height of 40 feet/3 stories.	Objective 1.05	NO
06RX 1.22	FAR for the site should be consistent with the bulk and design standards should be limited to 4 stories and a maximum of 48 feet. Parking levels should not be counted toward the story limitation, however, they should be counted toward the overall height limitation. Townhouses should have a maximum height of 40 feet/3 stories.	Objective 1.05	NO
06RX 1.23	Mixed uses should be permitted on the site with small, "neighborhood business" uses permitted at street level and residential uses above.	Objective 1.05	NO

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
Recommendations pertaining to Gateway II:			
06RX 1.24	The site should be evaluated in context to the surrounding uses. In particular, since a City-owned surface parking lot abuts the site there is an opportunity to explore a creative public/private parking partnership.	Objective 1.05	YES
06RX 1.25	No parking should be permitted between the street line and the building and there should be a front yard setback between 10 and 20 feet in order to "green" the streetscape.	Objective 1.05	NO
06RX 1.26	Any development must address the traffic issues in the area and must be coordinated with all planned traffic improvements.	Objective 1.05	YES
06RX 1.27	A 20% set-aside of affordable housing on-site and integrated throughout the entire project is strongly recommended.	Objective 1.05	NO
06RX 1.28	Every effort should be made to increase the amount of green space on-site.'	Objective 1.05	NO
06RX 1.29	The use of "green" building practices is encouraged.	Objective 1.05	YES
2006 Master Plan Reexamination Circulation Recommendations			
06RX 1.30	Continue to encourage the use of alternate modes of transportation by expanding safe walking and biking opportunities with technical and financial support from NJDOT. Per the Board of Recreation Master Plan, any proposed bike route should be designed in compliance with the requirements and recommendations of NJDOT and ASHTO to ensure acceptance for potential grant funding.	Objective 3.01; Objective 4.02	YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Master Plan Reexamination Circulation Recommendations			
06RX 1.31	Establish an effective Sidewalk Location Policy to address gaps in sidewalk networks and pedestrian safety concerns as well as set forth criteria for prioritizing and funding sidewalk installation projects.	Objective 3.01	YES
06RX 1.32	Work in conjunction with the County on the Broad Street Corridor project. Implement the redesigning of the block of Broad Street between Ashwood Avenue, Park Avenue, and Denman Place with a safe sidewalk and pedestrian-friendly streetscape to connect east Summit with the train station, hospital and downtown.	Objective 3.04	YES
06RX 1.33	Work to improve sight distance at critical intersections, where possible.		YES
06RX 1.34	In the Neighborhood Business zones, encourage the redevelopment of commercial properties to include on-site parking and loading located in rears of lots and consider implementing traffic calming measures (e.g. better identification of crosswalks) to make these areas more pedestrian friendly.	Objective 2.10	YES
06RX 1.35	The integration of a GIS system as a long term planning tool for traffic and pedestrian safety improvements should be evaluated.		YES
06RX 1.36	The City continues to oppose the proposed reactivation of the Rahway Valley freight line.		YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Master Plan Reexamination Housing Recommendations			
06RX 1.37	The City should continue to aggressively move forward with implementing the Fair Share Plan and at the same time respond to the Court Master's comments. The City should continue to seek opportunities for providing affordable housing, with particular emphasis on identifying and realizing opportunities to provide affordable housing for low income households and housing options for senior citizens. Public/private partnerships should be encouraged.	Objective 4.01	YES
06RX 1.38	It is desired that, to the extent possible, any Mt. Laurel units required as a result of a residential development will be built and integrated within the development. It is further recognized that certain commercial development may trigger a growth share obligation. It is understood that it may not be practical for the developer to locate housing within a commercial site and therefore it will be the responsibility of the developer to provide an alternative plan for complying with the growth share obligation. If the units are to be built, purchased or paid for by the commercial developer to fulfill the growth share obligation, the primary preference for location of these units shall be within the City.	Objective 4.01	YES
06RX 1.39	The City should also take advantage of the opportunity to examine the COAH model growth share ordinance issued in December, 2005 and review its current plans and consider adopting a revised growth share ordinance to facilitate the provision of affordable housing.	Objective 4.01	NO

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Master Plan Reexamination Conservation Recommendations			
06RX 1.40	Review the lot grading ordinance to confirm that it addresses additional concerns that have been raised since the ordinance was adopted in 2003.		NO
06RX 1.41	It is recommended that the City evaluate “green” building and design techniques, such as the U.S. Green Building Council’s LEED (Leadership in Energy and Environmental Design) Green Building Rating System, and create a “Green” Master Plan that outlines best practices for a “sustainable” Summit including building guidelines, expanded recycling initiatives, incentives for energy conservation, etc. and that encourages public education regarding relevant topics and current technologies.	Objective 6.02	YES
06RX 1.42	Several neighborhoods experience flooding during severe storms – the causes of this should be studied and addressed to the extent appropriate.		YES
2006 Master Plan Reexamination Recreation and Open Space Recommendations			
06RX 1.43	Continue to explore recreational uses for the Transfer Station site through the subcommittee that has been appointed, including the creation of a linear park along the Passaic River.	Objective 6.04	YES
06RX 1.44	Explore mechanisms, such as public/private partnerships, to encourage and fund the acquisition of open space parcels, historic sites, conservation and historic easements and enhanced maintenance of public parks. Continue to seek funding from Union County’s Open Space Trust Fund, Green Acres and other sources to acquire open space, improve outdoor recreational facilities and preserve historic sites.	Objective 6.01	YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Master Plan Reexamination Recreation and Open Space Recommendations			
06RX 1.45	Continue to consider use of artificial turf as a means of maximizing limited playing field space taking into consideration the impact on adjacent residential neighborhoods. Shared use of field space should be encouraged.	Objective 6.01	YES
06RX 1.46	Continue to promote physical links between parks, and between parks and neighborhoods.	Goal 03	YES
06RX 1.47	Consider whether additional open space parcels should be identified and added to the list of parcels designated for proposed open space.	Objective 6.03	YES
2006 Master Plan Reexamination Historic Preservation Recommendations			
06RX 1.48	In the short term, the Historic Preservation Commission should focus its efforts on preserving the 40 remaining individual historic sites and the 2 sites that are on the National and State Registers of Historic Places.	Objective 1.03	YES
06RX 1.49	In the longer term, the Master Plan list of historic sites and districts should be updated.	Objective 1.03	YES
06RX 1.50	Add the Downtown Historic District, identified in the 1990 Historic Resources Survey, to the list of historic districts. This recommendation is intended to be in lieu of the Master Plan 2000 recommendation to expand the Civic Center Historic District.	Objective 1.03	YES
06RX 1.51	Consider creating a set of design guidelines specifically for the CRBD, prepared by the Historic Preservation Commission.	Objective 1.01; Objective 1.03	YES
06RX 1.52	Increase efforts to educate the community about the importance of historic preservation.	Objective 1.03	YES

Reference Number	2006 Master Plan Re-Examination Plan Goals	Reference in 2016 Master Plan re:Vision	Goal/Objective/ Recommendation remains valid:
2006 Master Plan Reexamination Historic Preservation Recommendations			
06RX 1.59	Amend the historic preservation ordinance to give the HPC responsibilities for the identification, designation and limited regulatory control of historic sites, subject to oversight by Council and the Planning and Zoning Boards.	Objective 1.03	YES
06RX 1.60	Consideration should be given to applying for Certified Local Government status in order to further historic preservation efforts in Summit.	Objective 1.03	YES



Topology

PARKING SYSTEM REVIEW & EVALUATION



CITY OF SUMMIT, NJ

NOVEMBER 2016

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LIST OF APPENDICES

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1. INTRODUCTION

The City of Summit has engaged Level G Associates, parking consultants, for the purpose of reviewing and evaluating parking in the City of Summit. This report summarizes our findings and conclusions and provides estimates of the financial performance of the municipal parking system over the next 20 years given certain operational parameters.

Background

Like many cities and towns with active and successful downtown business districts, the City of Summit struggles with balancing the diverse parking needs of its residents, commuters, workforce, downtown shoppers / visitors, and the business community. In response to this the City has undertaken a number of parking studies and implemented a number parking programs and policies designed to address these needs.

Purpose and Scope of Report

The purpose of this assignment is to review previously prepared reports, review regulations and programs of the municipal parking system, conduct evaluations, and render our findings and conclusions. This has been accomplished via completion of the following scope of work:

1. Review previously submitted reports and documents pertaining to parking, traffic, circulation, or economic development in downtown Summit;
2. Conduct occupancy counts of the City's off-street parking facilities and on-street meters at 8AM, 10AM, 12 Noon, 2PM, 4PM, 6PM, 8PM and 10PM on a typical weekday and typical Saturday;
3. Review and evaluate the City's parking policies, regulations and programs to determine their effectiveness in meeting the unique parking requirements of downtown Summit;
4. Evaluate regulatory ordinances, standards and laws concerning parking and determine how they can be consistent, and whether or not they are consistent, with best parking management practices;
5. Evaluate established rates, such as at the De Forest lots and their use for long term parking, and make recommendations based upon current or future parking demand. The forecasting of rates will be incorporated into broader financial projections;
6. Evaluate the potential impacts of evolving technologies such as self-driving cars on future parking supply and demand;

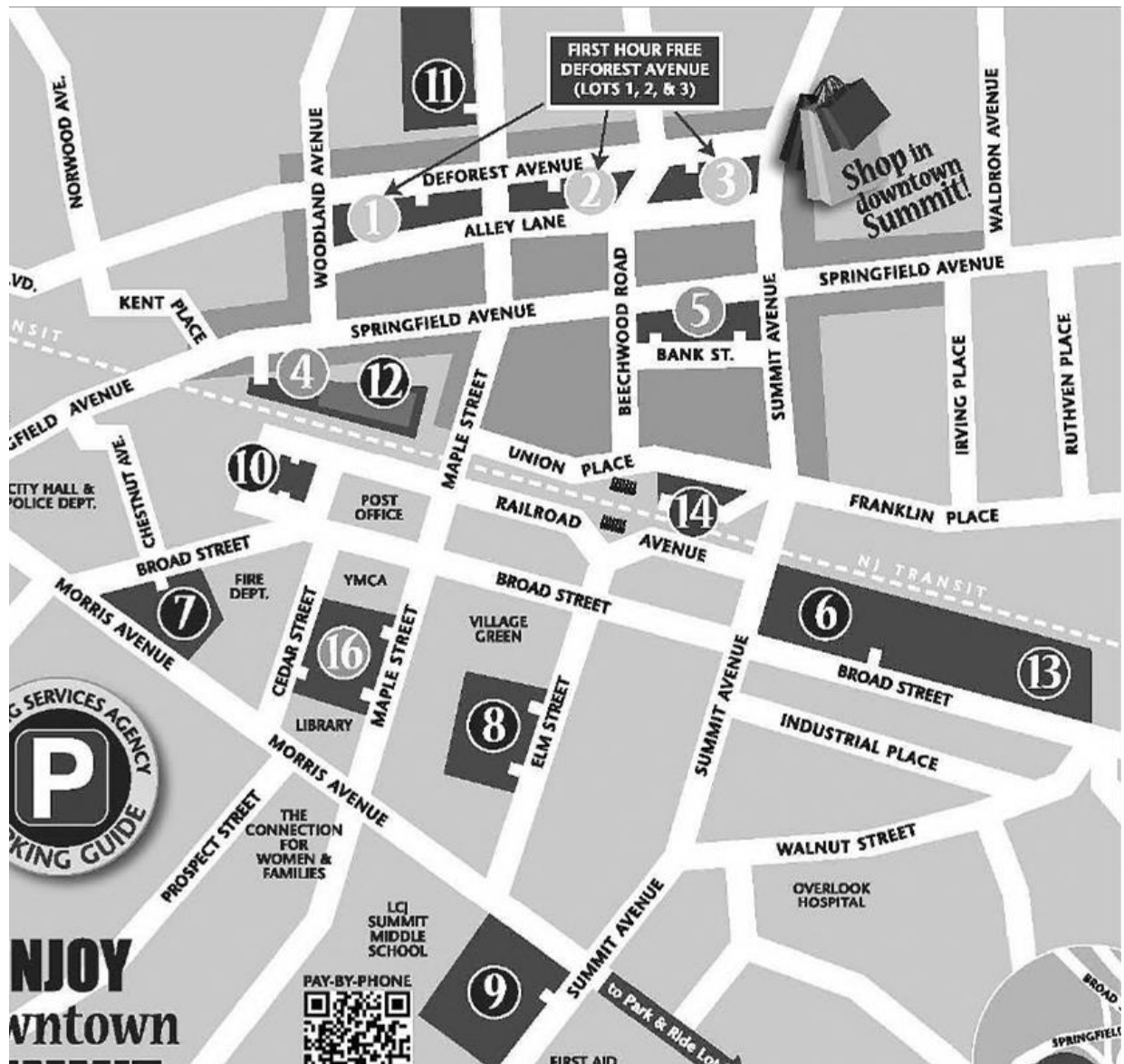
7. Evaluate the useful life of parking structures based on available information, including tiered garages, and recommend optimal uses for the parking structures;
8. Review current rates and determine a 20-year plan of rate structures to meet current and future expenditures and capital projects;
9. Describe recent parking system upgrades, programs, developments, or projects / proposals and provide an estimation of their economic impacts on the parking system;
10. Preparation of a 20 year pro forma detailing the projected performance of the municipal parking system using generally acceptable accounting principles and taking into account a series of assumptions consistent with recommendations and/or industry standards.

Please refer to Figure 1, next page, for a map depicting the Summit parking system.

Acknowledgements

We are indebted to Mr. Michael Rogers and Ms. Rita Mc Nany for providing insight and background information that were essential to the preparation of this report.

FIGURE 1 – SUMMIT MUNICIPAL PARKING SYSTEM



2. DOCUMENT REVIEW

We reviewed numerous documents supplied by the city including but not limited to; parking inventory, parking ordinances, parking resolutions, financial reports, parking garage condition surveys, and others. In addition, we reviewed four studies that were prepared within the past seven years. They are:

Title: Downtown Improvement Plan / Parking Analysis & Recommendations
By: Burgis Associates
Year: 2014

Title: Parking Expansion Studies
By: Desman Associates
Years: 2010 and 2015

Title: Downtown Parking Assessment Study
By: Desman Associates
Year: 2009

Table 1A and 1B, shown on the following two pages, summarize the findings and recommendations included in these reports. A synopsis of the key findings and takeaways of these reports is provided below.

Parking Space Deficit - After augmenting and adjusting key figures developed in previous reports the Desman (2009) report estimates a downtown parking deficit of about 450 parking spaces and the Burgis report estimates a downtown parking deficit of about 500 spaces. Based on our occupancy counts and observations of parking conditions in downtown Summit we believe these estimates are accurate if the City wishes to maintain a business environment that will attract new investment and development in the downtown district. If the city wanted to simply fix the current parking deficit without creating an environment that will support any growth or attract new investment we believe a parking program that adds 225 to 250 spaces would suffice.

Using parking inventory provided by the city plus estimates developed by Desman, Burgis and the Institute of Transportation Engineers the following parking supply / demand summary is estimated for downtown Summit:

TABLE 1A
SUMMARY OF PAST PARKING REPORTS
DESMAN ASSOCIATES / 2009 & 2010

REPORT	PRIMARY CONCLUSIONS / RECOMMENDATIONS		COMMENTS / TAKEAWAYS	
DESMAN - 2009	Estimated parking deficit =		The estimated deficit is 446 when the loss of 157 spaces in K-Lot is removed	
	Needed to achieve 15% vacancy	60		
	Impact of Development	292		
	Impact of FAR increase	109		
	Commuter shortage	<u>136</u>		
	TOTAL	597		
	Recommended On-Street Meter Regs	2 hr limit M-F / 8a-8p Sat / 9a-8p	Not implemented per SPAC / City Council	
	Increase Parking Enforcement Staff	3FT to 5FT	Current total of 2FT and 2PT	
	After De Forest Lots gates are installed increase Springfield meters	50¢ to \$1.00/HR	Not implemented	
	Increase OT parking fine	\$21 to \$25	Implemented	
	Replace permits / stickers with prox cards & multi-space meters (MSM)		MSM implemented; Prox cards not implemented per SPAC / City Council	
	Wayfinding sign system		Currently underway	
	Hire a FT Parking Administrator & FT Financial Analyst		Manager implemented; Bookkeeper implemented	
DESMAN - 2010	Analysis of 3 sites for parking deck development; includes functional plans			
	Summary of findings (Cost adjusted by Level G Associates)			
		Add Two (2) Levels To Tier Garage	Park & Rail Deck	PO Lot Garage (Scheme B)
	Estimated Construction Cost (2010)	\$4,900,000	\$2,200,000	\$9,600,000
	Estimated Construction Cost (2017)	\$5,782,000	\$2,596,000	\$11,328,000
	Soft Costs at 20%	\$1,156,400	\$519,200	\$2,265,600
	Total Developmental Cost	\$6,938,400	\$3,115,200	\$13,593,600
	Net Parking Gain	160	27	296
	Cost Per Net Space Gained	\$43,365	\$115,378	\$45,924
	<u>Comments / Takeaways</u>			
	The report does not consider lower cost but effective parking expansion strategies such as re-striping parking lots, adding angle parking on streets, or expanding existing parking lot footprints to lessen the burden of building expensive structured parking.			

TABLE 1B
SUMMARY OF PAST PARKING REPORTS
BURGIS 2014 & DESMAN 2015

REPORT	PRIMARY CONCLUSIONS / RECOMMENDATIONS	COMMENTS / TAKEAWAYS
DESMAN - 2015	A summary of flat floor parking deck configurations on De Forest Lots 1, 2, and 3	Very limited scope. Does not explore sloping floor concepts or mixed use development potential of the various sites.
BURGIS - 2014	Part 1 - A reference book estimate of CBD parking demand utilizing factors published by Urban Land Institute and Institute of Transportation Engineers	
	Calculated CBD parking demand summary:	Estimated commuter demand: 0.21 cars per daily boarding = 0.21 x 3933 = 826
	Employees 2089	
	Shoppers / Visitors 1171	
	TOTAL 3260	Burgis demand 2436
	Parking Provided in Private Lots (824)	Commuter demand 826
	Municipal supply needed (not including commuters) 2436	Total Demand 3262
		Municipal supply (2766)
		Re-Calculated Deficit 496
	Part 2 - General observations and recommendations	
	Reduce Broad Street meter time limit 5HR to 3HR	Not implemented
	Reduce De Forest Street meter limit 5HR to 3HR	Not implemented
Add 15 minutes "Express Park" meters on streets	Implemented	
Increase De Forest Lots free parking threshold 30 min to 1HR	Implemented	
Improve Lot identification, wayfinding signange, access routes, aethethics	Planning Stages	

	Parking Supply	Parking Demand	Surplus or (Deficit)
Employee / Commuter	1,719	2,346	(627)
Shopper / Visitor	1,047	877	170
Totals	2,766	3,223	(457)

Many of the conclusions and recommendations contained in this report regarding the current accommodation of local parking needs are based on this summary.

In addition to providing estimates of parking space deficits, the previous studies included a number of recommendations designed to improve parking conditions and / or the delivery of parking services. The following is a summary of these recommendations.

Recommendations that have been IMPLEMENTED

- Increase overtime parking fine from \$21 to \$25
- Replace Single-Space meters with Multi-Space meters in parking lots
- Hire a full time Parking Administrator
- Add 15 Minute limit “Express Park” meters on streets
- Increase De Forest Lots free parking threshold from 30 minutes to 60 minutes
- Hire a Financial Analyst / Bookkeeper
- Reduce Railroad Avenue time limits from 5-Hour to 3-Hour time limit

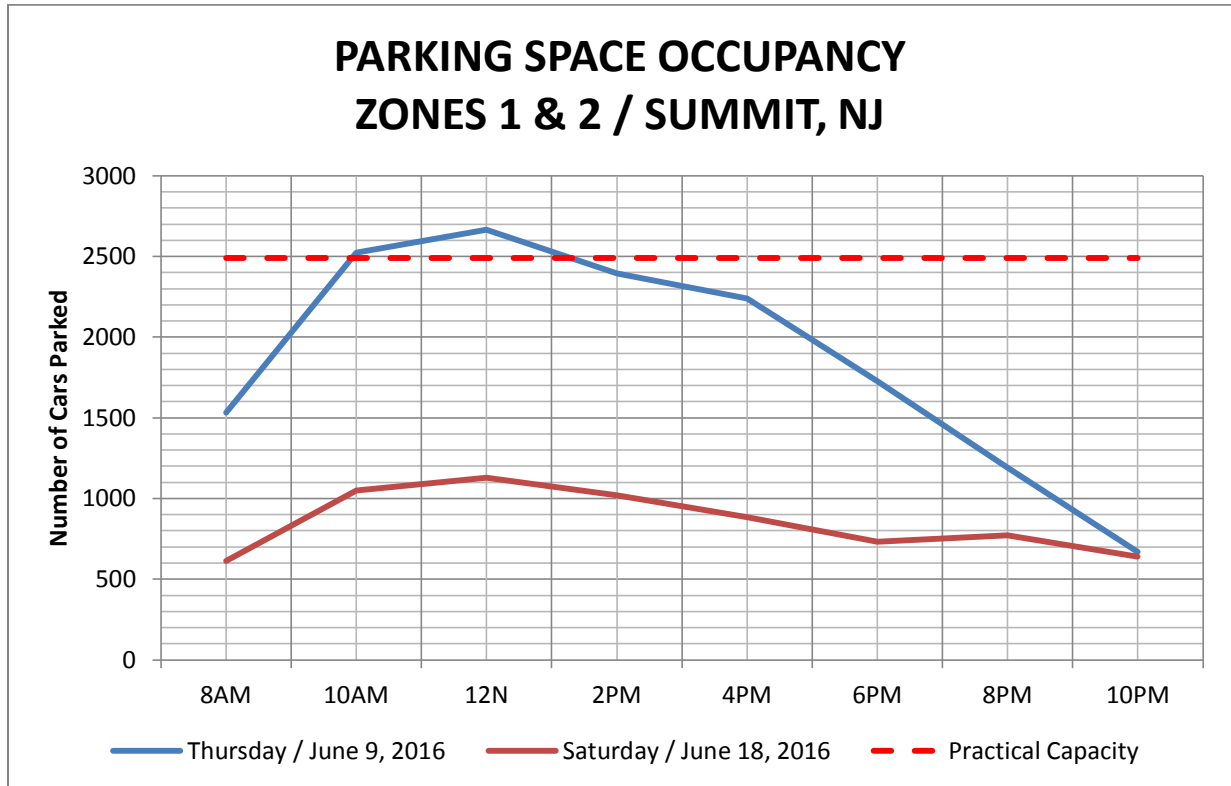
Recommendations that have NOT been IMPLEMENTED

- Implement a 2-Hour time limit for all on-street meters in the CBD
- Extend paid parking / enforcement operating hours from 6PM to 8PM
- Implement an AVI / Proximity Card system to control monthly parking
- Reduce Broad Street and De Forest Street time limits from 5-Hour to 3-Hour time limit

In 2012 the city formed the Summit Parking Advisory Committee (SPAC) to evaluate the Desman reports and develop their own recommendations. The SPAC effort resulted in the development of the current De Forest shopper lots, merchant validation program, and the parking “ambassador” program.

3. PARKING SPACE OCCUPANCY COUNTS

The parking consultant conducted occupancy counts of the city's off-street parking facilities and on-street meters in the central business district at 8AM, 10AM, 12 Noon, 2PM, 4PM, 6PM, 8PM and 10PM on Thursday June 9, 2016 (a typical weekday) and June 18, 2016 (a typical Saturday). The overall results of these counts are illustrated below.



The 90% parking space occupancy level is a significant threshold in parking program planning and design. Because of the constant in-flow and out-flow of vehicles, improperly parked vehicles and typical vacancies in handicap parking areas a parking supply can be reasonably expected to accommodate a “practical capacity” of about 90%.

As indicated, overall peak parking demand in downtown Summit occurs at 12 Noon on a typical weekday. At this time, 2,667 cars were parked in 2,766 parking spaces – an occupancy rate of 96.4%. This parking demand level (2,667) is 178 cars higher than the “practical capacity” of the parking supply (2,489).

For the purposes of analysis and useful comparison the parking study area was divided into two sections:

Zone 1: North of the railroad tracks – 1,267 total spaces
 324 on-street spaces
 943 off-street spaces

Zone 2: South of the railroad tracks – 1,499 total spaces
 277 on-street spaces
 1,222 off-street spaces

A complete set of tables that break down the occupancy counts on a “per zone”, “per block side” and “per facility” basis is provided in Appendices A.1 through A.5. Some interesting parking patterns to be learned from the counts are listed below.

- On-street parking spaces in Zone 1 exhibited the highest occupancy levels in the CBD. At 12 noon on Thursday 6/9/16 there were 345 cars parked in 324 on-street spaces, an occupancy rate of 106.5%;
- Peak parking observations on Saturday also occurred at 12 noon but were significantly lower than the Thursday peak count (40.9% versus 96.4% overall occupancy);
- There is a significant occupancy decrease in 5-Hour limit meters in sections of Elm and Broad Streets in Zone 2 between 12 noon and 2pm. Over the same time period there is a 25.5% increase in parking occupancy in De Forest Lots 1 and 2;
- The evening (8PM) parking occupancy levels are 55.3% lower than the daytime (12N) peak on a weekday but only 31.7% lower than the daytime peak on a Saturday.

4. REVIEW OF PARKING REGULATIONS & POLICIES

The city maintains a wide variety of parking rules, regulations, restrictions, programs, and payment options. Many of these have been implemented to serve the needs of specific user groups such as:

- Downtown shoppers / visitors;
- Takeout / Other short duration parking activity;
- Downtown employees;
- Commuters;
- Summit residents; and
- Library / YMCA patrons.

Table 2A and 2B, next two pages, describe these regulations and policies for on-street parking (Table 2A) and off-street street parking facilities (Table 2B). These tables also include our observations as to whether or not each regulation or policy is meeting local needs and is consistent with industry best practices.

A number of these initiatives are not meeting local needs because parking demand exceeds the parking supply. Most of the initiatives are in alignment with industry best practice but a few are not. These are identified in the tables.

Table 3, page 13, is a matrix that summarizes parking programs, policies, and payment options at each municipal parking facility.

TABLE 2A
PARKING REGULATIONS & POLICIES

Regulation	Capacity	Control	Rate	Rate (Hourly)	Description	Meeting Local Needs?	Consistent With Best Practice?
15 Minute Time Limit	26	SSM	25¢ = 15 min	\$1.00	15 minute limit meters are placed in selected areas to accommodate "in and out" parking trips and promote parking space turnover.	Yes. These meters are very well utilized.	Yes
30 Minute Time Limit	7	SSM	25¢ = 30 min	50¢	30 minute limit meters are located along Railroad Avenue near the Post Office to accommodate typical customer transactions and promote parking space turnover.	Yes. These meters are very well utilized during typical Post Office peak periods.	Yes
90 Minute Time Limit	255	SSM	25¢ = 30 min	50¢	90 minute limit meters are located in the CBD core. Municipalities wisely employ a 90 minute time limit in areas where a 1 hour time limit is too short (not long enough for a sit down lunch) and a 2 hour limit is too long (invites meter feeding employees).	Yes. These meters are very well utilized.	Time Limit - Yes. Rate - No (should be = to or higher than convenient off-street spaces)
"Free" 15 minute limit button / 90 minute meters	Not Provided	SSM	N/A	N/A	Special pushbutton on 90 minute meters provide 15 minutes of free parking when pushed if meter time is at "0".	Yes.	Typically not seen where 15 minute "pay" meters are deployed in same area.
3 Hour Time Limit	57	SSM	25¢ = 30 min	50¢	3 hour limit meters are typically situated just outside of the CBD core to accommodate longer term parking trips such as business meetings or salon appointments.	Yes. These meters are very well utilized.	Time Limit - Yes. Rate - No (should be = to or higher than off-street)
5 Hour Time Limit	198	SSM	25¢ = 30 min	50¢	5 hour limit meters are seldom found on streets in a CBD setting as it is too short to accommodate an "all day" employee but too long to accommodate most shopper / visitor parking trips. They can easily accommodate local employees who move their car at lunch break.	No. Data suggests downtown employees are utilizing a number of these spaces in the morning then moving their cars to other areas after lunch.	No. Recommend converting selected spaces to longer term employee parking while changing a selection of 5HR meters to 3HR limit as suggested in the Burgis report. Coordinate with parking deck and re-striping initiatives.
12 Hour Time Limit	30	SSM	25¢ = 30 min	50¢	12 hour limit meters are typically situated on the outskirts of the CBD or near rail stations to accommodate local CBD employee or commuter parking activity, respectively.	No. More long term meters are needed.	Yes
On-Street Permit Parking (Green Bags)	29	Bagged SSM / Bar Coded Stickers / Pre-Paid Parking	\$4/day	Translates to about 45¢/HR for a 9 HR parking duration	Bagged spaces are for use only by vehicles with employee permit stickers that are available for \$10. However, daily fees (currently \$4 per day) apply.	No. Demand for these spaces will increase significantly if/when on-street meter rates are increased to \$1.00/HR.	Yes.

TABLE 2B
PARKING REGULATIONS & POLICIES
OFF-STREET PARKING
CITY OF SUMMIT, NJ

Regulation / User Group(s)	Capacity	Control	Rate	Rate (Hourly)	Description	Meeting Local Needs?	Consistent With Best Practice?	Comments
Dedicated Employee Parking	665 in 4 separate facilities.	Bar Coded Stickers / Pay Stations	\$4/day	Translates to about 45¢/HR for a 9 HR parking duration	Dedicated spaces are for use only by vehicles with employee permit stickers that are available for \$10. However, daily fees (currently \$4 per day) apply.	No. If Burgis estimates are correct there are 1,235 employees using the municipal parking supply.	Yes	Employee designation protects spaces that may otherwise be taken by early arriving commuters.
Shared Resident Commuter (Daily)/ Resident Commuter (Pre-Paid) / Employee (Daily) Parking	733 in 5 separate facilities.	Bar Coded Stickers / Pay Stations	\$4/day	Translates to about 45¢/HR for employees (9HR parking duration) and 33¢/HR for commuters (12 HR parking duration)	Dedicated spaces are for use only by vehicles with employee permit stickers or resident commuter stickers that are available for \$10. However, daily fees (currently \$4 per day) apply. Summit Residents may also purchase "Pre-Paid" permits for \$80/MO that allow them to park without using the Pay Station.	No. If Burgis and ITE estimates are correct there are 2,073 commuters & employees using the municipal parking supply.	Yes. The shared parking supply maximizes utilization and access.	
Public Parking / Shoppers / Visitors	389 in 5 separate facilities	Pay Stations	25¢ = 15 min	\$1.00 Graduated rate structure in De Forest shopper lots.	Public parking available on a first come - first served basis. First hour is FREE in 282 of the 389 spaces in this category.	Yes. If Burgis and ITE estimates are correct there are only about 600 Shoppers / Visitors using the municipal parking supply during peak periods. The City features 1048 Shopper / Visitor oriented parking spaces*	Yes. Time limits and pricing structures discourage long term usage.	Maneuvering to ticket dispensers and readers in De Forest lots is difficult for some drivers & vehicles causing occasional back-ups. No reservoir capacity. Advantages: No ticketing or enforcement req'd.
Unrestricted Commuter Oriented	216 + Valet in 2 separate facilities	Pay Stations	\$10/day	Translates to about 83¢/HR for commuters (12 HR parking duration)	Public parking available on a first come - first served basis.	No. Demand is significantly higher.	Pricing - Yes. Valet - Yes.	The expansion of this "high revenue" parking supply may help finance a new parking structure.
Library / YMCA Oriented	101 in 1 facility	Pay Stations	25¢ = 40 min	37.5¢	Short term public parking available on a first come - first served basis.	No. The facility exceeds 100% capacity at 10AM weekdays.	Time Limit - Yes. Pricing - No.	The cause and possible solutions to the 10AM parking problem should be examined / add parking in area?

* This suggests that most of the 5 Hour limit spaces plus a number of other spaces intended for Shoppers & Visitors are being utilized by downtown employees.

TABLE 3
PARKING PAYMENT OPTIONS
CITY OF SUMMIT, NJ

Lot	Description	Cash	Credit Card	Smart Card	Park Mobile	1-Day Scratch Pass	Chaser Ticket	Corp Code	Pre-Paid Permit	Access Permit Req'd	Summit Residents Only	Employee Only	Shared Employee Resident	Overnite Resident Permit	Purchase Permit Online	First Hour Free	First 15 Min Free	Saturday Free
1	Park & Shop No. 1	•	•		•		•									•		
2	Park & Shop No. 2	•	•		•		•									•		
3	Park & Shop No. 3	•	•		•		•							•	•	•		
4	Tier Garage - Grade Level	•	•		•									•	•			
5	Bank Street Lot	•	•		•									•				
6	Broad Street Garage	•	•		•	•		•	•	•			•	•				•
7	Chestnut Avenue Lot	•	•		•	•		•	•	•			•	•	•			•
8	Elm Street Lot	•	•		•	•		•	•	•			•	•	•			•
9	Sampson Lot	•	•		•	•		•	•	•			•	•	•			•
10	Railroad Ave / PO Lot	•	•		•	•		•	•	•		•						•
11	Maple Street "K" Lot	•	•		•	•		•	•	•		•		•	•			•
12	Tier Garage - Upper Levels	•	•		•	•		•	•	•		•						•
13a	Broad Street East Lot - 120 Spaces	•	•		•													•
13b	Broad Street East - 60 Spaces	•	•		•			•	•	•					•			•
14	Park & Rail Lot	•	•		•			•					•					•
15	Bus Park & Ride Lot	•	•		•				•						•			
16	YMCA / Library Lot	•	•		•													
	On-Street Meters	•		•	•													
	On-Street Meters - 90 min	•		•	•												•	
	On-Street Meters - Bagged								•			•						

5. EVOLVING TRENDS & TECHNOLOGIES

The City of Summit is one of the national leaders in efforts to reduce local parking demand by offering subsidized rides by a transportation networking service, in this case Uber. The city recently approved a six month program where users would be charged \$2 per ride, from points within the City of Summit, to and from the Summit Train Station. The resulting \$4 round trip charge is identical to resident daily fees for parking at the train station and the hope is that regular resident commuters will utilize the new service rather than driving themselves and dealing with train station parking every day. If the program is successful, the city will subsidize up to 100 commuter round trips per day.

One of the primary goals of this “virtual parking garage” program is to reduce existing commuter parking demand by up to 100 cars per day. Until the program has been operational for several months it will not be possible to determine the actual impact.

There are a number of other trends identifiable today and expected to continue into the upcoming planning horizon that are expected to reduce future train station parking demand.

Bicycle Use & Programs - Bicycle use continues to increase for commuter trips to and from train stations further reducing commuter parking demand. This can be attributed to the significant construction of bike lanes and bike parking facilities that has occurred over the past decade, much due to federal and state funding programs that continue to be supported and authorized. The inset photo was taken at the Scarsdale (NY) train station by Level G Associates as part of a 2015 parking study.



Connected / Autonomous Vehicles – Uber’s business model already includes a significant shift to driverless vehicles happening in 15 to 20 years. Bloomberg Business estimates that this technology will be significant enough to make a difference in the transportation economy by 2030 and will have a transformative effect by 2040. These driverless coaches are projected to be quite affordable and could easily make many “station cars” obsolete.

Retiring Baby Boomers - The United States Bureau of Labor Statistics predicts flat to weak employment growth nationwide averaging out to about 0.7% per year between 2020 and 2050 as waves of Baby Boomers retire and leave the workforce.

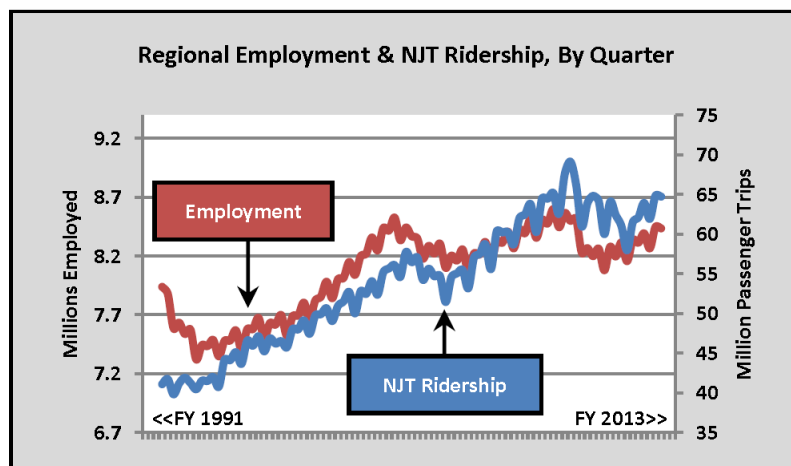
Millennial Generation – It is clear that Millennials are embracing the Sharing Economy and will continue to fuel the growth of companies like Lyft, Uber and Airbnb for years to come.

All the above trends are likely to impact parking facilities serving the Summit train station including the Broad Street Garage (491 spaces), Broad Street East Lot (180 spaces); Lot 7 (59 spaces); Lot 8 (123 spaces); Lot 9 (60 spaces); and Lot 14 (36 spaces).

Train Station Parking Demand

The Summit train station is the 10th busiest in New Jersey with average daily boardings (ADB) of 3,933 per day (source: NJ Transit). The Institute of Transportation Engineers' widely referenced publication "Parking Generation – 4th Edition" indicates an 85th percentile value for "Peak Parking Versus Daily Boardings" of 21% at light rail transit stations. A recent parking study by Level G Associates at the Morristown train station indicated a peak commuter parking factor of 19%. Therefore, it is estimated current commuter parking demand at the Summit train station is probably about 20% of average daily boardings or 787 spaces ($3,933 \text{ ADB} \times 20\% = 787$).

The following graph is from a quarterly report of ridership trends published by NJ Transit in 2013. Based on this graph it is evident that there is a clear correlation between NJ Transit Ridership and regional employment.



The catchment area of the Summit train station is primarily located in Union County. Current employment projections prepared by the New Jersey Department of Labor indicate that

employment in Union County is projected to grow at an average rate of 0.8% per year between now and 2022.

Table 4, below, is a 30 year projection of Summit train station parking demand that attempts to quantify the impacts of regional employment growth, “virtual parking” / ridesharing, and autonomous vehicles.

TABLE 4 – PROJECTED COMMUTER PARKING DEMAND (CUMULATIVE) / SUMMIT, NJ

Year	Base (Existing) Demand	New Parking Demand From Regional Employment Growth (Constrained)	Net Parking Demand Reduction From "Virtual Parking"	Parking Demand Reduction From Autonomous Vehicles	Projected Train Station Parking Demand Total
2016	787	0	-10	0	777
2017	787	3	-25	0	765
2018	787	6	-45	0	748
2019	787	9	-47	0	749
2020	787	12	-50	0	749
2021	787	15	-52	0	750
2022	787	18	-55	0	750
2023	787	21	-57	0	751
2024	787	24	-60	0	751
2025	787	27	-63	0	751
2026	787	30	-66	0	751
2027	787	33	-70	0	750
2028	787	36	-73	0	750
2029	787	39	-77	0	749
2030	787	42	-81	-5	743
2031	787	45	-75	-15	742
2032	787	48	-65	-30	740
2033	787	51	-50	-45	743
2034	787	54	-40	-60	741
2035	787	57	-35	-70	739
2036	787	60	-30	-80	737
2037	787	63	-30	-90	730
2038	787	66	-30	-100	723
2039	787	69	-30	-110	716
2040	787	72	-30	-120	709
2041	787	75	-30	-130	702
2042	787	78	-25	-140	700
2043	787	81	-25	-150	693
2044	787	84	-25	-160	686
2045	787	87	-25	-170	679
2046	787	90	-25	-180	672

As indicated, it is estimated that regional employment and transportation trends could reduce current train station parking demand from about 787 cars to 672 cars over the next 30 years.

There are currently 889 parking spaces in downtown Summit that can be used for commuter parking and it is likely this number will be reduced as the described trends begin to emerge. This phenomenon would have the beneficial effect of creating additional parking opportunities for downtown shoppers, employees and/or non-resident parkers.

6. REVIEW OF PARKING RATES

Normally, a review of downtown parking rates would include a discussion of how parking fees can be adjusted to alter unhealthy parking patterns in a business district. For example, in many business districts centrally located convenient parking spaces are filled to capacity with employee and shopper cars while less convenient perimeter parking spaces go unused because employees and other parkers have not been priced or enforced out of the convenient shopper spaces. However, the ability to accomplish these shifts through pricing or enforcement is limited in Summit because there are few available spaces, even on the perimeter, to accommodate the shift.

Therefore, if pricing strategies are employed to open up parking spaces in downtown Summit, the displaced users would either be shifted to private or remote parking areas and/or alternate modes of transportation such as ridesharing, carpooling, or the city's new "virtual parking garage" program.

Table 5, next page, compares parking rates in downtown Summit with parking rates in Westfield and Morristown. These municipalities were selected to illustrate various parking space management strategies. They are:

Westfield – Parking fees are virtually "flat" across the board for hourly and daily parking (50¢ per hour) on the streets and in the parking lots. Permits are limited to residents and downtown employees and there are waiting lists for both varieties. The on-street parking time limit is 2 hours in the CBD but there are a few 9-hour limit meters and permit spaces located on the fringes of the CBD for downtown employees. The CBD parking lots use pay stations and offer 4-hour limit parking to accommodate longer shopper and visitor trips but there some 9-hour limit spaces in two CBD lots. Train station lots are "permit parking" only and are shared by commuters and downtown employees. These permit holders do not pay a daily parking fee. Permit issuance is limited so permit holders can always find a space.

Morristown – Parking fees are higher on the streets (\$1.00 per hour) than in the parking lots (50¢ per hour) for short term hourly parking. Short term parking in the 3 parking garages is \$1.50 per hour. Many lots and garages offer both hourly and permit parking. Permit fees are custom priced based on location. With the exception of the train station lot, there is no distinction or price differential between resident or non-resident permits. The on-street parking time limit in the CBD is either 90 minutes or 2 hours but there are a few 18-hour limit meters located on one street near the train station. Most parking lots have pay stations and

TABLE 5**PARKING RATE COMPARISON / NJ COMMUNITIES**

RATES AS OF SEPTEMBER 2016

	Summit	Westfield	Morristown
On-Street Meters			
15 minutes	\$1.00 / Hr		
30 minutes	\$0.50 / Hr		\$1.00 / Hr
1 hour			\$1.00 / Hr
90 minutes	\$0.50 / Hr		\$1.00 / Hr
2 hours		\$0.50 / Hr	\$1.00 / Hr
3 hours	\$0.50 / Hr		
5 hours	\$0.50 / Hr		
9 hours		\$0.50 / Hr	
12 hours	\$0.50 / Hr		
18 hours			\$0.75 / Hr
On-Street Permits		\$70 / Mo	
Shopper / Visitor Lots / Short Term			
Hourly Rate	\$1.00	\$0.50 / Hr	\$0.50 / Hr
Special Lot / Short Term			
Hourly Rate (Library / YMCA)	\$0.375		
Shopper / Visitor Lots / Long Term			
1st Hour	Free	\$0.50 / Hr	\$1.50 / Hr
1 Hour to 3 Hours			\$1.50 / Hr
3 Hours to 8 Hours			\$2.00 / Hr
1 Hour to 5 Hours	\$1.00 / Hr		
5 Hours to 6 Hours	\$5.00 / Hr		
6 Hours to 7 Hours	\$2.00 / Hr		
7 Hours to 8 Hours	\$8.00 / Hr		
8 Hours or more	\$5.00 / Hr		\$2.50 / Hr
Commuter Parking			
Resident Daily	\$4.00	\$5.00	\$5.00
Resident Monthly	\$80.00		\$50.00
Resident Quarterly	\$228.00		
Resident Semi-Annual		\$420.00	
Resident Annual	\$864.00	\$696.00	
Non-Resident Daily	\$10.00		\$5.00
Non-Resident Monthly	\$200.00		\$85.00
Non-Resident Quarterly	\$600.00		
Non-Resident Annual	\$2,400.00		
Employee Parking			
Employee Daily	\$4.00	\$0.50 / Hr (\$4.50 for 9 Hrs)	\$0.50 / 1.5 Hr (\$3.00 for 9 Hrs)
Off-Street Visitor Daily Parking Pass	\$6.00		
Employee Monthly	\$80.00		\$35.00 to \$100.00 / Mo Depending on Location
Employee Quarterly	\$228.00		
Employee Semi-Annual		\$420.00	
Employee Annual	\$864.00	\$696.00	

offer short term (3 hour limit) and long term (12 hour limit) parking although there are some smaller lots that only offer short term parking. The parking garages are gate controlled and transient (short term and long term) parkers “pull a ticket” at the entrance gate while permit holders use proximity cards to activate the gates. The transient fee is based on duration and is calculated upon exit. The train station lot has a permit area and a pay station area (\$5/ day) and permit holders do not need to pay the meter. Permit issuance is limited so permit holders can always find a space.

Summit - Parking fees are lower on the streets (50¢ per hour) than in the parking lots (\$1.00 per hour) for short term hourly parking. Long term transient parking is only available in the three shopper lots but is discouraged by use of an aggressive graduated fee structure (\$2, \$5, or \$8 per hour). All other parking facilities are tightly controlled for use by downtown employees or commuters who must purchase a pre-paid permit (and not pay the meter) or a general permit (and pay the meter \$4 per day). The on-street parking time limit in the CBD core is mostly 90 minutes however, there are quite a few 3-hour and 5-hour limit on-street spaces conveniently located on the just outside the CBD core. Permit issuance is unlimited so permit spaces are not guaranteed. This structure favors the earliest arriving customers.

As indicated in Table 5, Summit’s parking fees are generally comparable with those in Westfield and Morristown however, Summit’s pricing of “first choice” on-street parking below that of off-street parking is counter to industry recommended / best practice.

The rationale behind this recommended practice is supported by the widely recognized economic principle of supply and demand:

- Low supply + high demand = higher pricing;
- High supply + low demand = lower pricing.

Parking fees that are comparatively low in high demand areas create congestion by encouraging motorists to circle for inexpensive convenient parking and inviting meter feeding by local merchants and employees.

7. RECENT PROGRAMS AND DEVELOPMENTS

The City of Summit and the Parking Services Agency have been one among the most progressive in the state when it comes to implementing new parking technology and programs. This includes past programs such as parking pay stations, smart cards and train station valet; recent programs such as pay by phone and on-line purchasing; and new programs such as transportation networking (Uber program), pay by plate and LPR.

The exploration and implementation of new technology and programs to assist in parking system management is a characteristic of high functioning parking systems that should be encouraged and sustained. The following summary restates the programs listed above and the benefits that have resulted:

Parking Pay Stations	Accept credit cards; reduced cash handling; secure collections; improved internal controls
Smart Cards	Pre-paid revenue; customer convenience; merchant participation
Train Station Valet	Increased system capacity
Pay By Phone	Reduced cash handling and collection load; customer convenience
On-line Purchasing	Reduced cash handling; customer convenience
Uber Program	Increased system capacity
LPR	Increased operating efficiency (PEOs cover more ground in less time); reduced parking ticket duties for higher pay scale police officers; high ticket issuance volume (if desired); increased meter compliance
Pay By Plate	Lower maintenance costs; and (if used to replace on-street meters) increased system capacity, enhanced enforcement via LPR, aesthetics, credit card for on-street transactions ¹

¹ Pay-by-plate has been deployed in Hoboken, Collingswood, Fort Lee, West Windsor, and Montclair State University. Pay-by plate has been active and thriving on the streets of Pittsburgh since 2012.

Table 6, next page, is a chart that describes the city's recent parking programs and includes an estimate of the financial impact of each program.

As indicated we have estimated that each new program will result in a net financial benefit to the city.

Operating Expense

Operating expenses of the Summit Parking Utility (SPU) are expected to be about \$1,633,000 in 2016. This translates to about \$590 per space per year. Parking system expenses in New Jersey generally range between \$300 and \$700 per space per year depending on the size and complexity of the system. Based on the complexity and range of products offered by the Summit Parking Utility the operating expense metric of \$590 per space per year is quite reasonable.

TABLE 6
ESTIMATED FINANCIAL IMPACT OF RECENT PROGRAMS
SUMMIT MUNICIPAL PARKING SYSTEM

PROGRAM	DESCRIPTION	COMMENTS	FINANCIAL IMPACT
License Plate Recognition (LPR) For Enforcement and Digital Permitting	The city recently expended about \$189,650 to deploy LPR for parking and transfer station enforcement. The system requires an additional \$32,634 per year in back office and hosting costs. LPR cameras will scan the license plates of parked cars to determine if they are parked in violation of parking rules and regulations. The system can also be used to replace parking permits or stickers. The city intends to utilize LPR for enforcement, digital permitting, and residential parking enforcement. In the future, the system will be used to enforce "Pay by plate" metering.	LPR for parking enforcement and digital permitting is a growing national trend that is expanding as competition in the market has increased accessibility and lowered costs. The use of LPR will improve the efficiency of enforcement operations and the administration of parking permits.	It is clear that LPR will provide operating efficiency to the city because parking enforcement officers will be able to cover more ground and permit issuance will be less labor intensive. Financial impacts include: less police with parking enforcement duties; more tickets issued; increased compliance at meters due to increased enforcement. Cost Benefit Ratio (CBR) Estimate = 1.4*
Pay By Plate	Pay by plate is a parking revenue control method where parking transactions are linked to license plate numbers provided by customers via smartphone or at a parking pay station.	The industry is moving away from "Pay by space" (where customers enter space numbers) and toward "pay by plate". There are several benefits: 1) the city does not have to maintain painted numbers and signs, 2) parking stall lines can be removed on streets which allows greater capacity, 3) enforcement using LPR, 4) replacing on-street meters with pay stations / pay by plate improves aesthetics, internal controls, and collection efficiency.	Off-Street Estimated CBR = 1.1* On-Street Estimated CBR = 1.2*
Pay By Phone	Parkers use their personal smart phones to conduct parking transactions instead of using pay stations / meters.	Excellent program to offer. Convenience fee is absorbed by City which has fueled popularity / use of (Parkmobile) program. Cost to City is about \$75,000 / year.	Reduces cash handling. Reduces collections & use of pay stations. Customer propensity to increase / maximize purchase when not using cash. Convenience benefit to customers promotes Goodwill.

* Cost Benefit Ratio (CBR) = Estimated Financial Benefit ÷ Estimated Cost. CBR in excess of 1.0 is considered net positive from a financial perspective.

8. PARKING STRUCTURES

Useful Life

Parking structures in the northeast generally have a useful life of 50 to 60 years. However, a parking structure's life span can be extended indefinitely with structural replacements and restoration.

The physical science of caring for a parking garage is similar to dentistry. Regular check-ups and a modest amount of routine care will prevent painful, costly and unexpected repairs in the future. A parking garage "preventative maintenance" program includes; sealing decks, replacing caulk, painting, crack repairs, cleaning decks, replacing joints, etc.

In the northeast, where harsh winters and the use of salt to combat ice are common, it is recommended that parking garage owners budget and plan for annual expenditures as part of a regular preventative maintenance program. A regular annual deposit of about \$100 per structured parking space per year should be sufficient to fund this program. Distributions from the fund should be used exclusively for parking garage preventative maintenance, and may be utilized as follows:

Every Year:	Remove oil stains; power wash decks and stair towers; clean and test drainage system;
Every Two Years:	Crack repair program;
Every Third Year:	Rust removal; prime and paint doors, frames, connections, etc;
Every Fifth or Sixth Year:	Seal decks; re-caulk;
Every Eighth Year:	Replace expansion joints.

It is also recommended that the city's structural engineer conduct simple routine "check-ups" of the city's parking garages on an annual basis and more detailed inspections as necessary.

The ebb and flow of a parking garage preventative maintenance program for the city's two parking garages (930 total spaces total) could resemble the following table / schedule:

	Maintenance Fund Deposit	Maintenance Fund Expenditure	Fund Balance*
Year 1	\$ 93,000	\$ 12,300	\$ 80,700
Year 2	\$ 93,000	\$ 15,200	\$ 158,500
Year 3	\$ 93,000	\$ 15,500	\$ 236,000
Year 4	\$ 93,000	\$ 16,400	\$ 312,600
Year 5	\$ 93,000	\$ 175,500	\$ 230,100
Year 6	\$ 93,000	\$ 26,600	\$ 296,500
Year 7	\$ 93,000	\$ 17,500	\$ 372,000
Year 8	\$ 93,000	\$ 243,600	\$ 221,400
Year 9	\$ 93,000	\$ 19,700	\$ 294,700
Year 10	\$ 93,000	\$ 225,300	\$ 162,400
Year 11	\$ 93,000	\$ 19,500	\$ 235,900
Year 12	\$ 93,000	\$ 33,200	\$ 295,700
Year 13	\$ 93,000	\$ 22,500	\$ 366,200
Year 14	\$ 93,000	\$ 435,000	\$ 24,200
Year 15	\$ 93,000	\$ 28,300	\$ 88,900
Totals	\$ 1,395,000	\$ 1,306,100	

* Does not include accrued interest

The city has expended over \$3 million over the past 7 years for structural repairs and rehabilitation of its two parking garages. It is likely that these costs could have been avoided or greatly reduced had the city employed a preventative maintenance program like the one described above.

Optimal Use

As indicated in Section 2 there is a shortage of employee / commuter parking in downtown Summit. Because the Broad Street Garage and Tier Garage are both operated to serve these user groups Level G Associates believes they are being optimally utilized. The use of the ground level of the Tier Garage for shopper / visitor parking provides important short term parking for local businesses and should be preserved.

9. RECOMMENDED PROGRAM PLAN

We have developed the following 8-point parking program plan based on a review of past studies and documents, data collection, and our experience in similar cities and communities.

TABLE 7 – RECOMMENDED PROGRAM PLAN

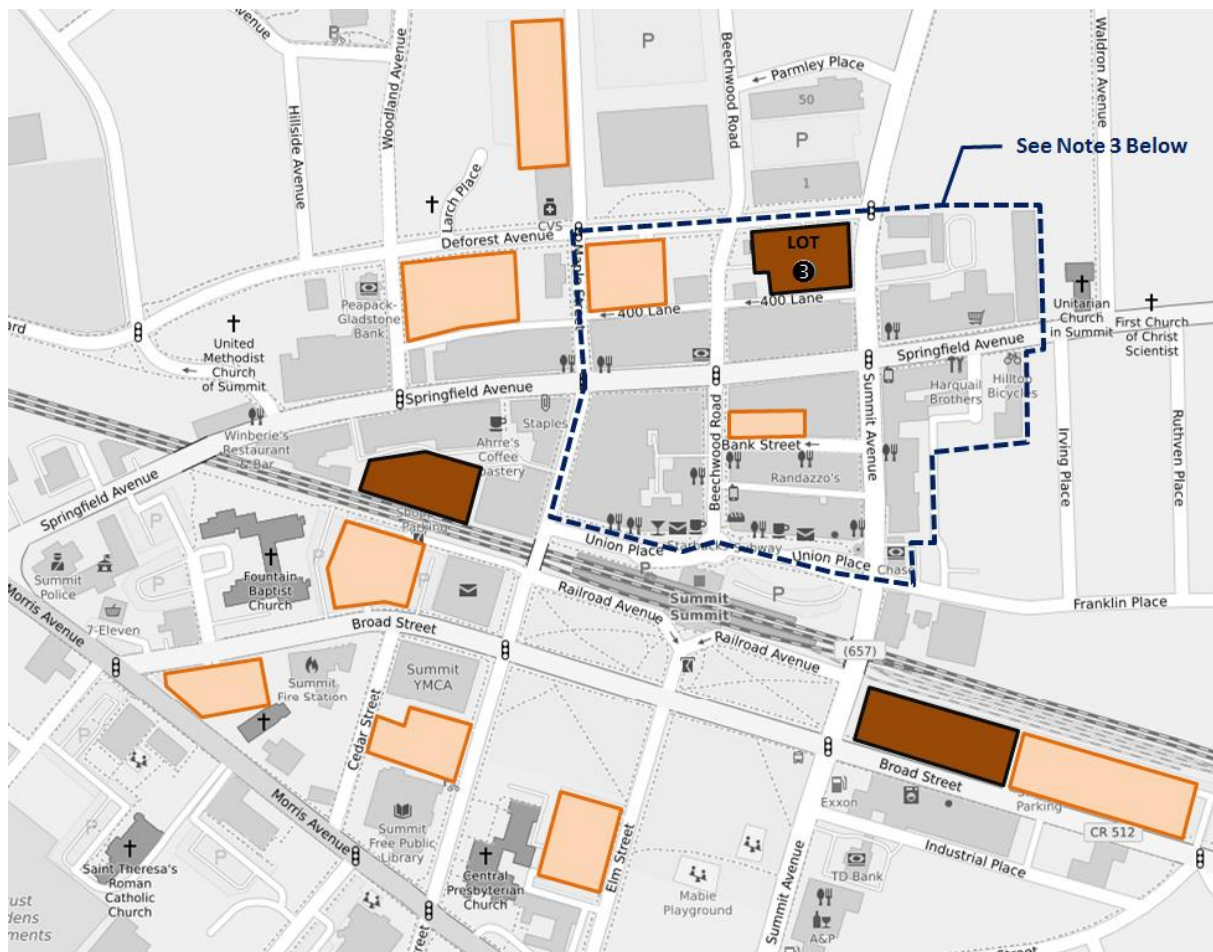
Item	Description	Rationale
1	Re-stripe Lots 9 and 16. Create head-in parking on Elm Street and Maple Street.	Adds 100 spaces ²
2	Build structured parking that will provide a net gain of 350 spaces (minimum)	Adds 350 spaces
3	Incrementally correct the parking supply / demand imbalance depicted in Section 2. Phase 1: convert up to (40) 5-hour meters to 9 or 10-hour limit (resident or employee sticker required before 11AM). Phase 2: use additional parking described above to create additional employee parking opportunities.	Increases employee parking supply and moves employees out of spaces intended for downtown shoppers and visitors.
4	Increase on-street short term meter (15 minute to 2 hour limit) rates to \$1.00 per hour.	Best practice. Discourages employee use of on-street spaces north of the railroad tracks.
5	Derive maximum benefit from recently deployed LPR system. Implement, encourage, and market digital permitting and Pay-by-plate on a system-wide basis.	Industry is clearly moving in this direction - becoming familiar to many. Multiple benefits described in Table 6.
6	Implement Pay-by-plate in De Forest "shopper lots" and remove gates. Pay-by-plate can support "1st hour free" parking. Re-purpose Shopper Lot gates and pay stations to new Parking Garage (Item 2 above).	Eliminate congestion / back-ups onto De Forest. Ambassadors can be re-assigned to more productive duties such as Junior Enforcement Officers.
7	Explore a 3-tiered permit system. Tier 1 - Reserved space / Guaranteed \$250/\$500 per month (resident/non-resident) - Digital permit only (not oversold); Tier 2 - Guaranteed space / Not reserved \$90/\$200 month (resident/non-resident) - Digital permit only (modestly oversold based on observed occupancy); Tier 3 - T/B/D based on sales of Tier 1 and Tier 2 permits.	Leverages use of LPR. Greatly reduces use of "daily" pay station use by commuters and employees.
8	Increase overtime parking fine from \$25 to \$45	The "All Day" parking fee in De Forest Lots is \$30 per day. The overtime parking fine should exceed this amount.

² Sketches indicating these potential parking reconfigurations were forwarded to the city under separate cover.

With respect to Item 2, we believe the possibility of developing a parking deck on Lot 3 should be explored. A deck in this location offers the following benefits:

- Offers excellent balance in terms of distribution of high concentration parking supply and coverage of central business district (see Figure 2 below);
- Location is proximate to high parking space deficiency areas identified in Burgis report³;
- “North of the tracks” location is proximate to central business district yet allows De Forest Lots 1 and 2 to remain open during construction;
- Less likely to be impacted by potential decreases in future parking demand around the train station resulting from evolving transportation trends;
- Can become part of a redevelopment package to include adjacent and/or nearby properties.

FIGURE 2 – HIGH CONCENTRATION PARKING SUPPLY DIAGRAM (PROPOSED)



³ Highest concentration of parking deficiency in Burgis report – area within dashed line on Figure 2 has a parking deficit that is 2x greater than areas west of Maple Street and north of the rail corridor.

The dimensions of Lot 3 offer excellent opportunities for screening and/or mixed use development along De Forest. Also, integration of all or part of the adjacent drive-thru bank property can improve parking capacity and/or the mixed-use potential of the site. Adjacent properties may be integrated via rehabilitation partnerships, land swaps, air rights agreements or other arrangements. These parking deck functional and property assemblage concepts are all worthy of further exploration.

Please refer to Figure 3, next page, for sketches depicting a potential parking deck on De Forest Lot 3. This sketch features a parking deck footprint of about 126' x 183'. If developed to a height of 5-supported levels this sloping floor deck would contain about 427 spaces yielding a net parking gain of about 350 spaces.

Effect of Other City Redevelopment Initiatives

Level G met with and presented our preliminary findings to city planning officials and professionals in advance of the preparation of this report. We learned that the western portion of Zone 2 is an area that is being considered for redevelopment. In some cases, a redevelopment project can be packaged with new public parking development in an efficient shared parking relationship. Unfortunately, the measured parking space deficiencies in the eastern portions of Zone 1 are so intense that our initial recommendation to develop additional parking supply at De Forest Lot 3 is unchanged.

However, it is recommended that the city remain flexible in terms of addressing its parking shortages. For example, if there is good opportunity to develop 100 additional public parking spaces as part of a redevelopment project on Lot 16 (western portion of Zone 2) then perhaps the target net parking gain on Lot 3 can be reduced by 100 spaces from 350 to 250. However, we feel strongly that the net parking gain on Lot 3 should be at least 250 spaces.

FIGURE 3 – DE FOREST LOT 3 PARKING DECK SKETCHES⁴



SUMMARY	
LEVEL	NO. SPACES
GRADE	65
1 ST	74
2 ND	74
3 RD	74
4 TH	74
ROOF	<u>66</u>
TOTAL	427
EXIST ON SITE	<u>(77)</u>
NET GAIN	350



6-LEVEL PARKING DECK
(GRADE + 5 SUPPORTED
LEVELS) BEHIND 3-LEVEL
LIVE-WORK UNITS

BLOCK DIAGRAM (LOOKING EAST)



LIVE-WORK UNITS
EXAMPLE

⁴ Conceptual plan / proof of concept.

Estimated Cost of Recommended Program

The following table indicates our cost and funding assumptions for the recommended program plan. These estimates and assumptions will be integrated with current parking system financial data and projections in Section 10 of this report.

TABLE 8 – PROGRAM COST AND FUNDING ASSUMPTIONS

Item	Description	Assumed Funding	Developmental Cost Estimate
1	100-car at-grade parking expansion; Re-Striping; Misc improvements	Short Term	\$1,000,000
2	430-car parking garage	Short Term	\$11,000,000
3, 4	Meter re-programming	Short Term	\$40,000
5a	Signage; Pay station re-programming	Short Term	\$50,000
6	Seven (7) new pay stations; signage; removal of existing equipment	Short Term	\$160,000
7, 8	Permit System; Fine Increase	Short Term	\$0
Sub-total / Short Term Funding Program			\$12,250,000
5b	On-Street pay-by-space / North of RR 21 pay stations & associated costs	Mid Term	\$465,000
5c	On-Street pay-by-space / South of RR 19 pay stations & associated costs	Mid Term	\$445,000

10. FINANCIAL SUMMARY – PRO FORMA

In 2016 it is estimated that the Summit Parking Utility will earn over \$3 million in operating revenue offset by operating expenses in excess of \$1.6 million and debt service payments of about \$623,000. This projected financial summary for 2016 is indicated below and yields a very respectable debt service coverage ratio of 249%.

a) Estimated Revenue	\$ 3,186,800
b) Estimated Expense	(<u>1,633,200</u>)
c) Net Income (Available for Debt Service)	\$ 1,553,600
d) Debt Service	(623,300)
e) Debt Service Coverage Ratio (c÷d)	249%

Table 9A, next page, is a 20-year pro forma indicating the derivation of the above estimates as well as three years of historical financial data and projected financial estimates through the year 2032. This pro forma is a “Base” condition or “Do Nothing” analysis that assumes no significant capital programs or changes in operating capacity or staffing but has averaged in modest gains in revenue via rate and/or volumetric increases. As indicated, the municipal parking system in its current configuration can be expected to produce surplus revenues in excess of \$1 million per year for the next 15 years⁵.

Table 9B, page 34, integrates the recommended parking program plan described in Section 9 into the Base Condition pro forma. This table includes impacts from recommendations included in this report such as rate increase, fine increase and the establishment of a preventative maintenance fund as well as the addition of new staff. As indicated, we are projecting debt service coverage ratios ranging between 146% and 276% for the first 15 years following the bond sale⁶. Because the bond market will require minimum projected debt service coverage ratios of 110 to 115% it is preliminarily determined that the recommended program is financially feasible.

Important: These are preliminary conclusions based on a “conceptual” parking program. A more detailed feasibility study will be required if and when a final program is determined and approved by the city. For example, the final project may very well include real estate

⁵ Except 2026 when existing note requires refunding.

⁶ Except 2026 when existing note requires refunding.

agreements or transactions that increase the Lot 3 parking deck footprint or perhaps there may be other sources of income such as developer contributions or Payments in Lieu of Parking (PILOP)⁷ that may need to be considered.

The achievement of any projected performance is dependent upon future events that cannot be assured. Therefore, actual results are likely to vary from the forecasts presented herein. Such variations could be material.

⁷ A number of municipalities require developers who seek or are granted relief from code dictated parking requirements to pay into a municipal fund that is then used to develop public parking. If the city does not have such a policy it should be considered to help off-set the high cost of building structured parking.

TABLE 9A
20-YEAR PROJECTED PERFORMANCE OF THE SYSTEM (\$ 000's)
BASE CONDITION
SUMMIT PARKING UTILITY

TABLE 9A
Run Date: October 13, 2016

REVENUE:

<u>Off-Street / Hourly & Daily</u>	<u>Capacity</u>	<u>2013 (1)</u>	<u>2014 (1)</u>	<u>2015 (1)</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Broad Street Garage	491	\$251.1	\$297.3	\$329.5	\$334.4	\$339.5	\$344.6	\$349.7	\$355.0	\$360.3	\$365.7	\$371.2	\$376.7	\$382.4	\$388.1	\$394.0	\$399.9	\$405.9	\$412.0	\$418.1	\$424.4
Broad Street East	180	\$348.1	\$352.9	\$312.0	\$316.7	\$321.4	\$326.3	\$331.1	\$336.1	\$341.2	\$346.3	\$351.5	\$356.7	\$362.1	\$367.5	\$373.0	\$378.6	\$384.3	\$390.1	\$395.9	\$401.9
Tier Garage - Upper Levels	353	\$108.7	\$157.8	\$152.3	\$154.6	\$156.9	\$159.3	\$161.6	\$164.1	\$166.5	\$169.0	\$171.6	\$174.1	\$176.8	\$179.4	\$182.1	\$184.8	\$187.6	\$190.4	\$193.3	\$196.2
Tier Garage - Ground Level	78	\$87.1	\$68.2	\$73.9	\$75.0	\$76.1	\$77.3	\$78.4	\$79.6	\$80.8	\$82.0	\$83.2	\$84.5	\$85.8	\$87.1	\$88.4	\$89.7	\$91.0	\$92.4	\$93.8	\$95.2
Bank Street Lot	29	\$51.7	\$53.4	\$56.5	\$57.3	\$58.2	\$59.1	\$60.0	\$60.9	\$61.8	\$62.7	\$63.6	\$64.6	\$65.6	\$66.6	\$67.6	\$68.6	\$69.6	\$70.6	\$71.7	\$72.8
Library / YMCA Lot	104	\$67.4	\$66.1	\$68.0	\$69.0	\$70.1	\$71.1	\$72.2	\$73.3	\$74.4	\$75.5	\$76.6	\$77.8	\$78.9	\$80.1	\$81.3	\$82.5	\$83.8	\$85.0	\$86.3	\$87.6
De Forest Lots	294	\$397.0	\$386.9	\$434.4	\$440.9	\$447.5	\$454.2	\$461.1	\$468.0	\$475.0	\$482.1	\$489.3	\$496.7	\$504.1	\$511.7	\$519.4	\$527.2	\$535.1	\$543.1	\$551.2	\$559.5
Park & Rail	36	\$102.8	\$104.4	\$103.5	\$105.1	\$106.6	\$108.2	\$109.9	\$111.5	\$113.2	\$114.9	\$116.6	\$118.3	\$120.1	\$121.9	\$123.7	\$125.6	\$127.5	\$129.4	\$131.3	\$133.3
Park & Ride Lot	75	\$55.7	\$62.0	\$66.0	\$67.0	\$68.0	\$69.0	\$70.0	\$71.1	\$72.2	\$73.2	\$74.3	\$75.5	\$76.6	\$77.7	\$78.9	\$80.1	\$81.3	\$82.5	\$83.8	\$85.0
All Other Lots	600	\$200.6	\$249.3	\$260.2	\$264.1	\$268.1	\$272.1	\$276.2	\$280.3	\$284.5	\$288.8	\$293.1	\$297.5	\$302.0	\$306.5	\$311.1	\$315.8	\$320.5	\$325.3	\$330.2	\$335.1
Sub-Total	2240	\$1,670.2	\$1,798.3	\$1,856.3	\$1,884.1	\$1,912.4	\$1,941.1	\$1,970.2	\$1,999.8	\$2,029.8	\$2,060.2	\$2,091.1	\$2,122.5	\$2,154.3	\$2,186.6	\$2,219.4	\$2,252.7	\$2,286.5	\$2,320.8	\$2,355.6	\$2,391.0
<u>Off-Street / Permits</u>																					
Resident Bar Code		\$14.9	\$14.8	\$15.3	\$15.5	\$15.8	\$16.0	\$16.2	\$16.5	\$16.7	\$17.0	\$17.2	\$17.5	\$17.8	\$18.0	\$18.3	\$18.6	\$18.8	\$19.1	\$19.4	\$19.7
Employee Bar Code		\$7.0	\$6.7	\$6.9	\$7.0	\$7.1	\$7.2	\$7.3	\$7.4	\$7.5	\$7.7	\$7.8	\$7.9	\$8.0	\$8.1	\$8.2	\$8.4	\$8.5	\$8.6	\$8.8	\$8.9
Resident Pre-Paid		\$274.0	\$290.8	\$266.4	\$270.4	\$274.5	\$278.6	\$282.7	\$287.0	\$291.3	\$295.7	\$300.1	\$304.6	\$309.2	\$313.8	\$318.5	\$323.3	\$328.1	\$333.1	\$338.1	\$343.1
Employee Pre-Paid		\$305.7	\$291.2	\$304.9	\$309.5	\$314.1	\$318.8	\$323.6	\$328.5	\$333.4	\$338.4	\$343.5	\$348.6	\$353.8	\$359.2	\$364.5	\$370.0	\$375.6	\$381.2	\$386.9	\$392.7
Overnight		\$42.7	\$46.7	\$44.4	\$45.1	\$45.7	\$46.4	\$47.1	\$47.8	\$48.5	\$49.3	\$50.0	\$50.8	\$51.5	\$52.3	\$53.1	\$53.9	\$54.7	\$55.5	\$56.3	\$57.2
Sub-Total		\$644.3	\$650.2	\$637.9	\$647.5	\$657.2	\$667.0	\$677.0	\$687.2	\$697.5	\$708.0	\$718.6	\$729.4	\$740.3	\$751.4	\$762.7	\$774.1	\$785.7	\$797.5	\$809.5	\$821.6
On-Street Meters	601	\$460.9	\$469.6	\$493.6	\$501.0	\$508.5	\$516.1	\$523.9	\$531.7	\$539.7	\$547.8	\$556.0	\$564.4	\$572.8	\$581.4	\$590.2	\$599.0	\$608.0	\$617.1	\$626.4	\$635.8
<u>Other Income</u>																					
Leased Spaces		\$51.8	\$51.1	\$51.4	\$52.2	\$53.0	\$53.7	\$54.6	\$55.4	\$56.2	\$57.0	\$57.9	\$58.8	\$59.7	\$60.5	\$61.5	\$62.4	\$63.3	\$64.3	\$65.2	\$66.2
Meter Bags		\$11.8	\$17.7	\$33.6	\$34.1	\$34.6	\$35.1	\$35.7	\$36.2	\$36.7	\$37.3	\$37.9	\$38.4	\$39.0	\$39.6	\$40.2	\$40.8	\$41.4	\$42.0	\$42.6	\$43.3
Smart Cards		\$220.9	\$98.1	\$12.8	\$13.0	\$13.2	\$13.4	\$13.6	\$13.8	\$14.0	\$14.2	\$14.4	\$14.6	\$14.9	\$15.1	\$15.3	\$15.5	\$15.8	\$16.0	\$16.2	\$16.5
Visitor Passes		\$45.2	\$33.9	\$37.4	\$38.0	\$38.5	\$39.1	\$39.7	\$40.3	\$40.9	\$41.5	\$42.1	\$42.8	\$43.4	\$44.1	\$44.7	\$45.4	\$46.1	\$46.8	\$47.5	\$48.2
Miscellaneous		\$11.9	\$10.2	\$16.7	\$17.0	\$17.2	\$17.5	\$17.7	\$18.0	\$18.3	\$18.5	\$18.8	\$19.1	\$19.4	\$19.7	\$20.0	\$20.3	\$20.6	\$20.9	\$21.2	\$21.5
Sub-Total		\$341.6	\$211.0	\$151.9	\$154.2	\$156.5	\$158.8	\$161.2	\$163.6	\$166.1	\$168.6	\$171.1	\$173.7	\$176.3	\$178.9	\$181.6	\$184.3	\$187.1	\$189.9	\$192.8	\$195.7
Adjustment To Reconcile With Audit		(\$215.5)	(\$154.8)																		
Grand Total Revenue		\$2,901.5	\$2,974.3	\$3,139.7	\$3,186.8	\$3,234.6	\$3,283.1	\$3,332.4	\$3,382.3	\$3,433.1	\$3,484.6	\$3,536.8	\$3,589.9	\$3,643.8	\$3,698.4	\$3,753.9	\$3,810.2	\$3,867.3	\$3,925.4	\$3,984.2	\$4,044.0
Grand Total Operating Expense		\$1,436.8	\$1,554.5	\$1,593.4	\$1,633.2	\$1,674.0	\$1,715.9	\$1,758.8	\$1,802.7	\$1,847.8	\$1,894.0	\$1,941.4	\$1,989.9	\$2,039.6	\$2,090.6	\$2,142.9	\$2,196.5	\$2,251.4	\$2,307.7	\$2,365.4	\$2,424.5
NET INCOME - AVAILABLE FOR DEBT SERVICE		\$1,464.7	\$1,419.8	\$1,546.3	\$1,553.6	\$1,560.6	\$1,567.2	\$1,573.6	\$1,579.6	\$1,585.3	\$1,590.6	\$1,595.5	\$1,600.0	\$1,604.1	\$1,607.8	\$1,611.0	\$1,613.7	\$1,616.0	\$1,617.7	\$1,618.9	\$1,619.5
Existing Debt Service (Source: Annual Report)		\$912.4	\$939.4	\$939.4																	
Existing Debt Service (2)					\$623.3	\$745.2	\$739.3	\$426.9	\$420.2	\$413.5	\$406.7	\$399.8	\$397.7	\$390.7	\$1,621.2	\$285.1	\$287.7	\$98.0	\$101.0	\$100.0	\$100.0
Not Used																					
Total Debt Service		\$912.4	\$939.4	\$939.4	\$623.3	\$745.2	\$739.3	\$426.9	\$420.2	\$413.5	\$406.7	\$399.8	\$397.7	\$390.7	\$1,621.2	\$285.1	\$287.7	\$98.0	\$101.0	\$100.0	\$100.0
DEBT SERVICE COVERAGE RATIO		1.61	1.51	1.65	2.49	2.09	2.12	3.69	3.76	3.83	3.91	3.99	4.02	4.11	0.99	5.65	5.61	16.49	16.02	16.19	16.20
Surplus or (Deficit)		\$552.3	\$480.4	\$606.9	\$930.3	\$815.4	\$827.9	\$1,146.7	\$1,159.4	\$1,171.8	\$1,183.9	\$1,195.7	\$1,202.3	\$1,213.4	(\$13.4)	\$1,325.9	\$1,326.0	\$1,518.0	\$1,516.7	\$1,518.9	\$1,519.5

(1) Source: Audited & Unadudited of the City of Summit and Summit Parking Utility

(2) Source: City of Summit (Unaudited)

TABLE 9B
20-YEAR PROJECTED PERFORMANCE OF THE SYSTEM (\$ 000's)

BUILD CONDITION / RECOMMENDED PROGRAM PLAN
SUMMIT PARKING UTILITY

TABLE 9B
Run Date: October 16, 2016

REVENUE:

<u>Off-Street / Hourly & Daily</u>	<u>2013 (1)</u>	<u>2014 (1)</u>	<u>2015 (1)</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>
Broad Street Garage	\$251.1	\$297.3	\$329.5	\$334.4	\$339.5	\$344.6	\$349.7	\$355.0	\$360.3	\$365.7	\$371.2	\$376.7	\$382.4	\$388.1	\$394.0	\$399.9	\$405.9	\$412.0	\$418.1	\$424.4
Broad Street East	\$348.1	\$352.9	\$312.0	\$316.7	\$321.4	\$326.3	\$331.1	\$336.1	\$341.2	\$346.3	\$351.5	\$356.7	\$362.1	\$367.5	\$373.0	\$378.6	\$384.3	\$390.1	\$395.9	\$401.9
Tier Garage - Upper Levels	\$108.7	\$157.8	\$152.3	\$154.6	\$156.9	\$159.3	\$161.6	\$164.1	\$166.5	\$169.0	\$171.6	\$174.1	\$176.8	\$179.4	\$182.1	\$184.8	\$187.6	\$190.4	\$193.3	\$196.2
Tier Garage - Ground Level	\$87.1	\$68.2	\$73.9	\$75.0	\$76.1	\$77.3	\$78.4	\$79.6	\$80.8	\$82.0	\$83.2	\$84.5	\$85.8	\$87.1	\$88.4	\$89.7	\$91.0	\$92.4	\$93.8	\$95.2
Bank Street Lot	\$51.7	\$53.4	\$56.5	\$57.3	\$58.2	\$59.1	\$60.0	\$60.9	\$61.8	\$62.7	\$63.6	\$64.6	\$65.6	\$66.6	\$67.6	\$68.6	\$69.6	\$70.6	\$71.7	\$72.8
Library / YMCA Lot	\$67.4	\$66.1	\$68.0	\$69.0	\$70.1	\$71.1	\$72.2	\$73.3	\$74.4	\$75.5	\$76.6	\$77.8	\$78.9	\$80.1	\$81.3	\$82.5	\$83.8	\$85.0	\$86.3	\$87.6
De Forest Lots (Revenue dip in 2018 represents switch to PBP)	\$397.0	\$386.9	\$434.4	\$440.9	\$447.5	\$425.0	\$431.4	\$437.8	\$444.4	\$451.1	\$457.8	\$464.7	\$471.7	\$478.8	\$485.9	\$493.2	\$500.6	\$508.1	\$515.8	\$523.5
Loss of DeForest Lot 3					(\$44.7)	(\$45.4)	(\$86.3)	(\$87.6)	(\$88.9)	(\$90.2)	(\$91.6)	(\$92.9)	(\$94.3)	(\$95.8)	(\$97.2)	(\$98.6)	(\$100.1)	(\$101.6)	(\$103.2)	(\$104.7)
Park & Rail	\$102.8	\$104.4	\$103.5	\$105.1	\$106.6	\$108.2	\$109.9	\$111.5	\$113.2	\$114.9	\$116.6	\$118.3	\$120.1	\$121.9	\$123.7	\$125.6	\$127.5	\$129.4	\$131.3	\$133.3
Park & Ride Lot	\$55.7	\$62.0	\$66.0	\$67.0	\$68.0	\$69.0	\$70.0	\$71.1	\$72.2	\$73.2	\$74.3	\$75.5	\$76.6	\$77.7	\$78.9	\$80.1	\$81.3	\$82.5	\$83.8	\$85.0
All Other Lots	\$200.6	\$249.3	\$260.2	\$264.1	\$268.1	\$272.1	\$276.2	\$280.3	\$284.5	\$288.8	\$293.1	\$297.5	\$302.0	\$306.5	\$311.1	\$315.8	\$320.5	\$325.3	\$330.2	\$335.1
Sub-Total	\$1,670.2	\$1,798.3	\$1,856.3	\$1,884.1	\$1,867.7	\$1,866.5	\$1,854.3	\$1,882.1	\$1,910.3	\$1,939.0	\$1,968.0	\$1,997.6	\$2,027.5	\$2,057.9	\$2,088.8	\$2,120.1	\$2,151.9	\$2,184.2	\$2,217.0	\$2,250.2

Off-Street / Permits

Resident Bar Code	\$14.9	\$14.8	\$15.3	\$15.5	\$15.8	\$16.0	\$16.2	\$16.5	\$16.7	\$17.0	\$17.2	\$17.5	\$17.8	\$18.0	\$18.3	\$18.6	\$18.8	\$19.1	\$19.4	\$19.7
Employee Bar Code	\$7.0	\$6.7	\$6.9	\$7.0	\$7.1	\$7.2	\$7.3	\$7.4	\$7.5	\$7.7	\$7.8	\$7.9	\$8.0	\$8.1	\$8.2	\$8.4	\$8.5	\$8.6	\$8.8	\$8.9
Resident Pre-Paid	\$274.0	\$290.8	\$266.4	\$270.4	\$274.5	\$278.6	\$282.7	\$287.0	\$291.3	\$295.7	\$300.1	\$304.6	\$309.2	\$313.8	\$318.5	\$323.3	\$328.1	\$333.1	\$338.1	\$343.1
Employee Pre-Paid	\$305.7	\$291.2	\$304.9	\$309.5	\$314.1	\$318.8	\$323.6	\$328.5	\$333.4	\$338.4	\$343.5	\$348.6	\$353.8	\$359.2	\$364.5	\$370.0	\$375.6	\$381.2	\$386.9	\$392.7
Overnight	\$42.7	\$46.7	\$44.4	\$45.1	\$45.7	\$46.4	\$47.1	\$47.8	\$48.5	\$49.3	\$50.0	\$50.8	\$51.5	\$52.3	\$53.1	\$53.9	\$54.7	\$55.5	\$56.3	\$57.2
Sub-Total	\$644.3	\$650.2	\$637.9	\$647.5	\$657.2	\$667.0	\$677.0	\$687.2	\$697.5	\$708.0	\$718.6	\$729.4	\$740.3	\$751.4	\$762.7	\$774.1	\$785.7	\$797.5	\$809.5	\$821.6

On-Street Meters

Base Revenue	\$460.9	\$469.6	\$493.6	\$501.0	\$508.5	\$516.1	\$523.9	\$531.7	\$539.7	\$547.8	\$556.0	\$564.4	\$572.8	\$581.4	\$590.2	\$599.0	\$608.0	\$617.1	\$626.4	\$635.8
Impact of Rate Increase (Note 2)					\$300.0	\$447.5	\$454.2	\$461.0	\$467.9	\$475.0	\$482.1	\$489.3	\$496.7	\$504.1	\$511.7	\$519.3	\$527.1	\$535.0	\$543.1	\$551.2
Sub-Total	\$460.9	\$469.6	\$493.6	\$501.0	\$808.5	\$963.6	\$978.1	\$992.8	\$1,007.7	\$1,022.8	\$1,038.1	\$1,053.7	\$1,069.5	\$1,085.5	\$1,101.8	\$1,118.3	\$1,135.1	\$1,152.1	\$1,169.4	\$1,187.0

Other Income	\$341.6	\$211.0	\$151.9	\$154.2	\$156.5	\$158.8	\$161.2	\$163.6	\$166.1	\$168.6	\$171.1	\$173.7	\$176.3	\$178.9	\$181.6	\$184.3	\$187.1	\$189.9	\$192.8	\$195.7
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New Revenue

De Forest Garage (Note 3)						\$188.9	\$458.7	\$485.7	\$485.7	\$485.7	\$485.7	\$582.8	\$582.8	\$582.8	\$582.8	\$582.8	\$582.8	\$680.0	\$680.0	\$680.0
100 Spaces South of Broad Street (Note 4)						\$118.8	\$118.8	\$118.8	\$118.8	\$118.8	\$118.8	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$145.2	\$145.2	\$145.2
Increase Fines From \$25 to \$45 (Note 5)							\$300.0		\$300.0											
Sub-Total						\$307.7	\$877.5	\$604.5	\$904.5	\$604.5	\$604.5	\$714.8	\$714.8	\$714.8	\$714.8	\$714.8	\$714.8	\$825.2	\$825.2	\$825.2

Adjustment To Reconcile With Audit OR Capitalized Interest	(\$215.5)	(\$154.8)			\$215.0	\$215.0														
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Grand Total Revenue	\$2,901.5	\$2,974.3	\$3,139.7	\$3,186.8	\$3,704.9	\$4,178.7	\$4,548.1	\$4,330.2	\$4,686.1	\$4,442.8	\$4,500.4	\$4,669.1	\$4,728.4	\$4,788.6	\$4,849.7	\$4,911.7	\$4,974.7	\$5,149.0	\$5,213.9	\$5,279.7
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Expenses

Existing System	\$1,436.8	\$1,554.5	\$1,593.4	\$1,633.2	\$1,674.0	\$1,715.9	\$1,758.8	\$1,802.7	\$1,847.8	\$1,894.0	\$1,941.4	\$1,989.9	\$2,039.6	\$2,090.6	\$2,142.9	\$2,196.5	\$2,251.4	\$2,307.7	\$2,365.4	\$2,424.5
Deposit To Preventative Maintenance Fund					\$93.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0	\$136.0
New staffing needs					\$40.0	\$41.0	\$42.0	\$43.1	\$44.2	\$45.3	\$46.4	\$47.5	\$48.7	\$50.0	\$51.2	\$52.5	\$53.8	\$55.1	\$56.5	\$57.9
430 Space Garage at \$600 / Sp / Year						\$129.0	\$258.0	\$264.5	\$271.1	\$277.8	\$284.8	\$291.9	\$299.2	\$306.7	\$314.3	\$322.2	\$330.3	\$338.5	\$347.0	\$355.7
Grand Total Expense	\$1,436.8	\$1,554.5	\$1,593.4	\$1,633.2	\$1,807.0	\$2,021.9	\$2,194.8	\$2,246.3	\$2,299.0	\$2,353.1	\$2,408.5	\$2,465.3	\$2,523.6	\$2,583.3	\$2,644.4	\$2,707.2	\$2,771.4	\$2,837.3	\$2,904.9	\$2,974.1

NET INCOME - AVAILABLE FOR DEBT SERVICE	\$1,464.7	\$1,419.8	\$1,546.3	\$1,553.6	\$1,897.9	\$2,156.8	\$2,353.3	\$2,083.9	\$2,387.0	\$2,089.7	\$2,091.8	\$2,203.8	\$2,204.8	\$2,205.3	\$2,205.3	\$2,204.6	\$2,203.3	\$2,311.7	\$2,309.0	\$2,305.6
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Existing Debt Service (Source: Annual Report)	\$912.4	\$939.4	\$939.4																	
Existing Debt Service (2)				\$623.3	\$745.2	\$739.3	\$426.9	\$420.2	\$413.5	\$406.7	\$399.8	\$397.7	\$390.7	\$1,621.2	\$285.1	\$287.7	\$98.0	\$101.0	\$100.0	\$100.0
Debt Service (Series 2017) - See Table 10					\$430.0	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7	\$736.7
Total Debt Service	\$912.4	\$939.4	\$939.4	\$623.3	\$1,175.2	\$1,476.0	\$1,163.6	\$1,156.9	\$1,150.2	\$1,143.4	\$1,136.5	\$1,134.4	\$1,127.4	\$2,357.9	\$1,021.8	\$1,024.4	\$834.7	\$837.7	\$836.7	\$836.7

DEBT SERVICE COVERAGE RATIO	1.61	1.51	1.65	2.49	1.61	1.46	2.02	1.80	2.08	1.83	1.84	1.94	1.96	0.94	2.16	2.15	2.64	2.76	2.76	2.76
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Surplus or (Deficit)	\$552.3	\$480.4	\$606.9	\$930.3	\$722.7	\$680.8	\$1,189.7	\$927.0	\$1,236.8	\$946.3	\$955.3	\$1,069.4	\$1,077.4	(\$152.6)	\$1,183.5	\$1,180.2	\$1,368.6	\$1,474.0	\$1,472.3	\$1,468.9
Capital Outlay For Phases 5b and 5c							(\$465.0)		(\$445.0)											

(1) Source: Audited & Unaudited Financial Statements of the City of Summit and Summit Parking Utility
(2) From 50¢ to \$1.00 per hour on 4/1/2017
(3) 430 space facility to open July 1, 2018 / Average \$5 per space per day; Rate increase \$1 every 6 years

(4) As of 1/1/2018 - Average \$90 per space per month (1.1 oversell) / Increase \$10 every 6 years
(5) Additional revenue flows to Parking Utility in 2019 and 2021 to fund on-street pay-by-plate program (Program Items 5b and 5c)
(6) Requires verification from City

TABLE 10
FINANCING WORKSHEET
REVENUE BOND FINANCING - TAX EXEMPT
2017 PARKING / FUNDING PROGRAM
SUMMIT, NJ

Run Date: 10/13/16

OPTION A

Garage Construction - Hard & Soft Costs

430	spaces	@	\$25,580	per space	\$10,999,400
Re-Striping / Add 100 Spaces Zone 2 / Misc Improvements					\$1,000,000
Meter Re-programming & Pay Stations					\$250,000
Contingency (5%)					\$612,470
Land					<u>\$0</u>
<u>TOTAL DEVELOPMENTAL COST</u>					\$12,861,870

Financing:

Deposit to (net funded) Construction Fund	\$12,765,406
Deposit to Debt Service Reserve Fund	\$736,719
Deposit to (net funded) Cap Interest Fund (12 months)	\$429,951
Issuing Costs	\$505,400
Correction Amount	<u>\$2,524</u>
	\$14,440,000
<u>Estimated Par Amount of Bonds</u>	\$14,440,000

Annual Debt Service Payment	
30 year issue @ 3.00%, level payment schedule	\$736,719

APPENDIX A.1
OCCUPANCY COUNTS - ZONE 1
SUMMIT, NJ

COUNT DATE: June 9, 2016

(Thursday)

ON-STREET PARKING

REF	Street	Limits		Side	Cap	Number Of Cars Parked At							
						8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
1	Springfield	RR Tracks	Tier EE	S	3	0	2	2	2	2	1	2	0
4	Springfield	Tier EE	Maple	S	11	4	12	13	10	7	7	12	8
5	Springfield	Maple	Beechwood	S	5	3	5	7	5	6	5	5	4
6	Springfield	Beechwood	Summit	S	8	7	8	11	8	7	7	8	2
7	Springfield	Summit	Glenwood	S	5	4	5	6	3	4	5	5	2
8	Springfield	Summit	Waldron	N	13	7	13	12	8	8	11	9	3
9	Springfield	Glenwood	Irving	S	3	20	7	4	3	3	2	3	2
10	Springfield	Irving	Ruthven	S	4	1	0	6	1	0	1	3	0
11	Springfield	Waldron	Debary	N	5	2	1	2	1	0	0	1	0
12	Springfield	Ruthven	Debary	S	3	1	0	3	0	1	0	0	0
13	Springfield	Debary	Hobart	N	2	1	2	2	2	0	0	0	0
14	Springfield	Debary	Hobart	S	2	1	2	3	2	2	1	1	1
15	Franklin	Summit	Last Meter	S	10	11	10	12	7	13	11	8	3
16	Summit	Franklin	Bank	E	5	6	6	8	6	7	7	6	3
17	Summit	Springfield	DeForest	E	6	4	6	6	4	4	6	3	2
18	Summit	DeForest	Parmley	W	8	2	2	7	5	2	3	2	2
19	Summit	DeForest	Parmley	E	5	4	6	5	3	2	5	2	2
20	Summit	Parmley	Euclid	E	5	0	1	7	7	5	2	2	2
21	Summit	Euclid	Whittredge	E	3	0	1	2	4	3	1	0	0
22	Summit	Euclid	Whittredge	W	5	0	0	1	0	0	0	0	0
23	Summit	Euclid	Parmley	W	8	2	6	7	3	5	2	0	0
24	Parmley	Summit	Beechwood	S	8	8	8	8	8	4	3	0	0
25	Beechwood	Euclid	Parmley	E	7	5	7	7	0	6	1	0	0
26	Maple	Euclid	Office Bldg DW	E	8	0	8	8	8	5	1	0	0
28	DeForest	Maple	Beechwood	N	6	4	6	6	4	2	3	2	0
29	DeForest	Maple	Beechwood	S	5	3	3	5	3	2	2	2	2
31	Beechwood	DeForest	Parmley	E	2	1	2	4	2	2	1	0	0
32	DeForest	Beechwood	Summit	S	0	0	0	0	0	0	0	0	0
33	DeForest	Beechwood	Summit	N	3	1	3	4	3	2	1	1	0
35	Springfield	Beechwood	Summit	N	3	5	5	6	5	3	3	2	1
36	Springfield	Maple	Beechwood	N	8	3	7	9	7	9	8	6	3
37	Springfield	Woodland	Maple	N	11	2	10	11	12	11	14	7	6
38	Woodland	DeForest	Springfield	W	5	1	2	5	1	3	4	1	2
39	Springfield	Woodland	Kent Place	N	7	2	4	7	2	8	8	7	4
40	Kent Place	Springfield	DeForest	W	9	2	8	9	9	8	9	7	7
41	Kent Place	Springfield	DeForest	E	7	2	7	7	6	8	6	4	5
42	DeForest	Kent Place	Hillside	S	5	1	1	4	2	3	5	1	0
43	DeForest	Hillside	Woodland	N	1	0	2	1	1	1	0	0	0
44	DeForest	Woodland	Maple	S	8	3	8	8	6	8	6	3	2
46	DeForest	Woodland	Maple	N	3	0	4	3	4	2	3	1	0
47	Maple	Union	Springfield	W	7	4	7	7	7	7	7	7	6
48	Union	Maple	Beechwood	S	8	9	9	9	8	8	7	5	6
49	Union	Beechwood	Summit	S	9	10	8	10	10	8	9	5	1
51	Union	Maple	Beechwood	N	16	17	19	16	19	14	16	15	14
52	Beechwood	Union	Bank	E	4	5	5	6	7	4	3	5	4
53	Summit	Springfield	Bank	W	4	4	4	4	4	5	4	5	4
54	Bank	Beechwood	Summit	S	12	11	12	13	12	12	14	9	3
56	Summit	Bank	Union	W	6	5	7	6	6	7	8	6	2
57	Union	Beechwood	Summit	N	20	20	19	20	21	18	20	19	13
58	Beechwood	Union	Springfield	W	9	10	9	11	10	11	10	7	6
59	Beechwood	Springfield	DeForest	E	4	4	5	5	5	4	5	3	4
TOTALS					324	222	294	345	276	266	258	202	131

OFF-STREET PARKING

OFF-STREET PARKING				Number Of Cars Parked At							
REF	No.	Description	Cap	8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
45	Lot 1	DeForest & Woodland	144	20	76	138	87	95	100	74	41
30	Lot 2	DeForest & Maple	74	24	67	72	60	64	62	56	29
34	Lot 3	DeForest & Summit	76	26	69	75	48	62	49	45	26
55	Lot 5	Bank Street Lot	29	22	21	30	27	29	19	18	9
27	Lot 11	Maple Street "K" Lot	153	53	150	149	148	118	26	19	14
50	Lot 14	RR - 24 Hour Lot	36	36	33	36	36	36	26	18	14
2	Tier	Upper Levels	353	133	312	338	335	280	97	45	24
3	Tier	Ground Level	78	14	55	71	60	54	63	51	27
TOTALS			943	328	783	909	801	738	442	326	184

APPENDIX A.2
OCCUPANCY COUNTS - ZONE 2
SUMMIT, NJ

COUNT DATE: June 9, 2016
(Thursday)

ON-STREET PARKING

						Number Of Cars Parked At							
REF	Street	Limits		Side	Cap	8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
3	Beauvoir	Morris	Beauvoir	W	8	8	8	8	8	9	9	7	4
4	Beauvoir	Walnut	Beauvoir	W	3	3	3	3	3	3	3	2	2
5	Walnut	Beauvoir	Industrial	N	12	11	12	12	11	11	11	4	3
6	Broad	Walnut	Garage EE	N	12	0	6	11	6	1	6	1	0
9	Broad	Walnut	Summit	S	12	6	13	15	11	11	6	1	1
10	Broad	Garage EE	Summit	N	11	0	8	11	8	7	9	6	3
11	Summit	Broad	Walnut	W	10	2	8	9	8	3	3	1	0
12	Summit	Broad	Walnut	E	10	2	6	9	8	8	3	0	0
13	Summit	Morris	Walnut	W	4	4	0	2	1	1	1	1	1
14	Summit	Morris	Walnut	E	4	2	4	4	4	4	2	2	1
16	Elm	Broad	Morris	W	23	1	23	23	7	6	5	4	3
18	Elm	Broad	Morris	E	27	2	24	26	8	11	10	10	7
20	Broad	Elm	Summit	S	9	2	9	8	7	7	7	6	2
21	Railroad	RR Station	Summit	N	11	0	10	11	9	12	9	10	4
22	Railroad	RR Station	Summit	S	10	1	11	10	6	9	2	8	3
23	Broad	Maple	Elm	N	9	4	9	9	9	7	8	4	3
24	Railroad	RR Station	Maple	S	6	3	6	6	7	7	6	10	4
25	Railroad	RR Station	Maple	N	12	3	12	13	11	13	13	12	8
26	Broad	Elm	Summit	N	11	3	11	11	10	9	9	6	3
27	Broad	Maple	Elm	S	10	3	10	10	8	11	8	7	7
28	Maple	Broad	Lot 16	W	0	0	0	1	1	1	0	2	0
29	Maple	Broad	Morris	E	12	4	15	7	6	4	10	7	4
31	Maple	Lot 16	Morris	W	8	1	8	7	2	3	6	0	0
32	Morris	Maple	Elm	N	10	1	9	4	5	4	1	1	0
34	Cedar	Broad	Morris	E	13	9	12	13	5	10	11	9	4
36	Broad	Lot 10	Maple	N	8	8	8	8	8	8	6	3	0
37	Railroad	Maple	Lot 10	S	7	3	7	6	6	3	8	6	6
39	Broad	Lot 10	Chestnut	N	2	0	2	2	2	2	2	0	0
40	Chestnut	Broad	City Hall	W	3	3	5	2	3	3	3	5	4
TOTALS					277	89	259	261	188	188	177	135	77

OFF-STREET PARKING

OFF-STREET PARKING				Number Of Cars Parked At							
REF	No.	Description	Cap	8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
41	Lot 7	Chestnut Avenue Lot	59	60	55	54	52	47	36	32	24
17	Lot 8	Elm Street Lot	123	123	121	120	123	118	96	31	20
1	Lot 9	City Section - Numbered	60	45	48	40	36	49	41	24	15
2	Lot 9	BOE Section	106	87	104	91	100	24	18	53	44
38	Lot 10	Railroad Avenue Lot	99	73	98	95	92	70	44	30	20
30	Lot 16	YMCA / Library Lot	104	37	105	65	46	82	97	79	57
7	Deck 6	Broad Street Garage	491	325	453	475	476	458	367	203	67
8	Lot 13	Broad Street East Lot	180	144	203	212	206	198	150	76	31
TOTALS			1222	894	1187	1152	1131	1046	849	528	278

APPENDIX A.3
OCCUPANCY COUNTS - ZONE 1
SUMMIT, NJ

COUNT DATE: June 18, 2016

(Saturday)

ON-STREET PARKING

REF	Street	Limits		Side	Cap	Number Of Cars Parked At							
						8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
1	Springfield	RR Tracks	Tier EE	S	3	3	1	3	4	2	0	1	0
4	Springfield	Tier EE	Maple	S	11	4	12	10	8	12	12	12	10
5	Springfield	Maple	Beechwood	S	5	5	5	6	5	5	5	5	4
6	Springfield	Beechwood	Summit	S	8	9	8	9	8	7	6	7	7
7	Springfield	Summit	Glenwood	S	5	1	6	6	6	5	6	7	5
8	Springfield	Summit	Waldron	N	13	0	14	13	13	7	11	11	13
9	Springfield	Glenwood	Irving	S	3	1	4	3	6	3	4	3	3
10	Springfield	Irving	Ruthven	S	4	0	4	4	6	0	0	2	2
11	Springfield	Waldron	Debary	N	5	0	1	2	2	1	0	3	0
12	Springfield	Ruthven	Debary	S	3	0	0	1	3	0	0	0	0
13	Springfield	Debary	Hobart	N	2	0	2	2	2	1	1	0	0
14	Springfield	Debary	Hobart	S	2	0	2	2	1	1	1	0	0
15	Franklin	Summit	Last Meter	S	10	1	10	8	5	2	10	8	5
16	Summit	Franklin	Bank	E	5	5	6	6	5	5	5	5	4
17	Summit	Springfield	DeForest	E	6	2	6	4	4	4	5	5	3
18	Summit	DeForest	Parmley	W	8	0	1	1	3	5	1	3	0
19	Summit	DeForest	Parmley	E	5	0	3	2	5	5	3	3	3
20	Summit	Parmley	Euclid	E	5	1	1	1	3	0	0	0	1
21	Summit	Euclid	Whittredge	E	3	1	0	0	0	0	0	0	0
22	Summit	Euclid	Whittredge	W	5	0	0	0	0	0	0	0	0
23	Summit	Euclid	Parmley	W	8	0	1	2	3	2	2	1	0
24	Parmley	Summit	Beechwood	S	8	0	1	2	4	1	0	2	1
25	Beechwood	Euclid	Parmley	E	7	2	6	7	3	3	1	0	1
26	Maple	Euclid	Office Bldg DW	E	8	1	3	3	1	1	0	0	0
28	DeForest	Maple	Beechwood	N	6	1	3	4	5	4	2	3	4
29	DeForest	Maple	Beechwood	S	5	0	2	3	1	2	1	5	4
31	Beechwood	DeForest	Parmley	E	2	0	0	3	0	0	0	1	0
32	DeForest	Beechwood	Summit	S	0	0	0	0	0	0	0	0	0
33	DeForest	Beechwood	Summit	N	3	0	0	0	0	0	0	0	1
35	Springfield	Beechwood	Summit	N	3	1	3	3	6	6	5	5	4
36	Springfield	Maple	Beechwood	N	8	0	7	8	8	6	8	8	7
37	Springfield	Woodland	Maple	N	11	2	11	11	10	11	11	11	11
38	Woodland	DeForest	Springfield	W	5	1	3	6	6	5	5	6	6
39	Springfield	Woodland	Kent Place	N	7	6	6	7	7	5	6	7	5
40	Kent Place	Springfield	DeForest	W	9	1	3	8	8	3	10	9	4
41	Kent Place	Springfield	DeForest	E	7	2	3	8	7	4	7	9	6
42	DeForest	Kent Place	Hillside	S	5	0	4	3	3	1	1	5	1
43	DeForest	Hillside	Woodland	N	1	0	0	0	1	0	0	0	0
44	DeForest	Woodland	Maple	S	8	2	7	7	3	5	3	6	3
46	DeForest	Woodland	Maple	N	3	1	3	4	1	2	1	0	0
47	Maple	Union	Springfield	W	7	5	7	7	5	7	8	7	6
48	Union	Maple	Beechwood	S	8	2	6	7	6	7	5	7	8
49	Union	Beechwood	Summit	S	9	9	10	10	9	9	9	9	7
51	Union	Maple	Beechwood	N	16	12	16	17	11	12	18	17	16
52	Beechwood	Union	Bank	E	4	4	5	5	6	4	4	5	2
53	Summit	Springfield	Bank	W	4	4	4	4	2	5	3	6	3
54	Bank	Beechwood	Summit	S	12	11	13	13	10	11	12	13	11
56	Summit	Bank	Union	W	6	7	7	8	7	6	6	6	5
57	Union	Beechwood	Summit	N	20	20	21	21	20	18	21	19	18
58	Beechwood	Union	Springfield	W	9	8	10	10	10	10	10	11	9
59	Beechwood	Springfield	DeForest	E	4	3	4	4	5	5	4	5	5
TOTALS					324	138	255	278	257	220	233	258	208

OFF-STREET PARKING

OFF-STREET PARKING				Number Of Cars Parked At							
REF	No.	Description	Cap	8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
45	Lot 1	DeForest & Woodland	144	12	30	54	79	45	38	48	46
30	Lot 2	DeForest & Maple	74	3	40	48	49	50	41	67	54
34	Lot 3	DeForest & Summit	76	13	41	47	39	30	23	30	19
55	Lot 5	Bank Street Lot	29	25	26	28	22	22	21	29	20
27	Lot 11	Maple Street "K" Lot	153	26	59	68	56	46	27	15	17
50	Lot 14	RR - 24 Hour Lot	36	35	36	36	27	26	31	29	20
2	Tier	Upper Levels	353	28	41	50	58	60	29	19	18
3	Tier	Ground Level	78	4	35	47	15	18	28	53	47
TOTALS			943	146	308	378	345	297	238	290	241

APPENDIX A.4
OCCUPANCY COUNTS - ZONE 2
SUMMIT, NJ

COUNT DATE: June 18, 2016
(Saturday)

ON-STREET PARKING

REF	Street	Limits		Side	Cap	Number Of Cars Parked At							
						8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
3	Beauvoir	Morris	Beauvoir	W	8	Closed For Re-Surfacing							
4	Beauvoir	Walnut	Beauvoir	W	3	Closed For Re-Surfacing							
5	Walnut	Beauvoir	Industrial	N	12	5	1	2	4	6	6	5	5
6	Broad	Walnut	Garage EE	N	12	0	0	0	0	1	0	0	0
9	Broad	Walnut	Summit	S	12	0	7	3	3	2	2	0	0
10	Broad	Garage EE	Summit	N	11	0	0	2	2	3	1	1	0
11	Summit	Broad	Walnut	W	10	0	9	7	4	4	3	2	1
12	Summit	Broad	Walnut	E	10	1	3	7	7	2	4	3	1
13	Summit	Morris	Walnut	W	4	0	0	0	0	0	0	0	0
14	Summit	Morris	Walnut	E	4	1	0	0	0	0	0	0	0
16	Elm	Broad	Morris	W	23	2	3	1	2	2	3	5	1
18	Elm	Broad	Morris	E	27	0	4	9	7	4	3	3	4
20	Broad	Elm	Summit	S	9	0	0	0	0	0	0	0	1
21	Railroad	RR Station	Summit	N	11	2	3	1	5	6	5	8	7
22	Railroad	RR Station	Summit	S	10	4	9	3	7	5	9	8	8
23	Broad	Maple	Elm	N	9	9	8	7	5	6	6	8	5
24	Railroad	RR Station	Maple	S	6	3	5	5	5	4	6	6	6
25	Railroad	RR Station	Maple	N	12	4	8	8	9	6	12	12	11
26	Broad	Elm	Summit	N	11	0	3	4	5	7	7	5	3
27	Broad	Maple	Elm	S	10	4	6	3	5	7	7	7	7
28	Maple	Broad	Lot 16	W	0	0	0	0	0	0	0	0	0
29	Maple	Broad	Morris	E	12	10	10	10	7	5	2	2	1
31	Maple	Lot 16	Morris	W	8	4	5	4	3	0	0	0	0
32	Morris	Maple	Elm	N	10	0	0	0	1	1	1	0	0
34	Cedar	Broad	Morris	E	13	9	8	6	4	5	3	0	0
36	Broad	Lot 10	Maple	N	8	4	4	3	2	2	0	0	0
37	Railroad	Maple	Lot 10	S	7	2	5	4	1	0	1	6	5
39	Broad	Lot 10	Chestnut	N	2	1	1	0	0	0	0	0	0
40	Chestnut	Broad	City Hall	W	3	0	1	1	0	0	0	0	0
TOTALS					277	65	103	90	88	78	81	81	66

OFF-STREET PARKING

OFF-STREET PARKING				Number Of Cars Parked At							
REF	No.	Description	Cap	8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
41	Lot 7	Chestnut Avenue Lot	59	9	11	8	7	8	10	18	12
17	Lot 8	Elm Street Lot	123	18	31	26	26	25	16	12	11
1	Lot 9	City Section - Numbered	60	13	8	9	12	10	11	11	12
2	Lot 9	BOE Section	106	0	2	19	6	0	0	0	0
38	Lot 10	Railroad Avenue Lot	99	96	95	90	75	57	29	29	27
30	Lot 16	YMCA / Library Lot	104	91	92	89	53	44	21	2	0
7	Deck 6	Broad Street Garage	491	34	112	111	111	107	64	52	45
8	Lot 13	Broad Street East Lot	180	4	31	32	39	39	29	19	19
TOTALS			1222	265	382	384	329	290	180	143	126

APPENDIX A.5
OCCUPANCY COUNT SUMMARIES
SUMMIT, NJ

Thursday - June 9, 2016	Capac	Number Of Cars Parked At							
		8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
Zone 1 / On-Street	324	222	294	345	276	266	258	202	131
Zone 1 / Off-Street	943	328	783	909	801	738	442	326	184
Zone 1 / Total	1267	550	1077	1254	1077	1004	700	528	315
Zone 2 / On-Street	277	89	259	261	188	188	177	135	77
Zone 2 / Off-Street	1222	894	1187	1152	1131	1046	849	528	278
Zone 2 / Total	1499	983	1446	1413	1319	1234	1026	663	355
Zones 1 & 2 / On-Street	601	311	553	606	464	454	435	337	208
Zones 1 & 2 / Off-Street	2165	1222	1970	2061	1932	1784	1291	854	462
Zones 1 & 2 / Total	2766	1533	2523	2667	2396	2238	1726	1191	670

Saturday - June 18, 2016	Capac	Number Of Cars Parked At							
		8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
Zone 1 / On-Street	324	138	255	278	257	220	233	258	208
Zone 1 / Off-Street	943	146	308	378	345	297	238	290	241
Zone 1 / Total	1267	284	563	656	602	517	471	548	449
Zone 2 / On-Street	277	65	103	90	88	78	81	81	66
Zone 2 / Off-Street	1222	265	382	384	329	290	180	143	126
Zone 2 / Total	1499	330	485	474	417	368	261	224	192
Zones 1 & 2 / On-Street	601	203	358	368	345	298	314	339	274
Zones 1 & 2 / Off-Street	2165	411	690	762	674	587	418	433	367
Zones 1 & 2 / Total	2766	614	1048	1130	1019	885	732	772	641

BY PERCENTAGE:

Thursday - June 9, 2016	Capac	Parking Spaces Occupied At							
		8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
Zone 1 / On-Street	324	68.5%	90.7%	106.5%	85.2%	82.1%	79.6%	62.3%	40.4%
Zone 1 / Off-Street	943	34.8%	83.0%	96.4%	84.9%	78.3%	46.9%	34.6%	19.5%
Zone 1 / Total	1267	43.4%	85.0%	99.0%	85.0%	79.2%	55.2%	41.7%	24.9%
Zone 2 / On-Street	277	32.1%	93.5%	94.2%	67.9%	67.9%	63.9%	48.7%	27.8%
Zone 2 / Off-Street	1222	73.2%	97.1%	94.3%	92.6%	85.6%	69.5%	43.2%	22.7%
Zone 2 / Total	1499	65.6%	96.5%	94.3%	88.0%	82.3%	68.4%	44.2%	23.7%
Zones 1 & 2 / On-Street	601	51.7%	92.0%	100.8%	77.2%	75.5%	72.4%	56.1%	34.6%
Zones 1 & 2 / Off-Street	2165	58.4%	91.0%	95.2%	89.2%	82.4%	59.6%	39.4%	21.3%
Zones 1 & 2 / Total	2766	55.4%	91.2%	96.4%	86.6%	80.9%	62.4%	43.1%	24.2%

Saturday - June 18, 2016	Capac	Parking Spaces Occupied At							
		8AM	10AM	12N	2PM	4PM	6PM	8PM	10PM
Zone 1 / On-Street	324	42.6%	78.7%	85.8%	79.3%	67.9%	71.9%	79.6%	64.2%
Zone 1 / Off-Street	943	15.5%	32.7%	40.1%	36.6%	31.5%	25.2%	30.8%	25.6%
Zone 1 / Total	1267	22.4%	44.4%	51.8%	47.5%	40.8%	37.2%	43.3%	35.4%
Zone 2 / On-Street	277	23.5%	37.2%	32.5%	31.8%	28.2%	29.2%	29.2%	23.8%
Zone 2 / Off-Street	1222	21.7%	31.3%	31.4%	26.9%	23.7%	14.7%	11.7%	10.3%
Zone 2 / Total	1499	22.0%	32.4%	31.6%	27.8%	24.5%	17.4%	14.9%	12.8%
Zones 1 & 2 / On-Street	601	33.8%	59.6%	61.2%	57.4%	49.6%	52.2%	56.4%	45.6%
Zones 1 & 2 / Off-Street	2165	19.0%	31.9%	35.2%	31.1%	27.1%	19.3%	20.0%	17.0%
Zones 1 & 2 / Total	2766	22.2%	37.9%	40.9%	36.8%	32.0%	26.5%	27.9%	23.2%