

Montclair



Redevelopment Plan Elm / New & Mission Area

Township of Montclair - New Jersey

The Louis Berger Group - Ammann + Whitney

June 2005

Thriving neighborhood and active retail corridor connected with a range of residential development and institutional facilities

Vision

Private and public investment, affordable housing development, revitalized retail, pedestrian activity, historic architecture, gateway to Montclair

Opportunities

Close proximity to NJ Transit train service and Montclair town center

Linkages

Coordinated public school investment in the heart of the redevelopment area to meet needs of students and community

School

Cultural diversity, involved community organizations, existing retail corridor, significant buildings

Strengths

Strategies

School site as center for neighborhood rehabilitation

Affordable housing incentives

Shared parking, transportation links

Design guidelines for rehabilitating property and public space

Arts, theater and district marketing

Private investment incentives

Vibrant retail focus in land use regulations

Several strategies and tools are described in this chapter to achieve the Township's goals for the Redevelopment Plan:

- Fostering the concept of the Elm Street School as a “community center” to better link this key civic institution in the life of the neighborhood.
- Leveraging new public school investment on Elm Street to stimulate broader neighborhood and commercial reinvestment and rehabilitation through design guidelines aimed at addressing parking and access, recreation, streetscape and the pedestrian environment.
- Establishing incentives for inclusionary housing development on the New & Mission street site compatible with the scale of the neighborhood and marketable to transit users.
- Parking initiatives such as shared parking, transit-friendly parking requirements, and overnight on-street parking.
- Creating an arts-related gateway to Montclair through existing and proposed shared performing arts spaces along Bloomfield Avenue.
- Using a five-year exemption and tax abatement for private sector property improvements at select sites.
- Zoning/land use ordinance focus on quality, sustainable commercial and residential uses.

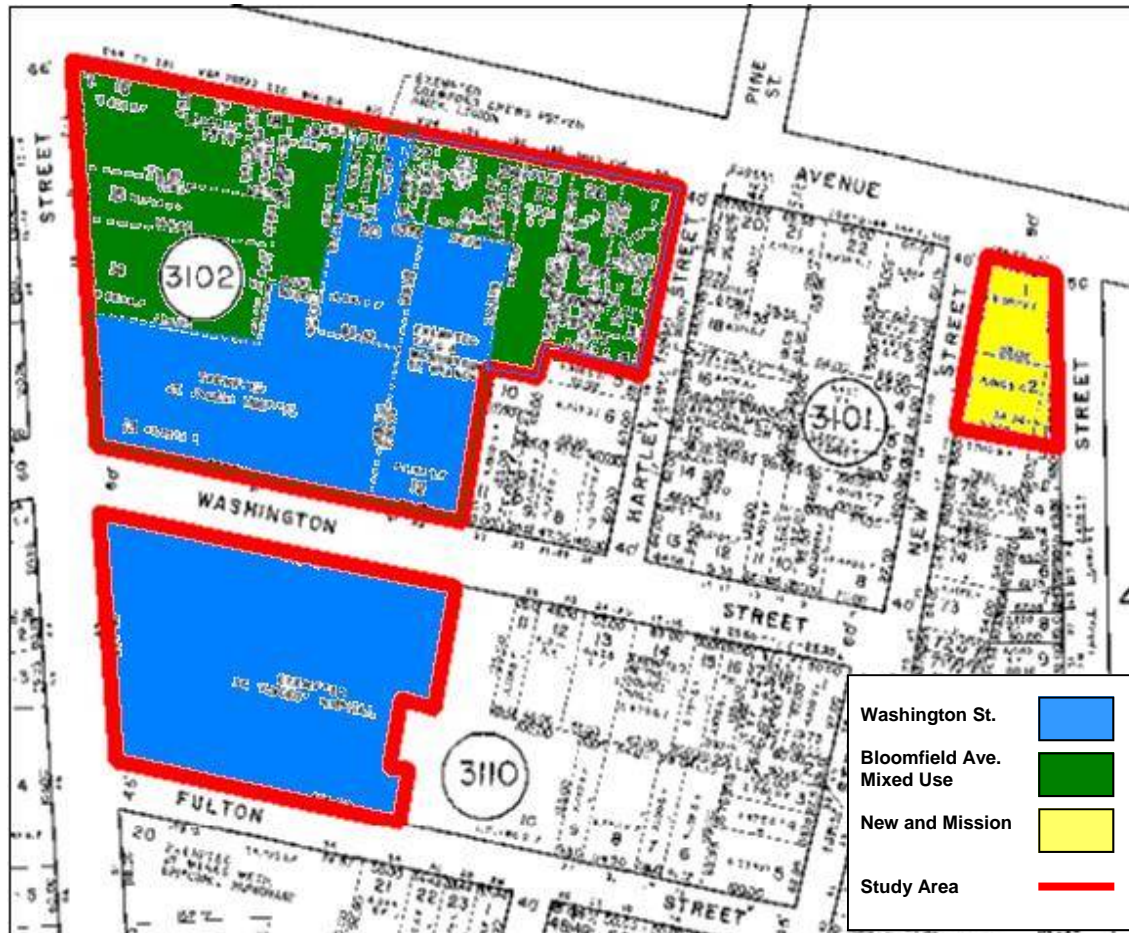


Figure 5.1: The Provisions and Standards Section divides the study area into three areas based on the current zoning, existing uses, and development potential.

Provisions and Standards — Redevelopment Districts

Purpose

The redevelopment plan proposes new types of land uses and lot and building requirements for the redevelopment project area. Shown in Figure 5.1, the redevelopment area is divided into three different redevelopment districts based on the current zoning, existing uses, and development potential. Each district contains specific provisions and standards as shown in Figure 5.2.

General Requirements

The redevelopment plan is both a plan and a zoning ordinance for the designated redevelopment area. The plan lays out an overall vision for the area with strategies and actions outlined while the provisions and standards section defines specific land use requirements for future development that implement the plan. All development within the redevelopment area are required to meet the provisions and standards and design guidelines within the redevelopment plan.

Mix of Uses

Within the redevelopment districts outlined in this section, projects that promote a mix of land uses are encouraged. Mixed-use development that is similar to the central downtown of Montclair contains pedestrian linkages and creates a continuous streetscape along Bloomfield Avenue and side streets.

	Washington Street	Bloomfield Avenue Mixed-use	New and Mission
Permitted Uses	One-family detached dwellings Two-family detached dwellings Multifamily dwellings not more than 2 ½ stories in height, density not over 18 units per acre Municipal facilities Senior citizen housing Conversion of one-family to two-family or more dwellings Private and public schools Boarding and rooming houses Nursing homes Churches Charitable institutions, except hospitals Assisted-living facilities	Restaurants and eating and drinking establishments, excluding drive-in or drive-through restaurants Commercial recreation facilities Convenience retail establishments Specialty retail establishments Service retail establishments Banks Nonprofit institutional uses Educational play centers Apartments Education or quasi-educational establishments Business and professional offices Government offices Senior citizen housing Bars and taverns Parking decks Assisted living facilities Charitable institutions, except hospitals School Church	Restaurants and eating and drinking establishments, excluding drive-in or drive-through restaurants Convenience and retail establishments Specialty retail establishments Non-profit institutional uses Apartments Senior Citizen housing Education or quasi-educational establishments Business and professional offices Government offices
Accessory Uses	Garages Off-street parking Swimming pools Home occupations	Surface parking and parking decks	Surface parking
Lot Size	One and two-family dwellings: Minimum lot frontage: 60 feet Minimum lot size: 6,000 square feet. Multifamily dwellings: Minimum lot frontage: 75 feet Minimum lot size: 12,000 square feet	Multifamily dwellings: Minimum lot width: 80 feet Minimum lot size: 15,000 square feet Combined multifamily with nonresidential Minimum width: 40 feet Minimum lot size: 10,000 square feet Nonresidential Minimum width: 40 feet Minimum lot size: 6,000 square feet	Multifamily dwellings: Minimum lot width: 80 feet Minimum lot size: 15,000 square feet Combined multifamily with nonresidential Minimum width: 70 feet Minimum lot size: 10,000 square feet Nonresidential Minimum width: 70 feet Minimum lot size: 6,000 square feet
Height and Setback	Maximum height: 40 feet Minimum front yard: 25 feet Minimum side yard: 6 feet for one yard 10 feet for the other Minimum rear yard: 25 feet Multifamily dwellings have different height and setback requirements	Maximum height: 67 feet or six stories, whichever is less Minimum front yard: Zero feet Minimum side yard: Zero feet Minimum rear yard: 10 feet Exclusive residential apartments: 55 units per acre Mixed use buildings: 55 units per acre multiplied by proportion of the total floor area of the building devoted to residential	Maximum height: 60 feet or 4 stories, whichever is less Minimum front yard: Zero feet Minimum side yard: Zero feet Minimum rear yard: 10 feet Ground Floor Retail + Residential Above Ground Floor Ground Floor Retail – 3,000 SF (Maximum) Residential above ground floor – 40 units per acre Maximum residential floors above retail – 2 floors Maximum number of residential units 15 units Ground Floor Retail + Commercial Above Ground Floor Ground Floor Retail – 3,000 SF (Maximum) Commercial above ground floor – 6,000 SF (Maximum) Maximum commercial floors above retail – 2 floors

Figure 5.2: Redevelopment Area Districts

Provisions and Standards — Use, Density, Bulk

This provisions and standards section defines the use, density, bulk, and design requirements for the subject redevelopment plan. The redevelopment plan divides the study area into three different zones based on their existing uses, location characteristics, and the planned uses in the redevelopment plan (See Figure 5.1). There are different provisions and standards for each zone (See Figure 5.2). The provisions and standards are predominantly based on existing Township zoning; however, where there are differences, pursuant to the Local Redevelopment and Housing Laws, **the provisions and standards within this redevelopment plan are intended to supercede the municipality's zoning ordinances and development regulation as they apply to the redevelopment area.** No redevelopment project will be undertaken except in accordance with the redevelopment plan as adopted by ordinance by the municipal governing body.

Redevelopment Scenarios

To illustrate how these changes in zoning and use regulations may be used to guide redevelopment in accordance with the goals of this plan, examples are provided on the pages that follow. Two scenarios illustrating redevelopment in the Elm Street area are presented to outline how a new public school can revitalize and enhance the neighborhood. An example illustrating mixed-use, infill development in the New and Mission area is also provided.

Current School Proposal

The current Board of Education proposal (Figure 5.3) shows school buildings to the north of Washington Street, while the athletic field and parking to the south of Washington Street. A driveway links the service parking and internal vehicular circulation to Bloomfield Avenue and Washington Street.

The decision to locate the school on north side of Washington Street recognizes the civic building’s compatibility with the area’s higher density urban character. Similarly, the location of the sports field between Washington Street and Fulton Street will provide a better fit with the scale of the residential neighborhood to the south.

However, in its current form, the proposal is limited in scope and vision to property controlled by the Board of Education. Surrounded by large underutilized “soft” sites at the interior of the block, the current proposal should broaden its focus by attempting to link the school plan to the broader, on-going Redevelopment Plan. This plan could do more to strengthen Bloomfield Avenue’s commercial character through shared parking, continuous retail streetscape and public access to the interior of the block.

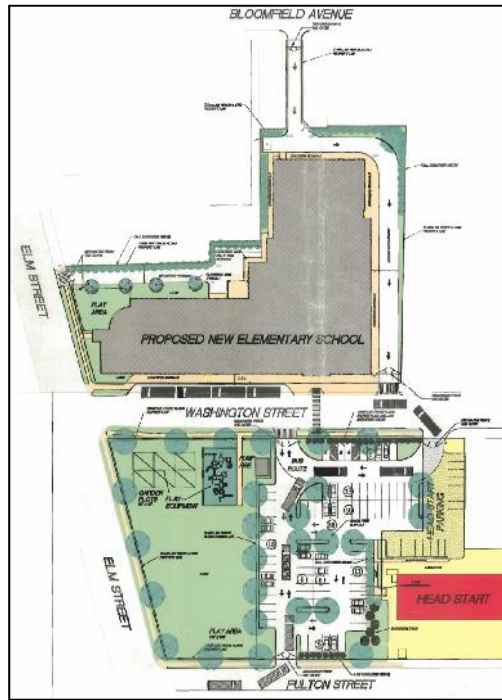


Figure 5.3: Montclair Board of Education proposal for an Elementary School on the Elm Street site.

Redevelopment Alternatives

This Redevelopment Plan proposes a modification of the current school proposal, titled **Scenario 1** (Fig 5.5). Scenario 1 is identical to the current proposal in the following respects:

- 85,000 SF school (42,000 SF footprint). 2-stories.
- "L"-shaped school footprint - in keeping with the interior layout
- "Emergency" alleyway between Lots 22 & 23.
- Similar vehicular circulation through the site.
- Historic Victorian home (Lot 24) to remain.
- Parking to south of Washington Street—capacity between 80-96 vehicles.

Developing a new public school in the heart of the Redevelopment Area should create opportunities to achieve both the Board of Education’s goals and the goals expressed in this Redevelopment Plan including:

- Enhancing the Bloomfield Avenue gateway to Montclair through an attractive streetscape and commercial/civic presence;
- Strengthening Bloomfield Avenue as a pedestrian-friendly “Main Street”;
- Urban Mini-Plaza: Opportunities for shared parking to alleviate daytime and overnight parking shortages and attract shoppers to Bloomfield Avenue retailers;
- Programming to address community needs such as theater/auditorium, continuing education, and extended hours for after-school programs.

The Redevelopment Plan Alternatives are described in detail on the following pages.



Figure 5.4: Existing Facades- Bloomfield Avenue looking south



Figure 5.5: Aerial view– Elm Street looking east. Note courtyard entry to school’s public amenities from Bloomfield Ave. Higher density uses are near Bloomfield Avenue, with school/retail shared parking. Sports field and secondary parking south of Washington Street, in deference to neighborhood’s residential character (Scenario 1).

Community School

The Montclair Board of Education proposal for a new 85,000 sf. school in the heart of the Redevelopment Area represents a \$35 million public investment in a neighborhood in need of community development and revitalization. The mandate of this Redevelopment Plan is not to design a school, but to leverage this investment to further the broader goals guiding this redevelopment process. To this end, the specific urban design strategies outlined here focus on how this large, civic structure relates to the surrounding community, from the struggling commercial area on Bloomfield Avenue to the under-served residential community on the other three sides. The strategies also speak to the broader symbolic role the school will play at the Township level, and to make good use of this school’s favorable placement near the gateway to Montclair.

This school is not a panacea, but is part of a series of economic, transportation and policy strategies outlined in this report that extend well beyond the school property. Taken together, this comprehensive approach will bear fruit well beyond each individual act or investment.



Figure 5.6: Proposed Scenario– Bloomfield Ave looking south



Figure 5.7: Proposed Scenario– Bloomfield Ave looking south



Figure 5.8: Proposed Scenario– Shared Parking

Scenario 1

Shared Parking: Shared parking in under-utilized interior of the block (Fig. 5.8), yielding **46 parking spaces** north of Washington Street. The proposal calls for the acquisition of the vacant portions of the following lots: Lots 23 (80% encroachment), 25 (20% encroachment), 15 (30% encroachment) and 19 (30% encroachment). Lot 2 is necessary for ingress/egress for parking and school circulation. In addition, the proposal would require the demolition of the rear warehouse in Lot 14 (20% encroachment). These vacant/underutilized areas would be redeveloped as shared parking. Incentives (such as the provision of dedicated spaces to replace those acquired) for the shared use of this land can be offered by the Redevelopment Authority to property owners, who can be expected to benefit from the increased parking capacity and more ordered and efficient use of land at the rear of their buildings. School buses would have several site access points to choose from in this site configuration.

Urban Mini-Plaza: Off-street parking to the rear of retail establishments throughout Montclair should no longer be considered “left-over” spaces. Instead, adaptive reuse of existing commercial buildings should be considered, by having them open onto a shared, pedestrian-friendly plaza that provides off-street parking to area businesses and institutions. The shared parking area will become a landscaped urban mini-plaza, with public art and direct access to Bloomfield Avenue stores.

Pedestrian Gateway: The “emergency” alleyway between Lots 22 and 23 would be primarily used as a landscaped Pedestrian Gateway to the Urban Mini-Plaza and the school beyond.

Public Amenities: Amenities shared by the school population, commercial and residential community, including shared parking and civic assets (i.e., multi-purpose room, continuing education classes). These could be entered directly through the Pedestrian Gateway from Bloomfield Avenue.



Signature Public Architecture: Communities are measured by the condition, quality, and priority given to their public schools. For Montclair, school architecture should reflect the community’s pride and respect for public education. The school should be a pillar that strengthens the local community. With the siting of the facility between Bloomfield Avenue and Washington Street and with the creation of an open vista onto Bloomfield Avenue, the school becomes a highly visible element and notable gateway into Montclair.

Neighborhood Open Space: Residential neighborhoods surround the south side of the school site. Placement of the playground should act as a transitional space to integrate the structure with its neighborhood. The playground will be a buffer, providing valuable community open space that could be used in non-school hours.

Bloomfield Avenue Streetfront

Streetfront Infill: Important corner buildings are proposed at either ends of Bloomfield Avenue, at Hartley (Lot 1) and Elm (Lot 16) Streets. The development of Lot 16 would require relocating the Firestone parking/service area to the rear, and shifting the setback store entrance to Elm Street frontage. Infill buildings are proposed for Lot 23, and between Lots 19/21 and 19/18.

Gateway Building: A “Gateway” office building is proposed at the intersection of Bloomfield Avenue and Hartley Street (Fig. 5.12). Located near the new train station, this building could accommodate a variety of users, including possible offices for the Board of Edu-



Figure 5.10: Pedestrian Gateway from Bloomfield Avenue to Urban Mini-Plaza and school.

Figure 5.11: “Before” Existing view from Bloomfield Ave toward Montclair town



Figure 5.12: “After” – Bloomfield Ave Gateway to Montclair. Civic building, school entry, and public art.



Figure 5.13: View from school to Pedestrian Gateway and Bloomfield Avenue.



Figure 5.9 (top): View from Residential area south of Fulton Street. School location along avenue and “stepped-down” density combined with shared athletic field buffer helps preserve the neighborhood’s residential character from Bloomfield Ave district.



Figure 5.14: View from Elm Street. Note drop-off zone.



Figure 5.15: View down campus lawn toward Bloomfield Avenue. Note shared parking lot between school and commercial uses on Bloomfield.



Figure 5.16: View down Washington Street, closed during school hours. Classrooms are located on the south (right) side. Shared facilities such as a gymnasium/pool, auditorium, continuing education, and Board of Education Offices are located on the north (left) side.

Scenario 2

Scenario 2 is similar to Scenario 1 without the school wing being located directly on Bloomfield Avenue:

- The school building’s signature architecture would rise above the existing streetscape — providing an attractive gateway into Montclair.
- A landscaped street would provide a direct linkage between the school and Bloomfield Avenue
- Like Scenario 1, shared parking would meet school needs and neighboring retail on Bloomfield Avenue and Elm Street.
- The gymnasium, auditorium and other community-oriented school facilities would be located on the north side of Washington Street while the classrooms and sports field would be located between Fulton and Washington Streets — bridging over Washington Street to alleviate the challenges of placing the building’s entire bulk on one side of Washington Street. Washington Street would be closed during school hours.
- The placement of the play field to the south provides a transition space into the residential area south of Fulton Street while also offering additional open space for the community outside of normal school operating hours.



Figure 5.17: Scenario 2- Aerial view looking north from Fulton Street toward Washington Street and Bloomfield Avenue. Note Urban Mini-Plaza— a landscaped shared parking.

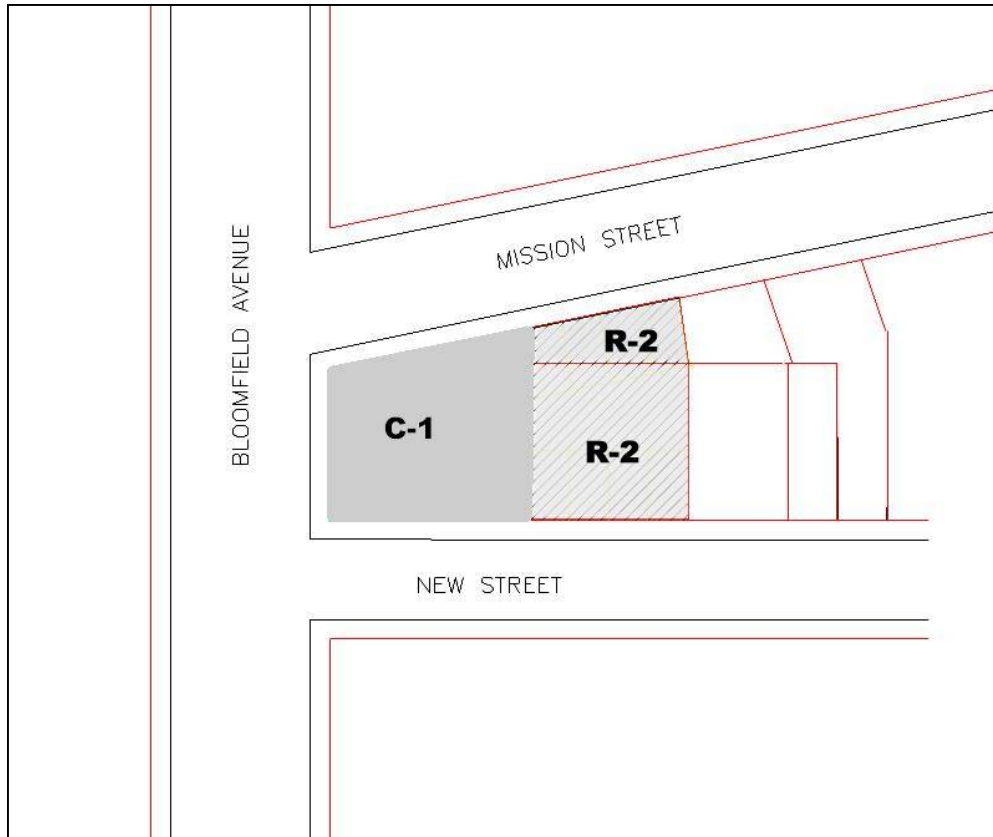


Figure 5.18: The New and Mission site is composed of two lots, zoned C-1 and R-2.

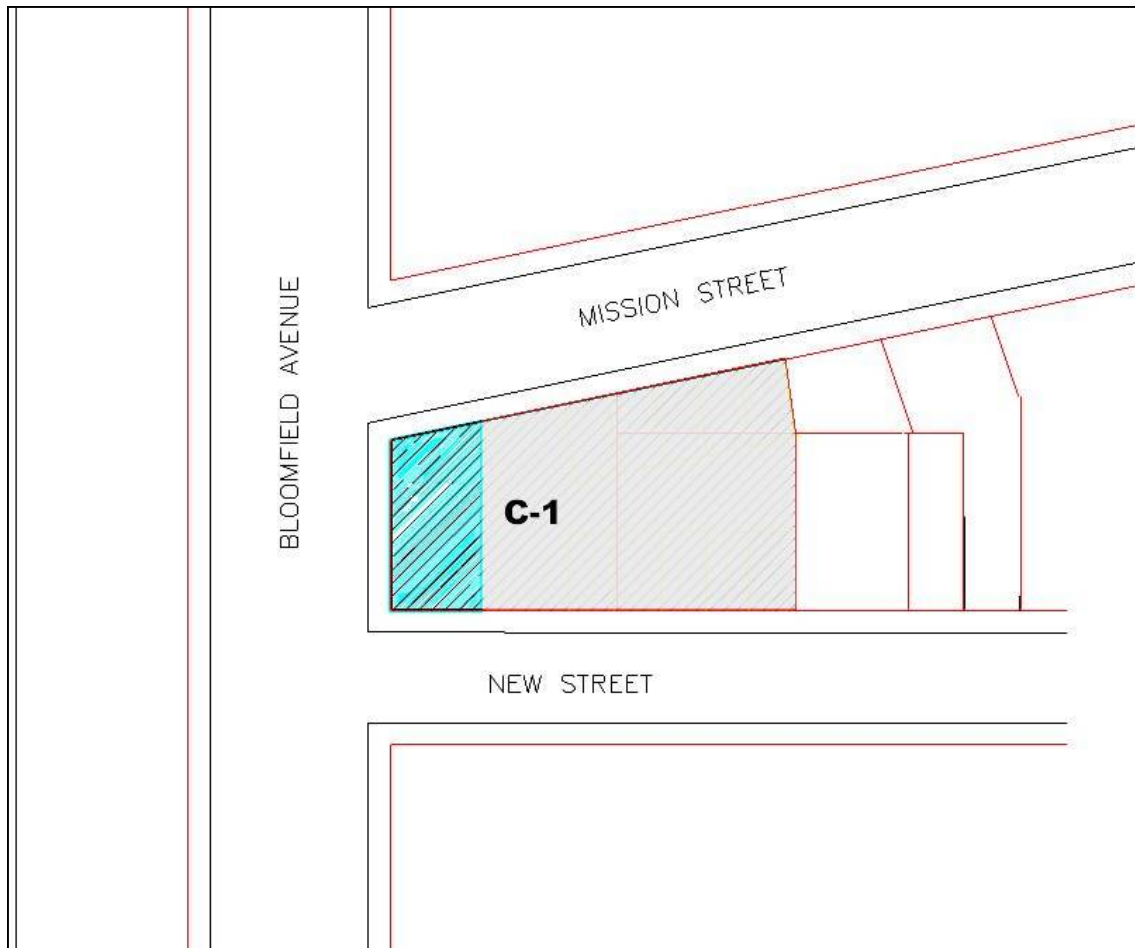


Figure 5.19: Redevelopment Area: Existing vacant lot.

Mixed-Use Development Bloomfield Avenue between New & Mission Streets

The New and Mission site is composed of two lots. The lot bordering Bloomfield Avenue, 130-134 Bloomfield Avenue, is approximately 8,500 SF and is zoned C-1. The second lot, 3 New Street, is 8,020 SF and is zoned R-2. The current C-1 zoning allows 55 units per acre but with no more than two-tenths of an acre in this subject zoning category, the minimum lot size condition of 10,000 SF is not met for a mixed-use multifamily and nonresidential facility. The R-2 zoning allows up to two-family detached dwellings and can likely accommodate two 2-family detached dwellings (a total of 4 units).

With adoption of a redevelopment plan, a new zone would be established for the New and Mission site – one that could supersede existing zoning or serve as an “overlay option” -- that would bring the sites into a single district with specific provisions and standards for use, bulk, density, and parking. The specific provisions and standards would reflect the Planning Board and Township Council’s vision for the subject site and set the performance conditions for which development would be permitted. For the land owner or prospective developer, the redevelopment plan should provide a higher degree of certainty than current zoning.



New and Mission Street Development Scenario

Figure 5.21 summarizes the recommended zone provisions and standards for the New and Mission site. The recommended provisions and standards are a product of numerous meetings with the Redevelopment Steering Committee, neighborhood residents, local developers, real estate professionals, affordable housing professionals and the property owner. In addition, pro-forma cash flow analysis and site suitability assessment of several redevelopment concepts were conducted. The meetings and analysis considered the opportunities and limitations of the New and Mission site, primarily assuming private financing for the proposed use. The pro-forma cash flow model was altered to consider multiple variables (e.g. construction costs, rents, density, parking, operating costs, alternative uses, etc.). Local developer and project owner experience with construction costs and with the operating performance of various use types were inventoried to further refine these findings.

Figure 5.20: A new zone would be established for the New and Mission site that brings the sites into a single district with specific provisions and standards for use, bulk, density, and parking.

The provisions and standards require that all residential scenarios meet the requirements set forth in the newly adopted Inclusionary Zoning Ordinance (IZO) of the Township of Montclair. The IZO requires that at least one-seventh of the total numbers of units within the development are priced as affordable units. All residential scenarios included in the

Required Condition	The provisions and standards for the redevelopment zone for the New and Mission may be exercised for Block 3111, Lot 1 (130-134 Bloomfield Avenue) and Block 3111, Lot 2 (3 New Street), provided that the sites are combined to meet the standards and fulfill conditions outlined in this section.
Permitted Uses	Restaurants and eating and drinking establishments, excluding drive-in or drive-through restaurants Convenience and retail establishments Specialty retail establishments Non-profit institutional uses Apartments Senior Citizen housing Education or quasi-educational establishments Business and professional offices Government offices
Accessory Uses	Surface parking
Lot Size	Multifamily dwellings: Minimum lot width: 70 feet Minimum lot size: 15,000 SF Combined Multifamily dwellings: Minimum lot width: 70 feet Minimum lot size: 10,000 SF Nonresidential Minimum lot width: 70 feet Minimum lot size: 10,000 SF
Development Concepts: Density, Height and Setback	Ground Floor Retail + Residential Above Ground Floor Ground Floor Retail – 3,000 SF (Maximum) Residential above ground floor – 40 units per acre Maximum residential floors above retail – 2 floors Maximum number of residential units 15 units Ground Floor Retail + Commercial Above Ground Floor Ground Floor Retail – 3,000 SF (Maximum) Commercial above ground floor – 6,000 SF (Maximum) Maximum commercial floors above retail – 2 floors Maximum height of building: 60 feet or 4 stories, whichever is less Minimum front yard along Bloomfield Avenue: zero feet Minimum side yards along New and Mission Streets: zero feet All residential development must meet the requirements within the Inclusionary Zoning Ordinance of the Township of Montclair.
Parking	Total Parking – 35 spaces Placement –Behind building fronting on Bloomfield Parking will be shielded by buildings and landscaping Minimum Parking Standards: Residential Units – 1.5 spaces per dwelling unit Commercial Office – 1 space per 250 SF Retail – 1 space per 200 SF Surplus Parking Incentive Developer will receive 5-year tax abatement exemption on the improvement value provided there is evidence of 5-year lease signed with a benefiting party to make available 8 or more parking spaces for community or exclusive church use for a period of no less than 8 hours weekly.

analysis meet these requirements using COAH’s 2006 Regional Income Limits for Essex County.

Effectuated through an overlay zone approach, the New and Mission site can be redeveloped as Scenario A - Retail with Residential OR Scenario B - Retail with Commercial Office.

Scenario A: Retail with Residential

Scenario A is a mixed-use inclusionary housing development with ground floor retail and 2 stories of residential encompassing a range of dwelling unit types. The Redevelopment Plan offers a higher density than permitted by existing zoning. In exchange for the increased density, the development must set-aside one-seventh of its units for low and moderate income households, and meet specific design and performance requirements:

- Continued retail street frontage along Bloomfield Avenue.
- Two stories of apartments above retail space fronting along Bloomfield Avenue with a maximum 8 dwelling units divided between studio, one, and two bedroom apartments.
- At-grade parking for 20 cars for short-term commercial and overnight residential use and shared parking with Bright Hope Baptist Church.
- A reduction in parking requirements to 1.2 parking spaces per dwelling unit and 1 space per 200 SF of retail space.
- Landscaping surrounding parking.

Figure 5.21: Provisions and Uses for New and Mission Redevelopment Area.

Scenario B: Retail with Commercial Office

Scenario B involves ground floor retail with commercial office massed along Bloomfield Avenue. The commercial office component includes up to two stories above ground floor ranging from 3,000 to 6,000 SF of Gross Leasable Area (GLA). The retail component is approximately 3,000 SF (GLA) and located at street frontage.

At-grade parking is located behind the building and masked by landscaping along New and Mission Streets. The plan includes a reduction in parking requirements to 1 space per 200 SF of retail space and 1 space per 250 SF of commercial. As a requirement, a parking arrangement will be created for shared parking with Bright Hope Baptist Church. This arrangement is feasible due to the different peaking schedules associated with the building use and the church.

Financial Feasibility of Scenarios

A 10-year pro forma model was created to discount the after-tax cash flows of the various alternative development concepts for the cases in order to make financial comparisons.

The cash flow studies suggest that reducing the on-site parking requirements, offering a 5-year tax abatement, and providing the density bonus over existing zoning can yield investor interest in both Scenario A or Scenario B on this long-vacant property

Tax Exemption to Encourage Investments

One purpose of the redevelopment plan is to encourage property owners to invest and upgrade the improvements on their property. Many property owners in the redevelopment area complain that improvements to their property will only mean an increase in taxes. Their reluctance to improve homes or businesses can create a downward spiral that affects the entire neighborhood. To encourage investment, the redevelopment plan proposes the use of a five-year tax exemption program. This strategy is an aggressive step to effectively promote revitalization within the redevelopment area.

The Five-Year Exemption and Abatement Law enables redevelopment areas to form an ordinance creating tax exemptions for all improvements to residential, commercial, and industrial structures within the redevelopment area. The exemption is granted from the property taxes on all or a portion of the added assessed value that would have been generated by any improvement, conversion, alteration, or new construction.

Once the local ordinance for the tax exemption is adopted by the governing body, a five-year tax exemption is available to all property owners within the area. The local ordinance specifies the terms and procedures for submitting an application. See Appendix I for actual ordinance.

Through the provision of property-tax relief to homeowners and businesses that are willing to invest in their properties, the existing pattern of deterioration and decline can be reversed.



Figure 5.22: The tax exemption program would encourage property owners to invest and upgrade their properties.

Summary of Tax Exemption Program

Land Use	Value of Improvement
Residential dwellings	First \$25,000
Multifamily dwellings	All or a portion
Commercial and industrial uses	All or a portion



Figure 5.23 (above): The Bay Street Station is within a 5 to 10 minute walk from points throughout the Redevelopment Area which makes Transit Oriented Design (TOD) a viable land use pattern. **Figure 5.24 (below):** Shared Parking Lot on school site behind Bloomfield Avenue.



Parking, Transportation and Linkages

During the business and property owner meeting, participants identified “available parking” as one of the most important factors for increasing business activity within the area. Many of the businesses rely on easy access to and from their site via automobile. Once on-street parking capacity is filled, shoppers do not have many other choices for convenient parking. This means that shoppers are more likely to drive to other retail areas where there is sufficient, conveniently placed parking. In order for this area to compete with other retail establishments additional parking must be provided. The management of parking is divided into operational and physical development parking.

Physical Development of Parking

School Parking

With the prospect of a new school in the redevelopment area, there are new opportunities for coordinating land uses to benefit both the school and the surrounding community. Local parking capacity can be expanded by creating a shared parking lot on the school site that can be used by both school employees, patrons and employees of Bloomfield Avenue retail establishments, and local residents (See Figures 5.24). This will help reduce parking demand in select areas while providing additional convenient parking. Since much of the resident and customer parking demand will be for the evenings and weekends, the size of the school parking lot would not have to be substantially

increased but safe pedestrian pathways to stores and residences would need to be created. The parking would mostly be used by the school during morning and early afternoon hours and by customers and residents in late afternoon, evenings and weekends. The parking could be managed through a combination of timed meters, permits and dedicated spaces.

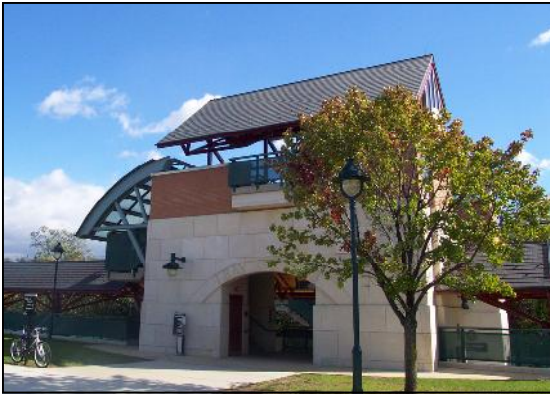


Figure 5.25: The newly renovated Bay Street Station and the Montclair Direct Service have created opportunities for new types of development surrounding the site.

Transit Oriented Development

The Bay Street Train Station's *MidTOWN-DIRECT Montclair* Service offers direct train service to New York City and other areas in Northern New Jersey. This attractive and marketable attribute is increasingly valued in residential selection by many types of households and within a five to ten minute walk of the study area. The train service allows people to live and work in the vicinity of the train station without relying on a car for day to day travel. In order to create an environment that enables less reliance on the automobile, development

must be transit-friendly and pedestrian-oriented with a variety of nearby shopping choices. This type of development encourages: higher densities near the transit node, mixed land uses, and a pedestrian circulation system that creates linkages between the uses and ensures bicycle and pedestrian safety. This type of model has been used in developing the redevelopment plan recommendations and should be used in making future land use decision within the redevelopment study area.

Urban Mini-Plaza

Adaptive reuse of existing commercial buildings should be considered, by having them open onto a shared, pedestrian-friendly plaza that provides off-street parking to area businesses and institutions. This is described in detail in Community School: Scenario 1.

Operation of Parking

Parking Requirements

Due to the New and Mission site's proximity to the Bay Street Train and mixed use, pedestrian oriented design, in a denser more urban setting, the Township parking requirements for these two properties may be reduced as an incentive for the development of affordable housing.

Short-Term Parking

Convenient parking for shoppers is an essential element for sustaining a retail corridor. In order to assist in providing this type of parking, the most convenient on-street parking spaces should be designated as short-term parking. Parking areas farther from the retail

stores should be designated as medium-term and long-term parking. The short-term parking will help attract impulse and convenience shoppers, medium-term parking will be for shoppers and diners, and the long-term will be for employees. The allocation of parking spaces to the types of users helps free up spaces by encouraging long term users to the fringe while ensuring that patrons have easily accessible parking. Enforcement of parking regulations is essential for this policy to be effective.

Night-Time On-Street Parking

Since there is a large amount of residential development within and surrounding the redevelopment area, there is a demand for evening and night-time parking. On-street parking can provide a significant amount of capacity for this parking. Currently there are streets that do not allow night-time on-street parking. If there are no imminent risks, night-time parking should be permitted on these streets. This parking would help alleviate the shortage.

Shared Parking

There are other areas besides the proposed school that could contain shared parking. Since the study area has numerous uses with different times of operation some parking lots remain empty during different times of the day. Existing parking spaces could be more efficiently used through coordination from Montclair Parking Authority or another organization. As shown on Figure 5.23, these potential shared parking locations are: the church, Bay Street Train Station, and the vacant lot at 194 Bloomfield Avenue.

What is shared parking?

Shared parking is an effective and efficient parking management tool when two or more land uses have different parking demand requirements, such as different peak parking characteristics that vary by time of day, day of week, and/or season of the year, and are able to use the same parking spaces throughout the day. Shared parking agreements typically involve offices, restaurants, retail stores, colleges, churches, cinemas, and schools. Mixed-use developments are also an example of shared parking arrangements because businesses are typically complementary, ancillary, or support other activities. Alternatively, off-street public and private parking lots and garages, and on-street parking in commercial areas are other forms of shared parking.

How is shared parking beneficial to businesses?

Benefits of shared parking apply to both existing and new businesses, include:

- Increasing the efficiency of parking;
- Providing one-stop shopping (park once);
- Promotes “cross fertilization” (patrons of one business may shop at another business) thereby boosting business;
- Enhance economic value of the property;
- Enables flexible development regulations;
- Increase in floor area ratio (FAR) thereby allowing for more buildable space; and
- Reduces construction and operating costs of parking facilities.

Ancillary benefits can include:

- Growth management strategy;
- Construction of fewer parking spaces;
- Decrease pavement surface area thereby reducing stormwater runoff;
- Creates cooperation and communication with businesses;
- Improves pedestrian access and circulation;
- Improves the urban design and aesthetics of the area;
- Improves vehicular traffic circulation;
- Improves the neighborhood business climate and community support for those businesses; and
- Reduces parking pressures on neighborhood streets.

How is shared parking implemented?

Generally, there are three types of mechanisms used to advance shared parking arrangements, which are applied differently depending upon whether it is implemented by commercial businesses or the local jurisdiction. These three mechanisms include:

1. Shared Parking Agreements
2. Parking Management Districts
3. Parking Regulations

1. Shared Parking Agreements: Agreements ensure the proper function of the shared parking arrangements. Two types of agreements can be applied: (1) Between two or more commercial businesses; and (2) Between a commercial business(es) and the municipality or parking agency; the contents of the agreement are similar in both cases. Typically, standard parking agreements contain the following information:

cial business(es) and the municipality or parking agency; the contents of the agreement are similar in both cases. Typically, standard parking agreements contain the following information:

- The number of locations and spaces;
- The nature of the sharing arrangement;
- Exclusive use (time period);
- Maintenance responsibilities;
- Cost;
- Utility and tax payments;
- Signage;
- Design and pedestrian circulation;
- Enforcements procedures;
- Insurance;
- Indemnification;
- Termination; and
- Additional legal language.

(Source: *Shared Parking Handbook*. Portland, Oregon)

2. Parking Management Districts: A parking district can be created as a special district with the coordination and participation of property owners’ small and large, including public parking lots, garages and the on-street parking supply. The district would be responsible for the operations of the parking program. Each property is levied a fee based upon the assessed value of the property, and in return, the district is responsible for parking related maintenance, security, taxes, enforcement, utilities, and signage. Owners within the district typically retain title to their portion of the property used for parking. Bylaws establish the rules of participation, exemptions, and changes in land use, including new developments. A district

committee of elected participating members from the district is created to provide general oversight of the program and to respond to members concerns. The benefits of a Parking Management District are:

- Comprehensively planning and designing parking facilities to serve all businesses;
- Permits access to all the parking spaces at any time;
- Useful for multiple small property owners in compact pedestrian-oriented settings where parking is in short supply;
- Ability to park once and walk to businesses;
- Lots can be consolidated and circulation systematized;
- Potential to redesign parking lots to eliminate individualized lots to create larger lots; and
- Potential to charge for parking since motorists are accustomed to parking in downtown commercial business districts. Charging provides two benefits: (1) increasing the turnover rate; (2) potentially encouraging alternative means of transportation to the area.

3. Parking Regulations

Parking regulations can take the form of ordinances, codes or policies, which dictate parking requirements for existing and new land uses, including on-street parking facilities. Shared parking regulations should contain the following:

- A definition and brief understanding of what shared parking is;
- An intent and background section for;

- Options for applying shared parking within a jurisdiction's code;
 - A detailed example of how to calculate shared parking needs for businesses; and
 - Additional jurisdictional code issues
- (Source: *Shared Parking Handbook*. Portland, Oregon)

How is shared parking calculated?

Calculating the minimum number of parking spaces permitted in shared parking strategies for existing and new businesses or developments is a three step process:

1. Obtain the combined sum for the minimum number of parking spaces permitted for each land use by multiplying the amount of parking spaces required for each land use, based upon the parking ordinance, by the gross square feet of each land use.
2. Multiply the peak hour parking demand rate for each land use (see Urban Land Institute or Institute of Transportation Engineers Shared Parking guidelines for details) to obtain the minimum parking spaces permitted for each land use. Combine the results for each land use for the total minimum number of shared parking spaces permitted.
3. Compare the calculations from the two previous steps above and use the lesser of the two parking space requirements to establish the minimum number of parking spaces permitted in the shared parking arrangement.

Are there existing cases where shared parking strategies have been implemented or planned?

Shared parking has been in existence for decades; however, most arrangements have been informally implemented. Only recently has shared parking arrangements been documented. Oregon has been leading this endeavor with the release of the *Shared Parking Handbook* in 1997, which addresses strategies, local case studies, model agreements and ordinances, and public/developer/administrative concerns. Recently, however, given land use and transportation demand management pressures more municipalities are formally adopting shared parking strategies through plans, policies and practice. The following are several examples of case studies with different shared parking arrangements:

Ashland, Oregon

A local improvement district was formed among downtown property owners. Each business/owner was assessed fees based on the gross square footage, the location and the benefit that they would derive from the new lots. Part of the fee was collected monthly through the business's utility bill.

Tri-County Metropolitan Transportation District of Oregon (Tri-Met)

Tri-Met began operating its Metropolitan Area Express (MAX) light rail system in 1986 with 50 stations on its 33-mile network. As the network was being developed, Tri-Met utilized a demand model to project ridership levels,

population and land use changes, and parking demand at its stations. Based upon analyses, Tri-Met saw opportunities for shared parking and transit-oriented developments and deliberately undersized several park and ride facilities and implemented innovative shared parking strategies at many of its stations. In addition, policies were created to further promote shared parking strategies and partnerships.

Downtown West Hartford, CT

Landowners agreed to consolidate small parking lots located to the rear of downtown commercial buildings. The landowners share responsibility for maintaining and enforcing parking in the downtown area.

Tanasbourne Center, Washington County, Oregon

The area is comprised of a small mixed use center, including restaurants, cinema, and a bank. New commercial businesses were developed with reduced parking requirements due to the ability to share parking areas with the existing commercial businesses.

City of Mountain View, California

Downtown parking consists of 9 shared parking lots and garages, which are owned and maintained by the City's Parking District. An annual assessment is exercised from property owners, businesses and residents within the District for maintenance purposes.

Pacific Bellevue Center, City of Bellevue, Washington

The 422,000 square foot mixed-use development, which includes commercial/retail, office, and residents was developed based upon the

City of Bellevue's policies that encouraged shared parking arrangements. The shared parking arrangement allowed for commercial/office parking during the day and residential parking in the evening.

Examples of a Plan

Washington, D.C. Metropolitan Area

The Washington Metropolitan Area Transit Authority (WMATA), which operates the regions Metrorail line, produced a plan to promote a transit village at stations to reduce the dependency of automobile use in reaching the stations. The plan recommends reducing the number of parking spaces required and encourages alternative non-motorized means of traveling to the stations, thereby reducing the cost of constructing parking facilities. The plan also promotes the modification of land use regulations and the use of a transit overlay zone within a ½-mile radius of Metro Stations and transit stops.

What are some issues with shared parking?

The concept, types of strategies, and practice of developing shared parking arrangements is still relatively unfamiliar to most people responsible for implementing the arrangements, and therefore, issues arise, including:

- The shared parking process and requirements may deter business owners and developers from implementing arrangements.

- Overcoming the public perceptions of parking entitlement, whereby the parking supply is endless and free.
- Similar land use characteristics may prevent a successful arrangement.
- Government agencies may be reluctant to adopt minimum parking standards.
- Difficulty of enforcing since it requires flexible parking standards, verification and enforcement.
- There may be inadequate supply during unanticipated peak demand periods, which may result in spillover into adjacent non-participating lots or in residential neighborhoods.

(Source: *Parking Management. Community Choices Tool: Quality Growth*)

What suggestions are there to establish shared parking arrangements?

Shared parking arrangements are best tailored to each of the participating businesses specifications and/or a jurisdictions interest, capabilities and resources, which should be analyzed on a case by case basis. The following are a few suggestions to begin to develop the program.

- Establish standard procedures for implementing shared parking which specify how to calculate minimum parking requirements for different combinations of land uses, acceptable walking distances, requirements for sharing agreements, verification and enforcement.

- Educate and promote shared parking arrangements and the implementation procedures with planning agencies, developers, businesses and the public.
- Provide a maximum amount of on-street parking, and public off-street parking as a substitute for private off-street parking.
- Encourage alternative parking strategies such as the use of in-lieu fees to substitute for private off-street parking.
- Insure good pedestrian access and circulation, including way-finding signage.
- Prepare regular parking studies and obtain input from users about the shared parking arrangement.
- Anticipate the effects of spillover issues into the adjacent area and prepare regulatory and enforcement programs to prevent this problem.

Parking Management. Community Choices Tool: Quality Growth. Atlanta Regional Commission. 2003.

Parking Alternatives: Making Way for Urban Infill and Brownfield Redevelopment. U.S. Environmental Protection Agency. 1999.

CRCOG Best Practices Manual. Capital Region Council of Governments. Hartford, CT. www.crcog.org/Publications

References:

For more information, see the following references:

Shared Parking Handbook. Portland Metro. Portland, Oregon. 1997

Shared Parking: Sharing Facilities Among Multiple Users. TDM Encyclopedia, Victoria Transport Policy Institute (Updated 2005) www.vtppi.org/tdm

Building Healthier Neighborhoods with Metrorail: Rethinking Parking Policies. Chesapeake Bay Foundation (2001).