



**MORRISTOWN  
PARKING AUTHORITY**  
ESTABLISHED MARCH 6, 1956

## WHAT WE ARE ABOUT



## TEAM PLAYERS...

**INFORMATIONAL**

**- HISTORY:**

CREATION OF PARKING AUTHORITIES

- STATE OF NEW JERSEY – 1947
- MORRISTOWN PARKING AUTHORITY – 1956

THE MORRISTOWN PARKING AUTHORITY IS ONE OF THE MOST RESPECTED PARKING AUTHORITIES IN NEW JERSEY.

**- MORRISTOWN PARKING AUTHORITY RESPONSIBILITIES:**

BUILD, MAINTAIN AND OPERATE A DEPENDABLE PARKING SYSTEM AND TO ADDRESS FUTURE DEMAND.

- ON STREET PARKING AND ENFORCEMENT
- OFF STREET PARKING AND ENFORCEMENT
- RESIDENTIAL PARKING ENFORCEMENT

**- SOURCES OF FUNDS:**

- PARKING REVENUE
- DEVELOPMENT PROJECTS
- OFFICE BUILDING RENTS

THE MORRISTOWN PARKING AUTHORITY HAS NEVER BEEN SUBSIDIZED BY THE TOWN OR ANY OTHER ENTITY. THE MORRISTOWN PARKING AUTHORITY DOES NOT RECEIVE ANY MONEY FROM PARKING TICKETS. THE MORRISTOWN PARKING AUTHORITY PAYS FOR ENFORCEMENT AND THE TOWN AND STATE RETAIN THE FINES.

**- DEVELOPMENTS: (SINCE 1986)**

- ANN/BANK PARKING GARAGE/500 SPACE GARAGE
- CHANCERY SQUARE PROJECT (CATTANO AVENUE)
- DALTON PARKING GARAGE (CATTANO AVENUE)/700 SPACE GARAGE
- FORMER MACY’S BUILDING/NORTH PARK PLACE
- GRANITE MORRISTOWN PROJECT (WASHINGTON STREET/CATTANO AVENUE)
- WAYFINDING SIGN PROGRAM
- SPEEDWELL AVENUE (PENDING)
- MARKET STREET ( SIMON PROJECT) (PENDING)
- VAIL COMMONS CONDOMINIUM PROJECT (PROSPECT ST./SPEEDWELL AVENUE)
- VAIL MANSION FACILITIES/100 SPACE FACILITY
- EPSTEIN’S REDEVELOPMENT PROJECT/MPA GREEN OFFICE BLDG/800 SPACE GARAGE
- WASHINGTON/CATTANO PROJECT (WASHINGTON CATTANO BUILDERS LLC)

**GENERAL**

THE PARKING AUTHORITY’S 3,596 SPACE PARKING SYSTEM IS MAINTAINED IN A FIRST CLASS FASHION. IN 1956 THE TOWN LEADERS DECIDED TO ESTABLISH THE PARKING AUTHORITY FOR THE PURPOSE OF HAVING AN AGENCY SOLELY RESPONSIBLE FOR THE PROPER MAINTENANCE AND EXPANSION OF THE PARKING SYSTEM. HAD THAT NOT BEEN DONE, UNDOUBTEDLY RECEIPTS WOULD BE USED FOR OTHER PURPOSES. WHEN PARKING BECOMES A SECONDARY CONCERN YOU END UP WITH AN INADEQUATE AND POORLY MAINTAINED PARKING SYSTEM. ALL TOO OFTEN THAT IS THE PITFALL OF A DOWNTOWN. WHEN THE MORRISTOWN PARKING AUTHORITY TOOK OVER MANY TOWN LOTS WERE COVERED WITH LITTER, TREE TRUNKS AND ROOTS THROUGHOUT, AND IN A STATE OF TOTAL DISREPAIR.

NOW SOMETHING ABOUT THE MORRISTOWN PARKING AUTHORITY. PARKING AUTHORITIES IN GENERAL, BEING THE AGENCY RESPONSIBLE FOR ENFORCING PARKING REGULATIONS, ARE OFTEN SEEN ONLY AS THE “BAD GUYS”. LET’S FACE IT, NO BODY LIKES GETTING PARKING TICKETS. BUT THE PARKING AUTHORITY DOES FAR MORE THAN THAT. IT WORKS CLOSELY WITH THE TOWN, COUNTY OF MORRIS AND FOR TWENTY YEARS HAS HAD AN EXCELLENT WORKING RELATIONSHIP WITH THE BUSINESS COMMUNITY WHICH HAS ONLY IMPROVED WITH THE ESTABLISHMENT OF THE MORRISTOWN PARTNERSHIP AND HAS CONTRIBUTED TO THE VITALITY OF THE TOWN. NEVERTHELESS, DESPITE HAVING TO ASSUME THE ROLE AS “BAD GUYS” OVER THE YEARS THE PARKING AUTHORITY HAS EARNED THE RESPECT OF THE TOWN, BUSINESS COMMUNITY AND ALL THOSE IT HAS BEEN INVOLVED WITH.

**SOME MORRISTOWN PARKING AUTHORITY CONTRIBUTIONS TO TOWN**

➤ ORIGINALLY, THE POLICE ENFORCED ALL PARKING REGULATIONS FOR METERED SPACES AND PROHIBITED AREAS WITHIN THE CENTRAL BUSINESS DISTRICT. YEARS AGO, AND TO ALLOW THE POLICE TO SPEND THEIR TIME MORE EFFECTIVELY, THE PARKING AUTHORITY ASSUMED MOST OF THAT RESPONSIBILITY AT A COST TO THE PARKING AUTHORITY OF APPROXIMATELY \$100,000 PER YEAR. THAT’S AN ANNUAL SAVINGS OF AT LEAST \$100,000 TO THE TOWN.

➤ CONTRARY TO WHAT MOST THINK, THE PARKING AUTHORITY DOES NOT GET ANY MONEY FROM PARKING TICKETS. PARKING TICKET FINE MONEY GOES TO THE TOWN AND STATE, AS FOLLOWS:

TOWN:            In 2011 APPROXIMATELY \$285,000

STATE:           In 2011 APPROXIMATELY \$165,000

THE PARKING AUTHORITY HAS NEVER SOUGHT, REQUESTED OR EXPECTED FINE MONEY.  
THAT’S REVENUE OF \$285,000 TO THE TOWN.

IN ADDITION, IN 2010 THE PARKING AUTHORITY ASSUMED RESPONSIBILITY FOR ENFORCEMENT OF

THE RESIDENTIAL PARKING PROGRAM WHICH WILL ENHANCE THE AMBIANCE OF THE RESIDENTIAL NEIGHBORHOODS AND GENERATE APPROXIMATELY \$145,000 IN ADDITIONAL REVENUE ANNUALLY TO THE TOWN. THIS IS AT AN ANNUAL COST TO THE PARKING AUTHORITY OF THE SOME OF \$50,000.

- THE PARKING AUTHORITY HAS ALWAYS PAID PROPERTY TAXES ON ITS OFFICE BUILDING AND WILL WITH TENANTS PAY APPROXIMATELY \$60,000 PER YEAR IN PROPERTY TAXES FOR NEW MAPLE AVENUE OFFICE BUILDING.
- SIGNIFICANTLY, THE MORRISTOWN PARKING AUTHORITY IS ONE OF THE FIRST, IF NOT THE FIRST PUBLIC AGENCY IN MORRISTOWN TO TOTALLY EMBRACE AND COMMIT TO THE CONCEPT OF A SUSTAINABLE MORRISTOWN INITIATIVE AS EVIDENCED BY THE LEED GOLD CERTIFIED 14 MAPLE AVENUE OFFICE BUILDING AND DEHART STREET GARAGE. THAT CERTAINLY ENHANCES THE STATUS OF THE TOWN. THE MPA WILL WORK WITH THE MORRISTOWN PARTNERSHIP IN ACHIEVING THAT GOAL; HOWEVER, IT'S CERTAINLY NOT WITHOUT COST TO THE MORRISTOWN PARKING AUTHORITY.
- THE MORRISTOWN PARKING AUTHORITY, MORRISTOWN PARTNERSHIP AND MORRIS COUNTY VISITORS CENTER WERE KEY IN THE IMPLEMENTATION OF THE MORRISTOWN WAYFINDING SIGN PROGRAM. THE MORRISTOWN PARKING AUTHORITY IN COOPERATION WITH MORRIS COUNTY VISITORS CENTER HAS TAKEN RESPONSIBILITY FOR THE OVERSEEING AND MAINTENANCE OF THE WAYFINDING SIGNS THROUGHOUT TOWN. THIS IS A COSTLY PROGRAM FOR THE MORRISTOWN PARKING AUTHORITY AND IS A DIRECT SAVINGS FOR THE TOWN.
- THE MORRISTOWN PARKING AUTHORITY HAS WORKED IN COOPERATION WITH THE MORRISTOWN PARTNERSHIP TO BRING FREE ON-STREET/OFF-STREET PARKING TO THE BUSINESS COMMUNITY DURING THE HOLIDAY SEASON. FURTHER, THE MORRISTOWN PARKING AUTHORITY HAS REDUCED THE AMOUNT THAT THE MORRISTOWN PARTNERSHIP REIMBURSES THE MORRISTOWN PARKING AUTHORITY.
- THE MORRISTOWN PARKING AUTHORITY HAS DEVELOPED A FINE WORKING RELATIONSHIP WITH THE MORRISTOWN PARTNERSHIP WHICH HAS BROUGHT THE AUTHORITY AND BUSINESS COMMUNITY CLOSER. INDEED, THE MORRISTOWN PARKING AUTHORITY PROVIDES DISCOUNT PARKING FOR BUSINESS PATRONS (PARKING VALIDATION PROGRAM) AND EMPLOYEES (PART-TIME EMPLOYEE DEBT PROGRAM) AND PROVIDES FREE STORAGE SPACE TO THE MORRISTOWN PARTNERSHIP FOR IT'S PROMOTIONAL MATERIAL.
- THE MORRISTOWN PARKING AUTHORITY PROVIDES ITS FACILITIES FREE OF CHARGE FOR SPECIAL TOWN EVENTS (PARADES, FIRST NIGHT, FARMERS MARKET), AND ACCOMMODATES PARKING FOR WEDDINGS AND FUNERALS.

- THE MORRISTOWN PARKING AUTHORITY HAS ALLOWED FREE PARKING TO MORRISTOWN RESIDENTS DURING SNOW REMOVAL EMERGENCY CONDITIONS. IN ADDITION, RECENTLY, THE MORRISTOWN PARKING AUTHORITY IMPLEMENTED A POLICY OFFERING PREFERRED PARKING TO MORRISTOWN RESIDENTS IN THE REAR OF THE MORRISTOWN TRAIN STATION AND REDUCED RATE PARKING FOR MORRISTOWN HIGH SCHOOL STUDENTS.
- THE MORRISTOWN PARKING AUTHORITY PROVIDED FINANCIAL ASSISTANCE TO THE TOWN TOTALING, \$545,000 IN CASH CONTRIBUTIONS (2006, 2007, 2008, 2010, 2011, 2012) AND WAIVED \$220,000 IN MONEY DUE THE PARKING AUTHORITY FROM THE TOWN IN CONNECTION WITH THE HOUSING AUTHORITY PROJECT LAND LOSS ON ANN STREET.

### **CONTRIBUTION / FUNDS**

- THE MORRISTOWN PARKING AUTHORITY IS A SMALL BUT EFFICIENT ORGANIZATION.
- MORRISTOWN PARKING AUTHORITY:
  - CLOSED ON VAIL MANSION FACILITIES  
(100 PUBLIC PARKING SPACES)  
\$1,500,000
  - ENGAGED IN EPSTEINS REDEVELOPMENT  
(800 PUBLIC PARKING SPACES/LEED OFFICE BUILDING)  
\$27,000,000, THIS HAS LEVERAGE SOME \$150 MILLION  
PRIVATE CAPITAL INVESTMENT
- CURRENT (APPROXIMATE) OUTSTANDING DEBIT \$37,770,000

THE MORRISTOWN PARKING AUTHORITY HAS MORE THAN TRIPLED ITS DEBT SERVICE OBLIGATION. IN 2009 AND 2010 ANNUAL DEBT SERVICE PAYMENTS INCREASED WELL OVER \$1,000,000 MORE THAN CURRENT LEVELS. IN ADDITION, WITH NEW FACILITIES OPERATING EXPENSES WILL INCREASE SIGNIFICANTLY.

NOTABLY, NEW FACILITIES TYPICALLY TAKE APPROXIMATELY 3 TO 5 YEARS BEFORE REVENUES REACH ANTICIPATED LEVELS.

ACCORDINGLY, IT WOULD NOT BE PRUDENT OR FISCALLY RESPONSIBLE FOR THE MORRISTOWN PARKING AUTHORITY TO COMMIT ANY ADDITIONAL REVENUES. PER OUR PARKING CONSULTANT'S ANNUAL REPORT "A FISCALLY RESPONSIBLE APPROACH MUST BE MAINTAINED IN ORDER TO INSURE THAT ADEQUATE SURPLUS RESERVES ARE BEING PUT ASIDE FOR FUTURE DEBT SERVICE".

IN ITS 56 YEAR HISTORY THE MORRISTOWN PARKING AUTHORITY HAS NEVER TAKEN ONE CENT FROM THE TOWN, NOT ABOUT TO START NOW.

## **FUNDS**

THE MORRISTOWN PARKING AUTHORITY HAS VARIOUS FUNDS THAT ARE CONNECTED TO THE 2007 AND 2011 GUARANTEED PARKING REVENUE BONDS.

### **IMPROVEMENT FUND ACCOUNT**

CURRENTLY \$102,000.00  
FROM THE IMPROVEMENT FUND CAPITAL IMPROVEMENTS AND EMERGENCY REPAIRS ARE PAID.

A PARTIAL LISTING OF SOME OF THOSE ANTICIPATED CAPITAL IMPROVEMENTS ARE AS FOLLOWS:

<u>2012</u>	
ELEVATOR UPGRADE	\$105,189
ELEVATOR EMERGENCY RECALL SYSTEM	\$53,144
PARKING EQUIPMENT UPGRADE	\$132,000

NEEDLESS TO SAY, THOSE CAPITAL IMPROVEMENTS ALONE SIGNIFICANTLY REDUCE FUND LEVELS AND DO NOT INCLUDE UNFORESEEN REPAIRS ETC. IN OTHER WORDS MONEY CAN GO VERY QUICKLY. AGAIN, NOW, MORE THAN EVER BEFORE, A FISCALLY RESPONSIBLE APPROACH IS CRITICAL.

## **COMMUNICATION**

AS FOR ACCOUNTABILITY AND COMMUNICATION, THE PARKING AUTHORITY HAS ALWAYS HAD A REPRESENTATIVE, OR TWO, OF THE TOWN COUNCIL APPOINTED AS LIAISON FOR THE PURPOSE OF ATTENDING MEETINGS AND REPORTING TO THE TOWN COUNCIL AND ADMINISTRATION. THE MAYOR ALSO ATTENDS PARKING AUTHORITY MEETINGS FROM TIME TO TIME. IN ADDITION, ON A QUARTERLY AND ANNUAL BASIS AUDITS ARE FILED WITH THE TOWN COUNCIL AND ADMINISTRATION, AS IS A COMPREHENSIVE ANNUAL REPORT ON THE MORRISTOWN PARKING AUTHORITY. ALL ANNUAL REPORTS ARE ALSO ON FILE WITH THE JOINT FREE PUBLIC LIBRARY OF MORRISTOWN AND MORRIS TOWNSHIP. NOTICE OF PARKING AUTHORITY MEETINGS ARE ALSO PUBLISHED IN THE NEWSPAPER AND CONDUCTED IN PUBLIC SESSION AND POSTED ON THE TOWN WEBSITE.

- THE PARKING AUTHORITY DOES NOT INITIATE DEVELOPMENT; IT RESPONDS TO EXISTING DEMAND AND SERVES AS A TOOL TO SUPPORT THE TOWN'S DEVELOPMENT DECISIONS, WHICH IN TURN HAS HELPED THE TOWN GENERATE SIGNIFICANT NEW RATABLES. ALL THOSE RELATED COSTS HAVE BEEN BORNE BY THE PARKING AUTHORITY, NOT THE TOWN.
- THE PARKING AUTHORITY ALWAYS REPORTED TO THE TOWN ON SPECIAL PROJECTS.
- IN CONCLUSION, THE MORRISTOWN PARKING AUTHORITY IS CONSIDERED ONE OF THE PREMIER PARKING AUTHORITIES IN THE STATE, AND HAS PRIDE IN ITS PROFESSIONAL APPROACH, ACCOMPLISHMENTS AND APOLITICAL POSTURE.

# SUMMARY

## SUMMARY

SUMMARY OF FINANCIAL AND NON-FINANCIAL CONTRIBUTIONS  
MADE BY THE PARKING AUTHORITY TO THE TOWN OVER THE  
PAST FEW YEARS.

DIRECT FINANCIAL CONTRIBUTIONS MADE BY PARKING AUTHORITY TO THE TOWN	REVENUE GENERATED BY THE PARKING AUTHORITY FOR THE TOWN	IN DIRECT FINANCIAL AND NON-FINANCIAL SUPPORT BY PARKING AUTHORITY
FINANCIAL ASSISTANCE (SINCE 2006) GIVEN TO THE TOWN \$545,000	PARKING TICKET FINE MONEY (3 YEARS) \$750,000*	TOWN SAVINGS WITHOUT THE NEED TO ENFORCE PARKING REGULATIONS (3 YEARS) \$300,000*
MONEY WAIVED WHICH WAS DUE TO THE PARKING AUTHORITY FROM LOSS OF PARKING LOT TO HOUSING AUTHORITY PROJECT \$220,000		HAS ALSO ALLOWED THE MORRISTOWN POLICE TO SPEND THEIR TIME MORE EFFECTIVELY
		SUPPORTED RATABLE GROWTH \$138,701,875* MPA PROJECTS
PILOT PAYMENTS FROM 14 MAPLE AVENUE OFFICE BUILDING (3 YEARS) \$180,000*		MPA ASSUMES MUCH OF THE RESPONSIBILITY FOR THE TOWN'S WAYFINDING SIGN PROGRAM
		FREE OF CHARGE PARKING DURING CERTAIN TOWN EVENTS AND FOR TOWN RESIDENTS DURING DECLARED SNOW EMERGENCIES
* APPROXIMATE		

**MPA SUPPORTED RATABLE GROWTH**

<b>PROPERTY</b>	<b>ASSESSMENT</b>	<b>LOCAL TAX (1.016)</b>	<b>TOTAL TAX (\$2.635)</b>
Century 21	12,100,000	122,936	318,835
6 Washington St.	741,300	7,532	19,533
10 Washington St.	1,330,000	13,513	35,046
14 Washington St.	2,029,000	20,615	53,464
18 Washington St.	2,401,600	24,400	63,282
Provident Bank	1,451,600	14,748	38,250
10 Park Place      8,035,100 x 25%	2,008,775	20,409	52,931
Chancery Square	15,500,000	157,480	408,425
Morristown Plaza	20,160,800	204,834	531,237
40 Park-76 Residential Units	45,133,500	458,556	1,189,268
Metropolitan- Residential	25,500,000	259,080	671,925
40 Park Retail	6,542,000	66,467	172,382
Metropolitan Retail	400,000	4,064	10,540
14 South Street      2,850,000 x 20%	570,000	5,791	15,020
10 Wilmot St.	916,400	9,311	24,147
14 Maple Ave. PILOT		36,000	
45 Washington Street	1,916,900	19,476	50,510
<b>Total</b>	<b>138,701,875</b>	<b>1,445,212</b>	<b>3,654,794</b>

**ADVANTAGES  
OF A  
PARKING  
AUTHORITY**

## Advantages of a Parking Authority

**Prepared By: Robert S. Goldsmith, Esq.**

Parking is an asset crucial to the vitality of any downtown area and particularly crucial to the redevelopment efforts currently underway. A governing body of a municipality has a broad array of concerns that place demands on the governing body. These concerns include police protection, fire protection, taxes, recreation, business, roads, sewers, infrastructure, capital improvements and parking. Not surprisingly, parking is not the primary focus of the Morristown Town Council or many governing bodies of municipalities in and around the state.

Parking is necessary to a vital thriving municipality. The New Jersey Legislature has recognized that and the governing body of Morristown has recognized that a Parking Authority is a key tool in the economic and social revitalization of the Town of Morristown. The New Jersey Supreme Court vigorously and unequivocally backed the Legislature in the creation of Parking Authorities. It recognized that “[t]he parking problem confronting urban municipalities in New Jersey and elsewhere is a serious one.” *DeLorenzo v. City of Hackensack*, 9 N.J. 379, 384 (1952). The New Jersey Supreme Court recognized in the face of a broad based constitutional and statutory challenge that Parking Authorities were a viable method to address crucial parking issues in downtowns. See, *Broadway National Bank v. Parking Authority of City of Bayonne*, 40 N.J. 227, 236 (1963).]

### Focus

Perhaps most significantly, a Parking Authority takes responsibility for parking from the governing body, which as noted above, has many broad and diverse concerns with which to deal. The creation of a Parking Authority vests power and responsibility for parking in a board that is focused on parking issues. The Parking Authority may then take parking issues which are complex and long term and address their constituent elements such as facilities, staffing, enforcement, income, budget, planning, rate setting, revenue collection, maintenance and expansion.

## **Flexibility**

The Legislature has also seen fit to give broad powers to a Parking Authority. It is a flexibility that is not generally available to municipal government. See, *Camden Plaza Parking v. City of Camden*, 16 N.J. 150, 156 (1954) (the Court noted that “the only statutory authority whereby municipally-owned lands may be leased to private persons to construct and operate a public off-street parking facility is that which is given a Parking Authority created under the Parking Authority law of 1948”). A municipality without a Parking Authority does not have that power or flexibility. There are other powers available to a Parking Authority, which also provide greater flexibility than that given to a municipality. See N.J.S.A. 40:11A-6. Those powers provide not only flexibility, but also the capacity to deal in innovative ways with complex parking issues that will arise in the course of the major redevelopment efforts.

## **Debt**

A Parking Authority provides the advantage of issuing debt without burdening the taxpayers of the municipality. It is a method of causing users to pay for needed parking facilities through a revenue system rather than a tax structure. This is indeed a contemporary concept but its roots go back to the same post-war era. See, *DeLorenzo*, supra, 9 N.J. at 385. The Parking Authority Law specifically provides that a Parking Authority can issue debt “which shall not constitute an indebtedness within the meaning of any constitutional or statutory debt limitation or restriction.” N.J.S.A. 40:11(a-9). While a Parking Authority often requires the guarantee of a municipality to support the issuance of debt at reasonable market rates, the Legislature has specifically provided that such guarantee shall be attributable to gross debt but not the net debt of the municipality. Thus a guarantee does not adversely impact the ability of Morristown to issue necessary debt. See, N.J.S.A. 40:11A-22(2).

## **Better Coordination and Control of Parking Resources and Facilities**

Because of the Parking Authority's unique ability to focus on parking issues and its greater independence, it is in a position to better effectuate coordination and control over the myriad issues affecting parking systems.

A Parking Authority provides the ability to coordinate short and long-term goals; address shared parking concerns and facilitates public-private partnerships on parking issues.

Shared parking is a concept by which parking spaces can be used to serve two or more individual land uses without conflict or encroachment. Shared parking is particularly useful where there are variations in the peak accumulation of parked vehicles as the result of different activity patterns of adjacent or nearby land uses by hour, by day or by season. For example, office would have a peak demand in the range of 9:00 a.m. to 5:00 p.m.

This blends or complements residential development where the peak demand is in the range of 7:00 p.m. to 8:00 a.m. If each use were to require 250 parking spaces, instead of a capital outlay to support 500 spaces, a properly regulated facility of approximately 300 spaces could easily meet demand for both office and residential uses. The effect is to save approximately \$750,000 for a surface facility or in excess of \$2 million for a structured facility. In addition, there will be substantial savings in operations, maintenance and enforcement for a 300-space facility versus a 500-space facility

Another application for shared parking is relationships among land use activities that result in peoples' attraction to two or more land uses on a single trip to a given area or development. For example, individuals going to a downtown area for dinner and shopping or dinner and a movie. Both of the patterns described above are particularly applicable to urban areas such as Morristown. In any shared parking context it is crucial that control be centralized and that management and enforcement are effective, flexible and focused.

## The ENO Foundation Study

The Independent ENO Foundation for Highway Traffic Control undertook an oft-cited and well-respected study of parking issues in the same post-World War II era. That study, PARKING AUTHORITIES (1953) continues to be cited and relied upon by traffic and parking consultants to the present. Indeed, the results of that study have been proven over the last half-century.

The ENO study shows a recognition of the need for a comprehensive long-term strategy to address parking issues affecting urban areas. The ENO study analysis parallels the conclusions reached by the New Jersey Legislature in its authorization of Parking Authorities. The insights reflected in the Study speak for themselves; they are valid perceptions of problems encountered in the 1950's as well as today. Among other things, the study recognized that:

- The most effective regulation of curb parking cannot be obtained unless a coordinated agency controls off-street parking as well.
- Only centralized responsibility for off-street parking can result in the development of a permanent and integrated system and facilities.
- Traffic congestion is closely associated with the parking deficiencies. Efforts to expedite traffic movements require coordinated control over the design and distribution of terminal (parking) facilities.
- Reasonably complete parking relief cannot be realized through the undirected and sporadic efforts of private initiative alone.
- Long-range solutions must contemplate both short time (transient) and long time (monthly) parking needs and follow a comprehensive plan for facility development and location. Id. at 13 (emphasis added).

These are all functions that are best implemented by a Parking Authority.

The factors cited above, i.e., focus, flexibility, debt, independence and better coordination and control, support a conclusion that a Parking Authority is an efficient and feasible means of providing and financing parking projects.

The ENO Foundation Study presents an even more comprehensive list of advantages for the authority form of parking administration:

- **A Parking Authority provides the agency for initiating parking relief measures on a scale commensurate with the magnitude and importance of the problem.**

That is, parking is a major issue facing downtowns, by vesting a Parking Authority with responsibility; focus is achieved as contrasted with a governing body balancing one problem of substantial magnitude with many other problems of comparable magnitude.

- **Powers given the agency are broad enough to permit the authority to deal effectively with the local problem but sufficiently restricted to prevent misuse.**

The New Jersey Legislature has given broad power and flexibility to Parking Authorities.

- **With the flexible powers granted a Parking Authority it can plan and pursue the most advantageous course in providing municipal parking, whether that be through leasing particularly suitable sites, outright purchase of locations, or cooperative action with existing parking concerns and merchant groups.**

Again, there is great flexibility as granted by the Legislature and as recognized by the New Jersey Supreme Court in *City of Camden*, supra, 16 N.J. at 156, to permit Parking Authorities to tailor programs to meet particular needs.

- **The authority is a self-sustaining organization, powers to levy or assess general taxes are not normally granted, and none of the debt incurred by authorities obligates the taxpayers or impairs the general city credit.**

With a Parking Authority the financial burden for parking rests with the user not the taxpayer.

- **Being dependent upon their own earnings for continuation, there is an incentive to develop high management and personnel efficiency.**

As self-sustaining entities, Parking Authorities provide an efficient well-managed system, they do not have the deep pockets of taxpayers upon which to rely or fall back.

- **The centralized responsibility for all parking locations that accompanies authority operations minimizes financing problems and permits the development of uniform, high standards of service.**

This is a crucial aspect with respect to the need for an effective and efficient shared parking operation that can balance the needs of residential, retail and office use.

- **Having only one responsibility, authorities can maintain constant contact with the changing aspects of that one problem, and provide the city with a permanent, unified parking system.**

As noted above, focus is necessary and crucial for a problem of substantial magnitude and so important to the well being of the municipality.

- **Because they are non-profit, public benefit corporations, authorities can be expected to provide a coordinated system of stable, convenient, off-street parking at reasonable rates.**

Parking Authorities need only concern themselves with parking, they need not subsidize other demands of a municipality, nor do they need to provide a return on investment as required by the private sector. Parking Authorities can utilize the resources of on-street parking meters to subsidize parking facilities which would not otherwise be self supporting. (Parking meters also have the added benefit of encouraging turnover of premium on-street parking spaces.) Parking Authorities can also maximize efficiency in use, rates and operations.

- **Parking Authority administration makes possible the distribution of parking costs in the ratio of use among those availing themselves of the facilities.**

Parking Authorities are a very effective mechanism for permitting the user to bear the cost of the parking resources and to distribute those costs on an equitable basis among the different types of users and different facilities.

