

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

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CONTENTS

I	INTRODUCTION & ENGAGEMENT	01
II	GOAL 1: Guide Development to Maintain and Enhance the Character of Summit	06
III	GOAL 2: Maintain a Dynamic and Vibrant City	15
IV	GOAL 3: Improve Connectivity between People and Places to Promote a Healthy and Vibrant Community	27
V	GOAL 4: Promote a City that is Welcoming to Residents of All Ages, Races, Ethnicities, Abilities and Income Ranges	33
VI	GOAL 5: Build Economic Resiliency by Supporting Reinvestment	36
VII	GOAL 6: Preserve and Enhance Natural Beauty, Open Space and Community Facility Assets for Future Generations	39
VIII	APPENDICES APPENDIX A: Issues and Objectives in Past Planning APPENDIX B: Changes Since the 2006 Master Plan Re-examination	45

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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

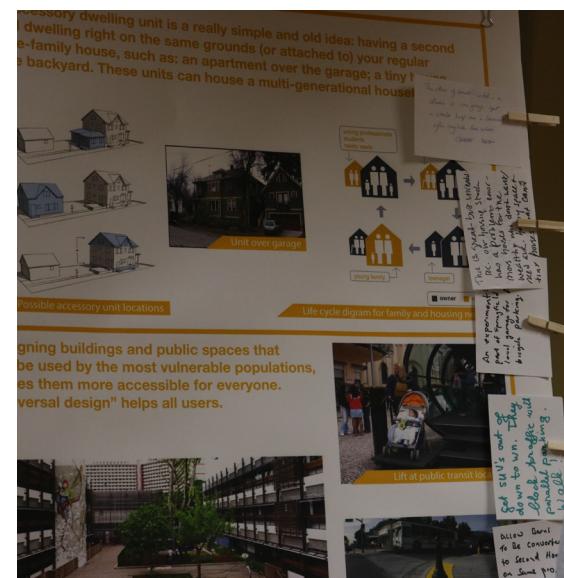
This Master Plan re:Vision document was developed as part of a robust public process that reached a broad spectrum of Summit residents, businesses, workers, local officials, and stakeholders. It is based on and incorporates the many ideas, opportunities, challenges, and observations voiced by citizens 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.



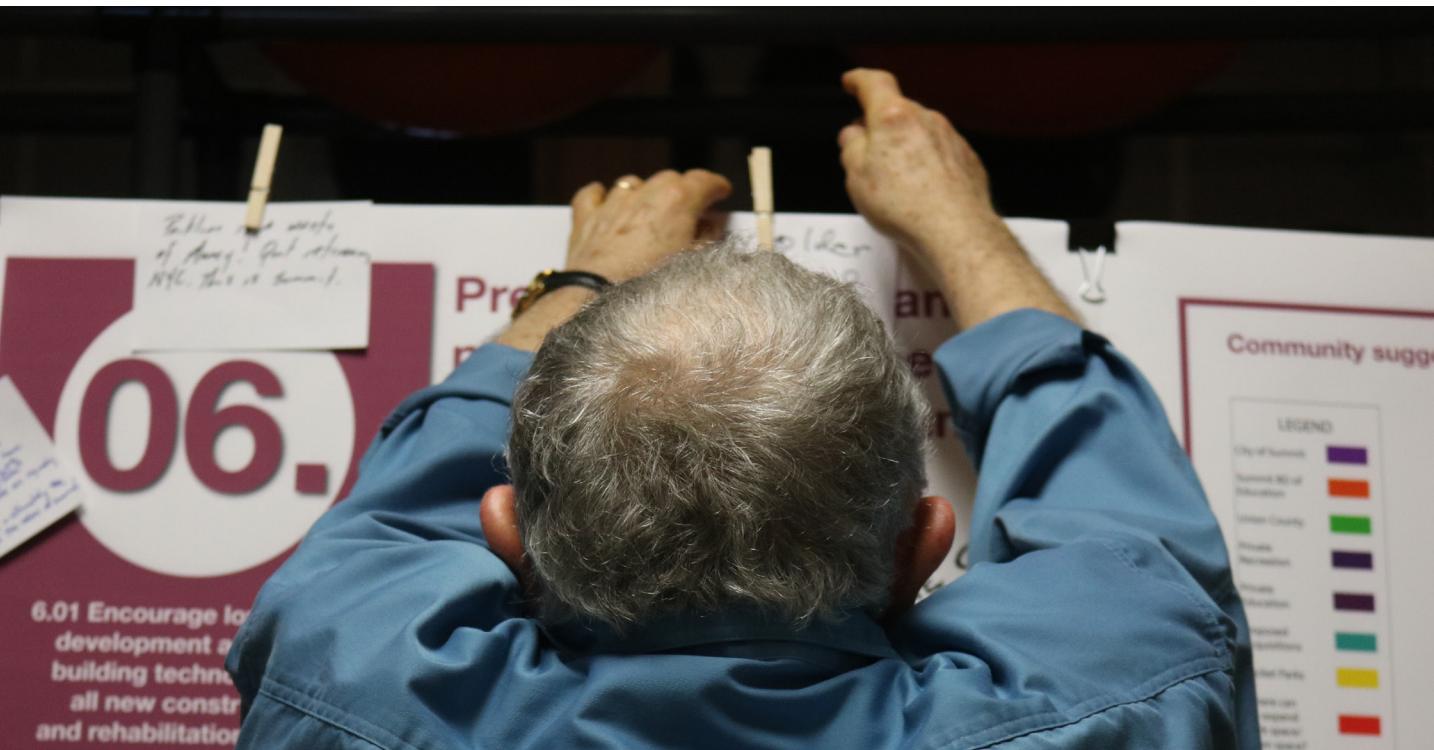
pedestrian safety improvements, circulation and traffic issues, opportunities for community facility improvements, and ways we can better utilize the Village Green.

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





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

→ 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.

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

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”

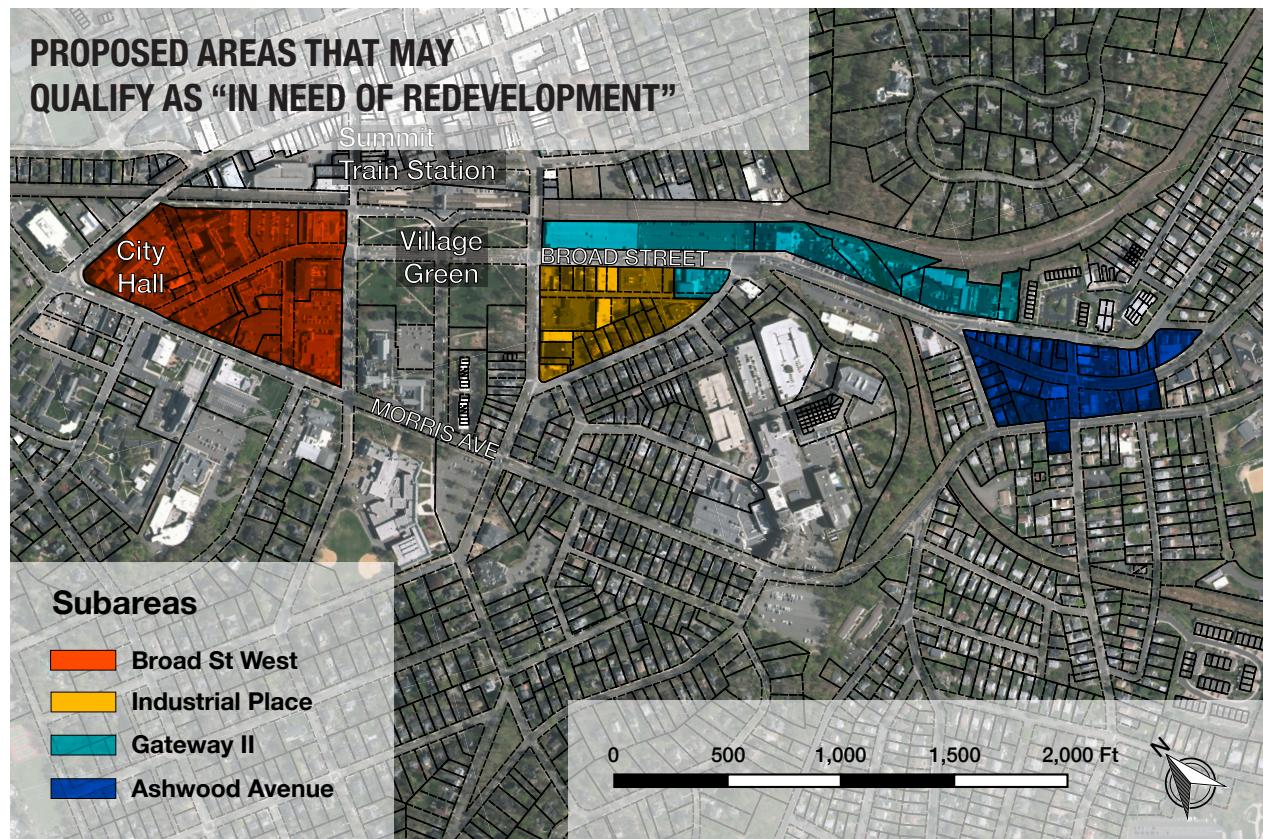
The New Jersey Local Redevelopment and Housing Law allows municipalities to adopt “redevelopment plans” for areas that have been designated as “in need of redevelopment” or “in need of rehabilitation.” A redevelopment plan may supersede the applicable provisions of the local zoning ordinance or constitute 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.



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.

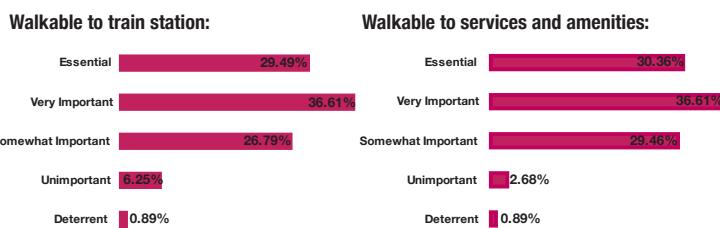
Current housing options downtown are limited. Constrained availability of land, small lot sizes with disparate ownership and a shortage of suitable resident parking hinder opportunities for private development.

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.



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

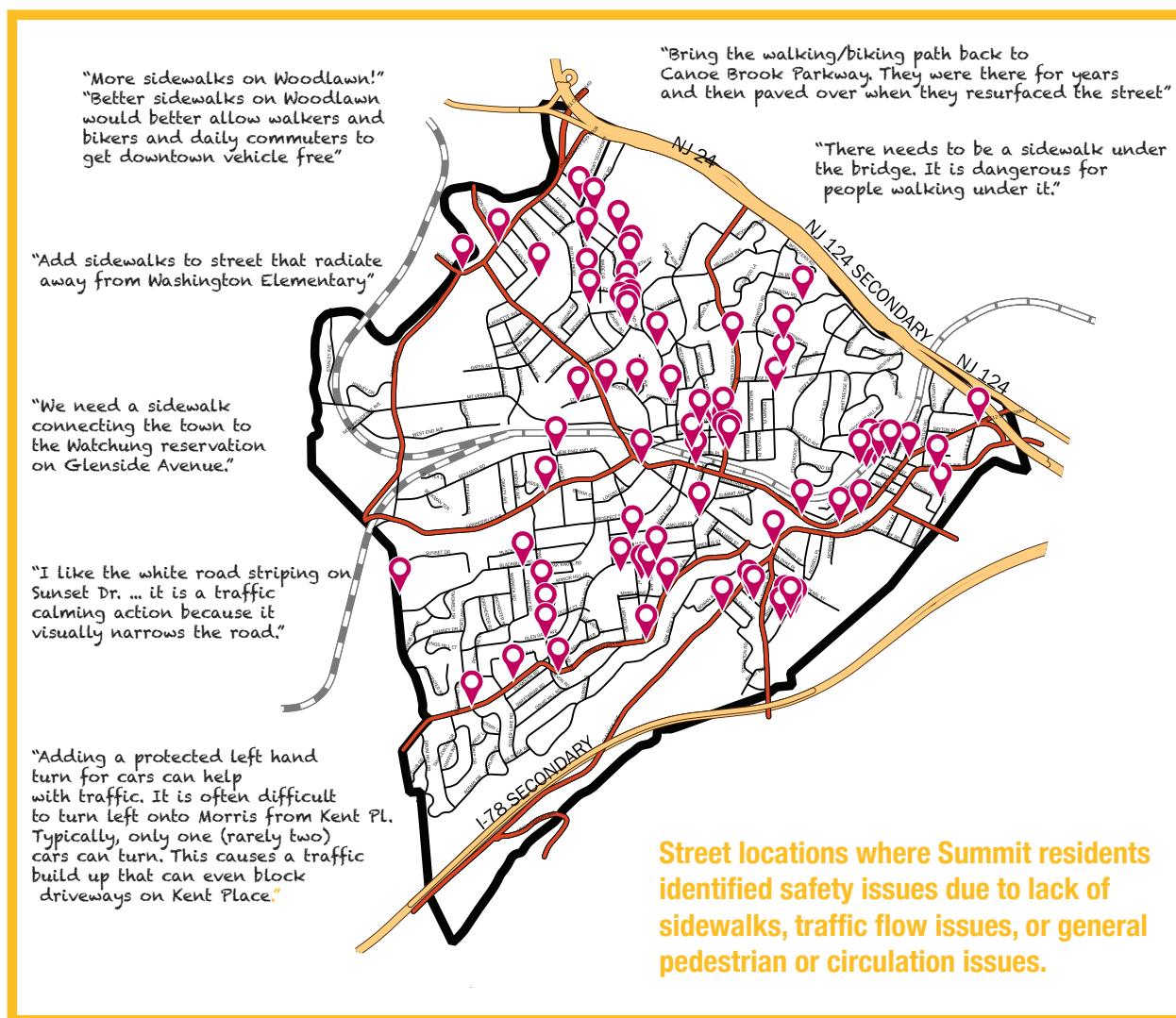
Residents have overwhelmingly stressed the need for pedestrian and safety improvements of the pedestrian and bicycle infrastructure in Summit. Particular concern is focused on gaps in the sidewalk network throughout the City.

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

- ➔ 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.

- ➔ 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.



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

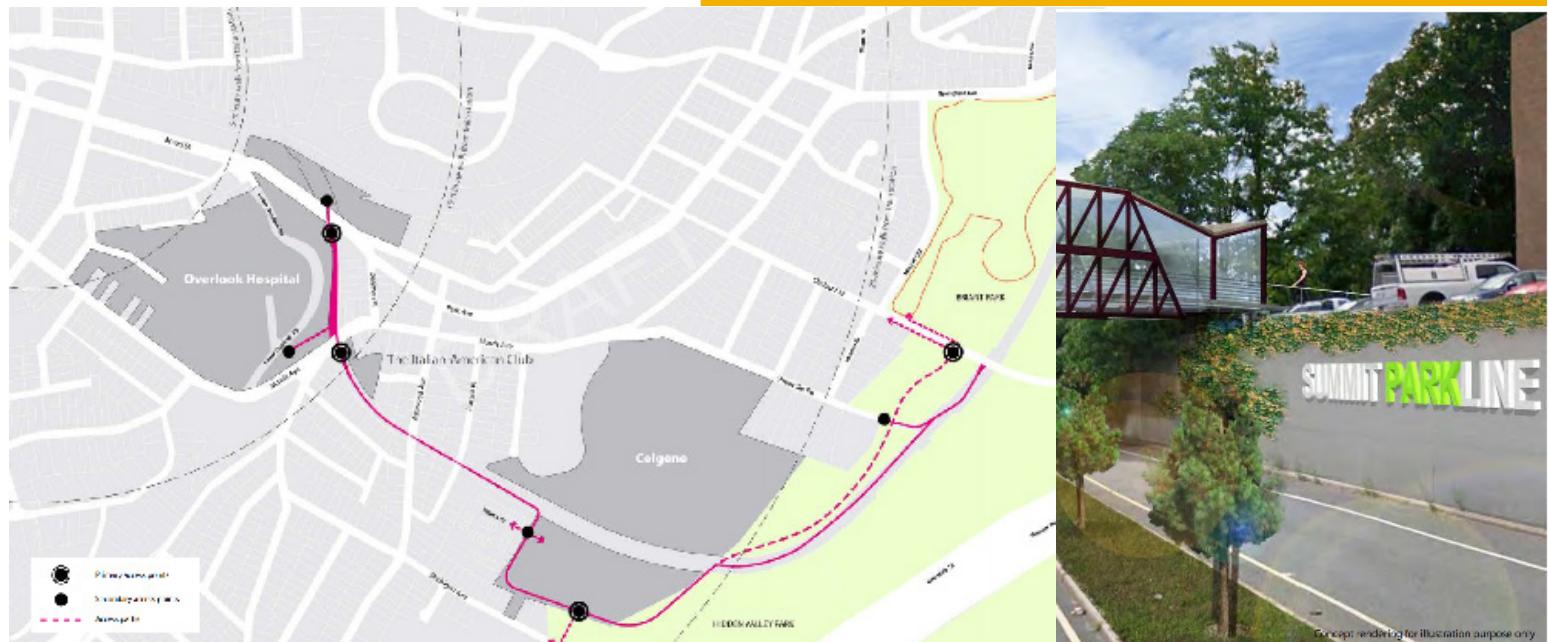
Opportunities to secure additional open space and recreation assets in communities that are largely built-out are rare. The Summit Parkline, a proposed horizontal park along the Rahway Valley Railroad right-of-way, is one of those rare opportunities. The Parkline investment holds not only the opportunity 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.

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.

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.

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.



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.

- 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.

Actions & Strategies

- 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.

- 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).

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

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

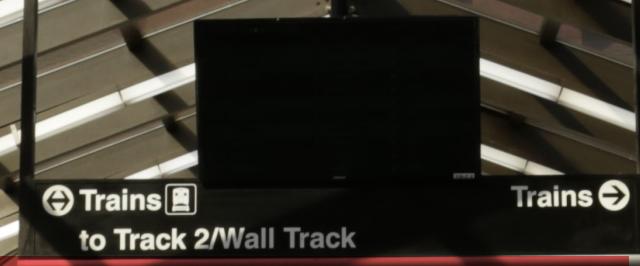
Open space and recreation improvements can contribute to more than just the wellbeing and quality of life of residents. They can also function as economic development tools that help a community stand out and establish a unique competitive advantage.

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 Master 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

seeking to provide economic stability, public safety, retention of employment opportunities and neighborhood preservation.

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.

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