

MT. EPHRAIM AVENUE/
BLACK HORSE PIKE
Making it Work

October 2006



Delaware Valley Regional
Planning Commission

Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty, and intercity agency that provides continuing, comprehensive, and coordinated planning to shape a vision for the future growth of the Delaware Valley region. The region includes Bucks, Chester, Delaware, and Montgomery counties, as well as the City of Philadelphia, in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. DVRPC provides technical assistance and services; conducts high priority studies that respond to the requests and demands of member state and local governments; fosters cooperation among various constituents to forge a consensus on diverse regional issues; determines and meets the needs of the private sector; and practices public outreach efforts to promote two-way communication and public awareness of regional issues and the Commission.



Our logo is adapted from the official DVRPC seal and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole, while the diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey. The logo combines these elements to depict the areas served by DVRPC. DVRPC is funded by a variety of sources including federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey Departments of Transportation, as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for this reports findings and conclusions, which may not represent the official views or policies of the funding agencies.

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photo: boy riding bike on median

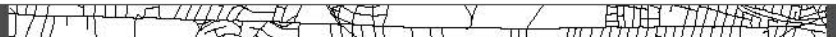
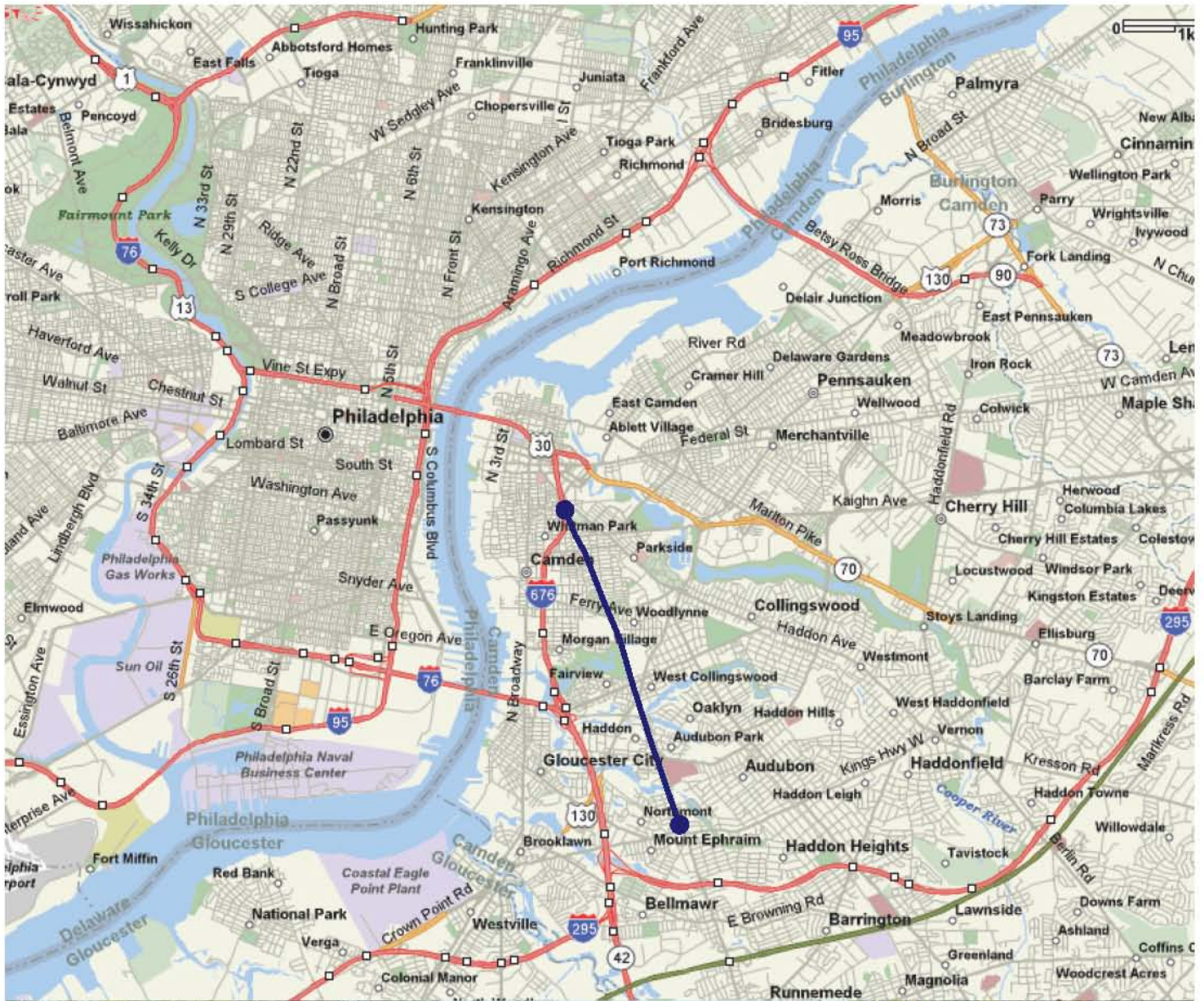


I am convinced of the power of good urban design and architecture. People will use it if it has quality. Every detail in the city should show respect for human dignity and reflect that everything human is sacred. And I do believe that if people have to walk in the street, avoiding parked cars, or next to some horrible surface parking lot, or they are mistreated by poor quality transportation systems, it's very difficult to ask them to be good citizens, to keep the streets clean, or even pay taxes. If a city shows respect, and more than that, loving care for its citizens, people will behave in kind. I do believe it, because I've seen it happen.

– Enrique Peñalosa, former Mayor of Bogota, Colombia

photo: passengers from a NJTransit bus disembark to shop at the local Pathmark

BLACK HORSE PIKE IN THE REGION



In its heyday, Black Horse Pike's main purpose was to shuttle people from Philadelphia and South Jersey to Atlantic City. The businesses that lined the Pike competed amongst each other—and against those on White Horse Pike—to entice car-bound customers to stop in for food, lodging, entertainment, and other amenities. The Atlantic City Expressway eventually usurped Black Horse Pike as the main route to the Shore, taking much of the steam out of commerce along the Pike. Demographic changes and the development of regional shopping centers in outlying suburbs further diminished the allure of doing business along the Pike.

Years of parcel-level decisions made by individual property-owners, combined with often lax and uncoordinated municipal design parameters and deferred roadway and sidewalk maintenance, have eroded the curb appeal of Black Horse Pike and created hazardous conditions for cars, pedestrians, and bicyclists. However, despite these conditions, the Pike still has a certain vitality. It serves thousands of people a day (and night) on all modes of transport, from foot and stroller to car and bus. People of all ages shop, dine, work, walk to their friends' homes, and commute along Black Horse Pike. Furthermore, Black Horse Pike is a gateway (albeit an unsightly one) to many beautiful, unique, and historic South Jersey communities.

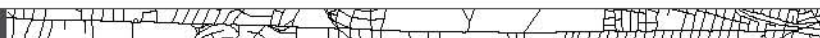
This plan looks at Black Horse Pike as a whole, not just as a place divided up by municipal boundaries. It examines how Black Horse Pike looks and functions, and how it should look and function, as a unit unto itself. This plan comes at an opportune moment to rethink, reconfigure, and reinvest in Black Horse Pike for a new kind of retail market, a new kind of customer, and multiple modes of transportation. The stage has been set for the future of the Black Horse Pike corridor, with two actors playing the starring roles:

The private retail market recognizes Black Horse Pike as a viable place to do businesses, and the market study performed as part of this plan confirms this. The new Audubon Commons/Crossings shopping center, anchored by Wal-Mart, is the first significant investment along Black Horse Pike in years. And where there's a Wal-Mart, other retailers are sure to follow, increasing the potential for changes in land ownership and use.

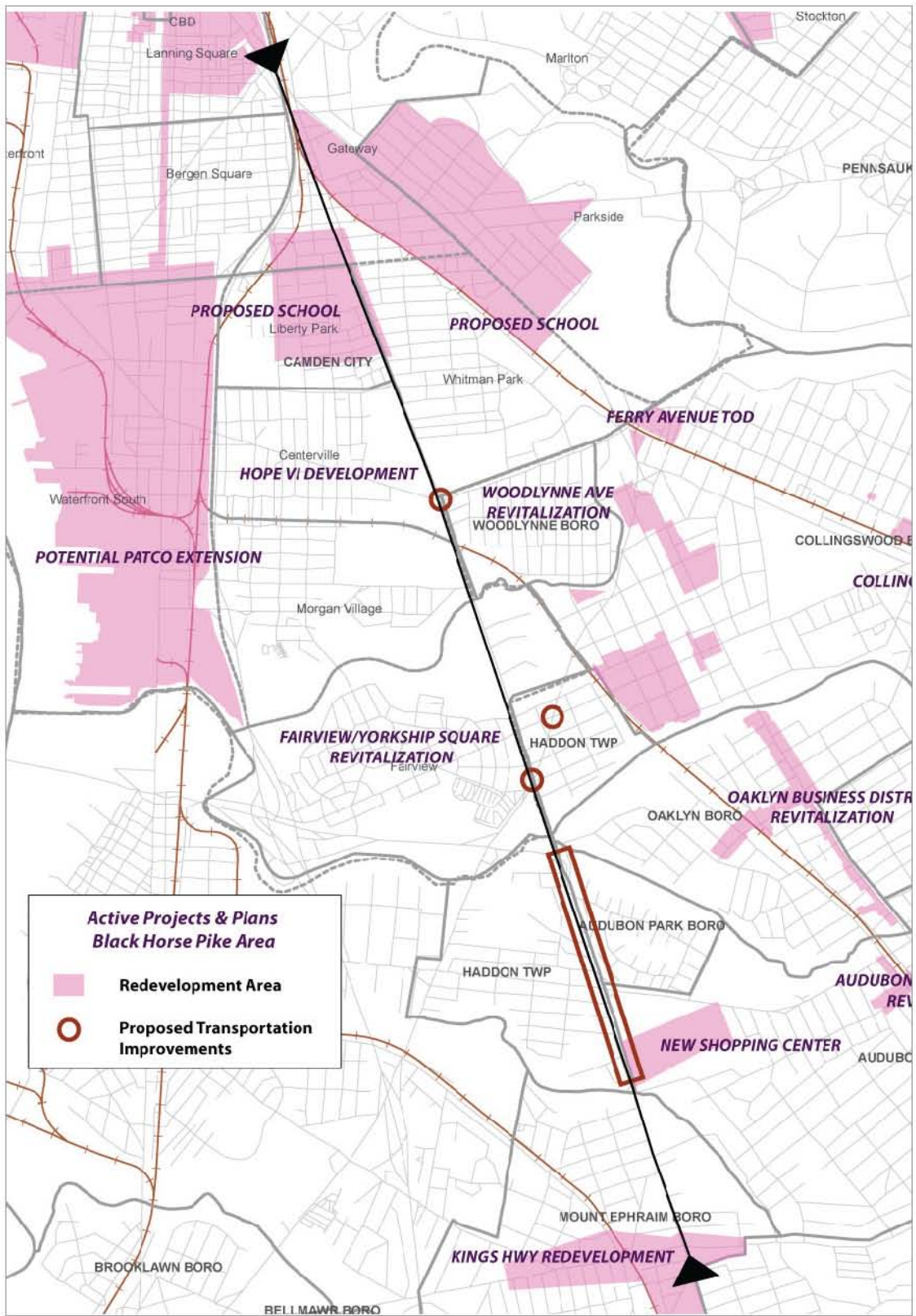
The public sector has laid the groundwork for significant change in the Black Horse Pike corridor through the redevelopment process. Many of the municipalities in the Black Horse Pike corridor contain parcels in various stages of redevelopment, which promises to add new residents to the corridor, encourage existing businesses and homeowners to reinvest in their buildings, and facilitate the changeover of vacant and/or underutilized land to more economically productive and exciting enterprises.



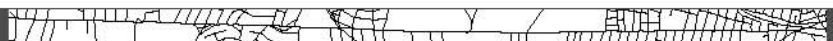
Given these two major forces, the thrust of this plan is to coordinate and direct future physical changes in the Black Horse Pike corridor so that they incrementally contribute toward a more safe, accommodating, attractive, and successful "place."



PUBLIC INVESTMENTS

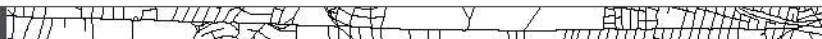
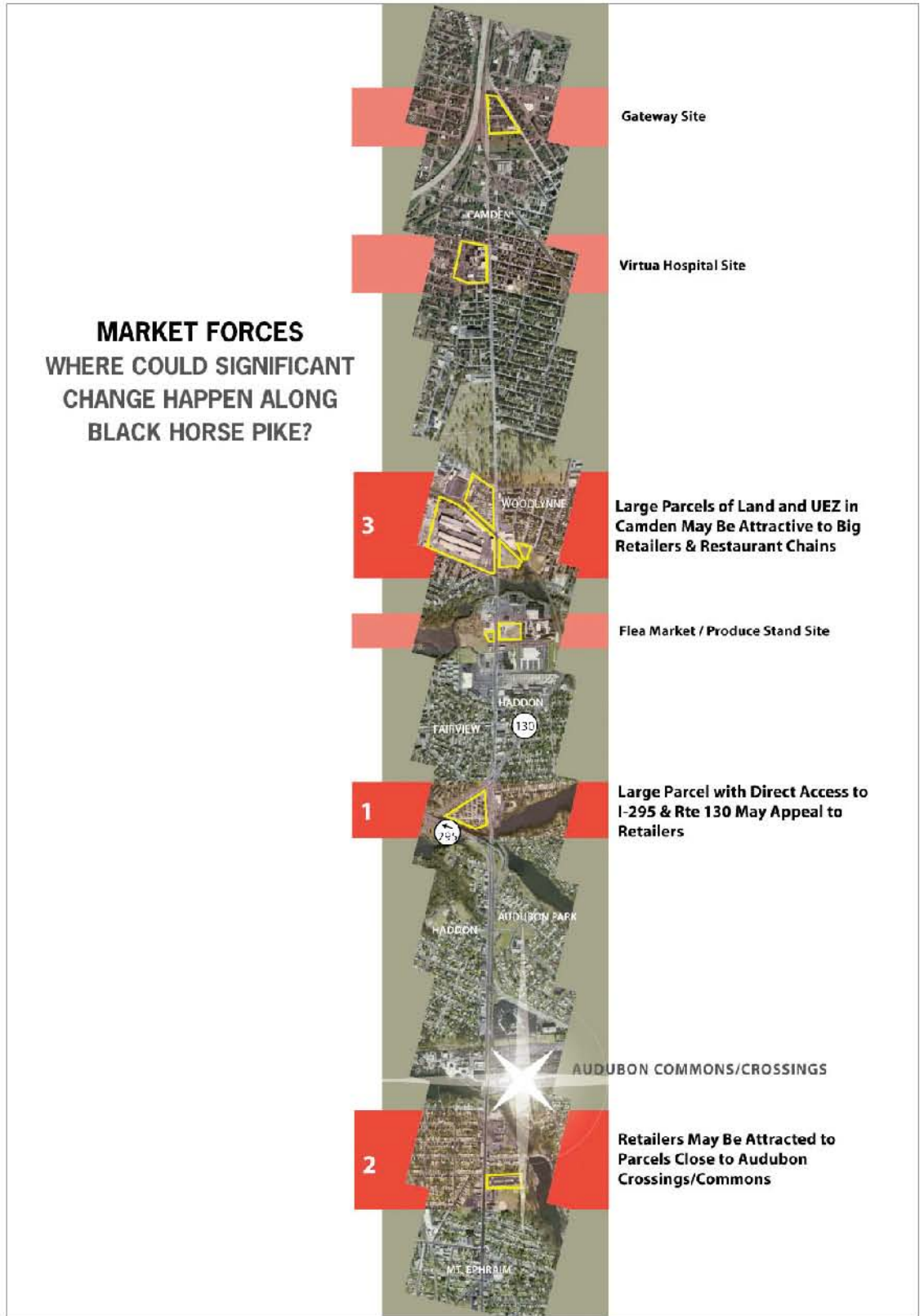


Public Investment. Throughout the region, municipalities are reinvesting in underutilized areas and business districts, taking advantage of excellent access to highways and commuter rail. This map indicates the array of investments in and around the Black Horse Pike corridor.



Private Forces. The Audubon Commons/ Crossings shopping center, anchored by Wal-Mart has changed the market dynamics of the corridor. This map highlights some of the areas most likely to attract private development and ranks them in order of "susceptibility to change."

MARKET FORCES WHERE COULD SIGNIFICANT CHANGE HAPPEN ALONG BLACK HORSE PIKE?



THE PLANNING PROCESS

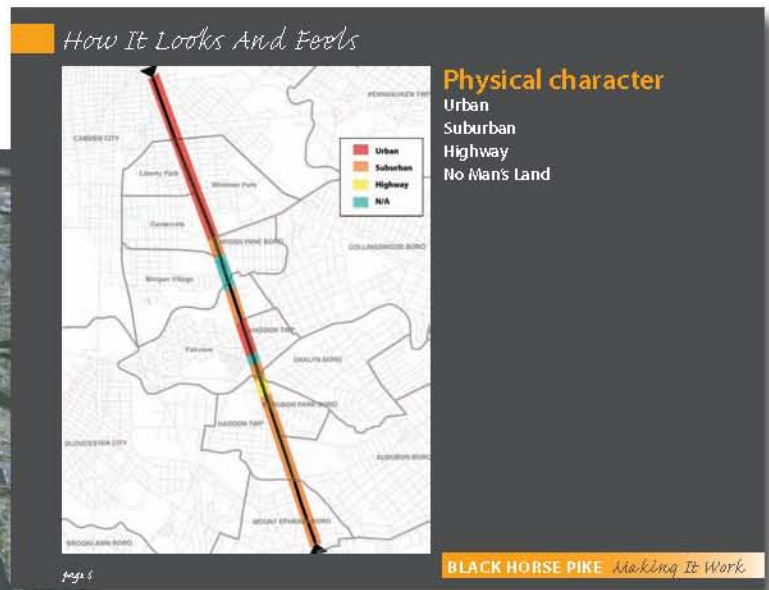
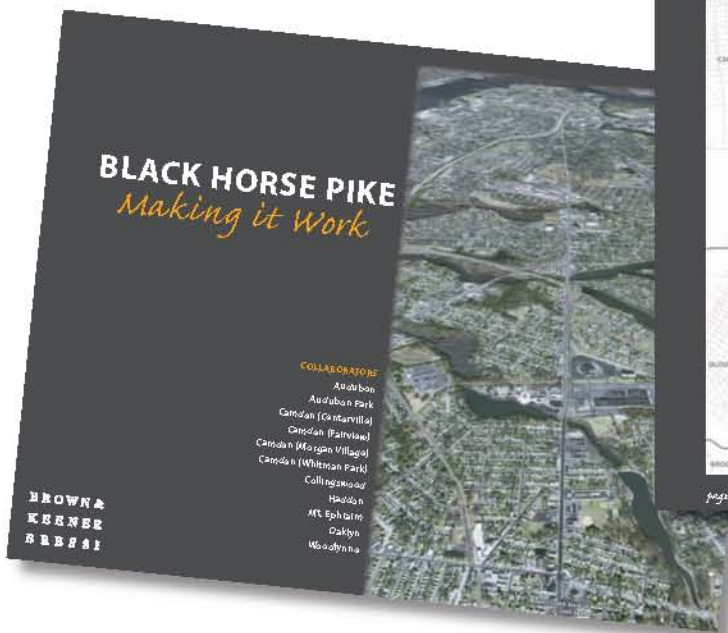
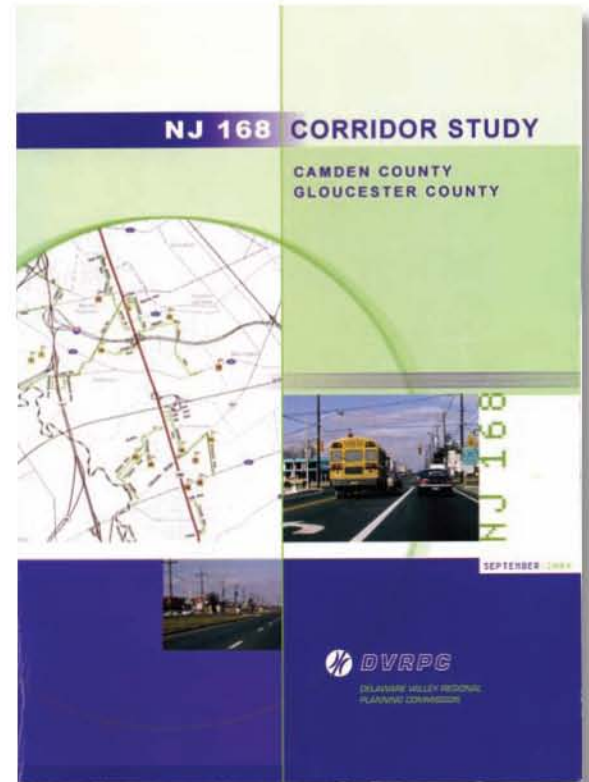
This project has its origins in *Toward a Metropolitan Complex: The Camden HUB Smart Growth Report*, which urges Camden and the older suburbs of Camden County to “devise a regional development vision in order to address systemic dynamics that continue to draw off people, commerce, and investments to outlying suburbs.” Therefore, arriving at the recommendations from this report was a collaborative process guided by a Steering Committee consisting of officials from the municipalities that border Black Horse Pike.

NJ168 Corridor Study

The Delaware Valley Regional Planning Commission conducted a corridor study of NJ 168/CR 605 from Camden to in 2004, which identified recurring peak period congestion as the most significant transportation issue. The study recommends signal coordination and optimization and also identifies bicycle and pedestrian circulation issues along the corridor, recommending that “the entire corridor ... be considered a pedestrian and bicycle zone, where accommodation of these modes is considered in every roadway project...”

Black Horse Pike: Making it Work

The first phase of this project was for the consultant team to travel along Black Horse Pike by car and on foot, during both day and night, to simply observe. What surprised us most was the number of people that walked, rode their bicycles, and used the bus along the Pike, despite the many hazards and lack of accommodations. These, and other, observations are captured in the presentation “Black Horse Pike: Making It Work.” This presentation was delivered to the Steering Committee as a basis for discussion. This presentation can be downloaded from www.placeplanning.com/bhp/makingitwork.pdf



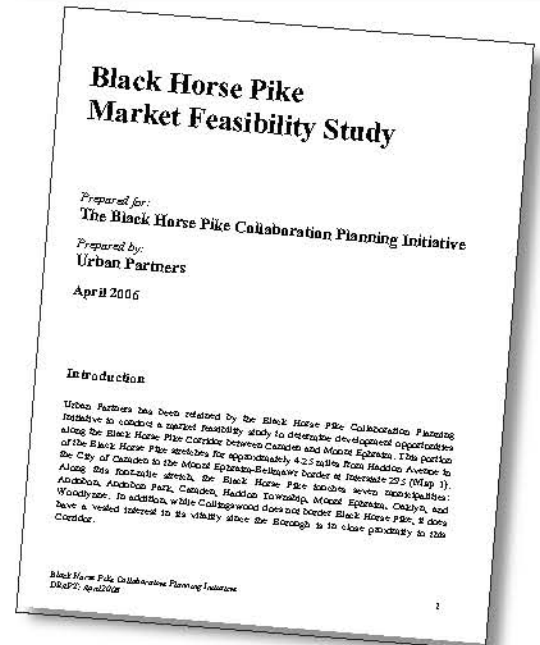
Place Profiles

During the next phase of the planning process, we interviewed each municipality individually to learn more about recent developments in their community, areas of concern along Black Horse Pike, and ideas for improving Black Horse Pike. The poor physical appearance of the corridor, traffic hazards, and lack of safe pedestrian crossings were some of the primary concerns among municipal officials. These, and other, findings are captured in a compendium called "Place Profiles." This publication can be downloaded from www.placeplanning.com/bhp/placeprofiles.pdf



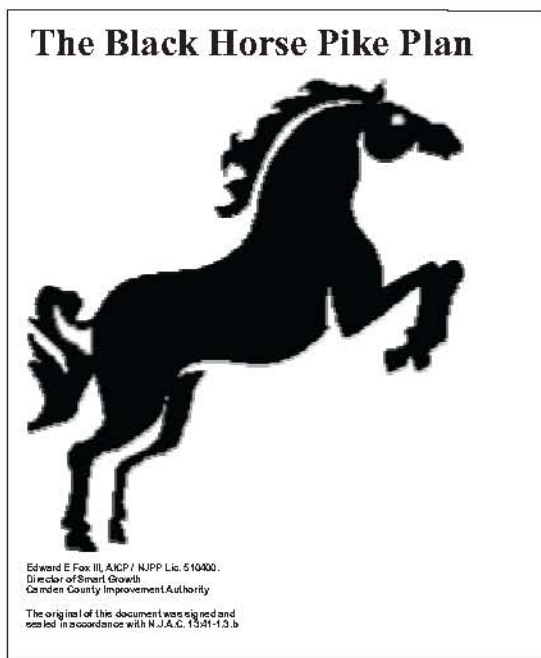
Market Study

Urban Partners conducted a market study of the Black Horse Pike corridor, which revealed two significant market opportunities: sales housing and retail development. The Audubon Commons/Crossings, anchored by Wal-Mart, has stimulated the retail market along the Pike. Retailers often follow behind new Wal-Mart stores, so additional retail development is likely to happen on parcels along the Pike. A summary of the market study is available for download at www.placeplanning.com/bhp/marketstudy.pdf



Black Horse Pike Strategic Plan

This recently completed plan presents a regional Smart Growth strategy for the County and municipalities in the Black Horse Pike corridor, from Camden to Runnemede. Intended to be a reference for the County and Pike municipalities for development, redevelopment, and conservation, the plan emphasizes regional cooperation to meet mutual goals. This plan can be downloaded from www.camdencounty.com/MakingItHappen/bhp.html



The Steering Committee

- Borough of Audubon
- Borough of Audubon Park
- Borough of Collingswood
- Borough of Mt. Ephraim (Tony Chambers)
- Borough of Oaklyn
- Borough of Woodlynne (Regina Burke)
- Camden County (Ed Fox, Andrew Levecchia)
- City of Camden (Ed Williams)
- DVRPC (Karen Cilurso, Kevin Murphy)
- Fairview Main Street (Sue Brennan)
- Haddon Township (Ellie Connell)
- NJDOT (Sansevalin Kumaresan)

special thanks to: Black Horse Diner Barb's Harley-Davidson

EXISTING ZONING & DESIGN CONTROLS

What you zone for is what you get. For years, some form of “C,” with boilerplate parking requirements and minimal design parameters, has been the default zoning along many suburban corridors in the region. Communities have watched a number of these corridors wither away both economically and aesthetically over the years. Most of the frontage along Black Horse Pike is zoned for commercial development. Given the character of the roadway, the large size of its parcels, and its proximity to major highways, zoning for commercial development makes economic sense. However, the corridor looks and functions poorly. Have communities along Black Horse Pike “gotten what they zoned for?”

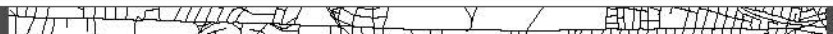
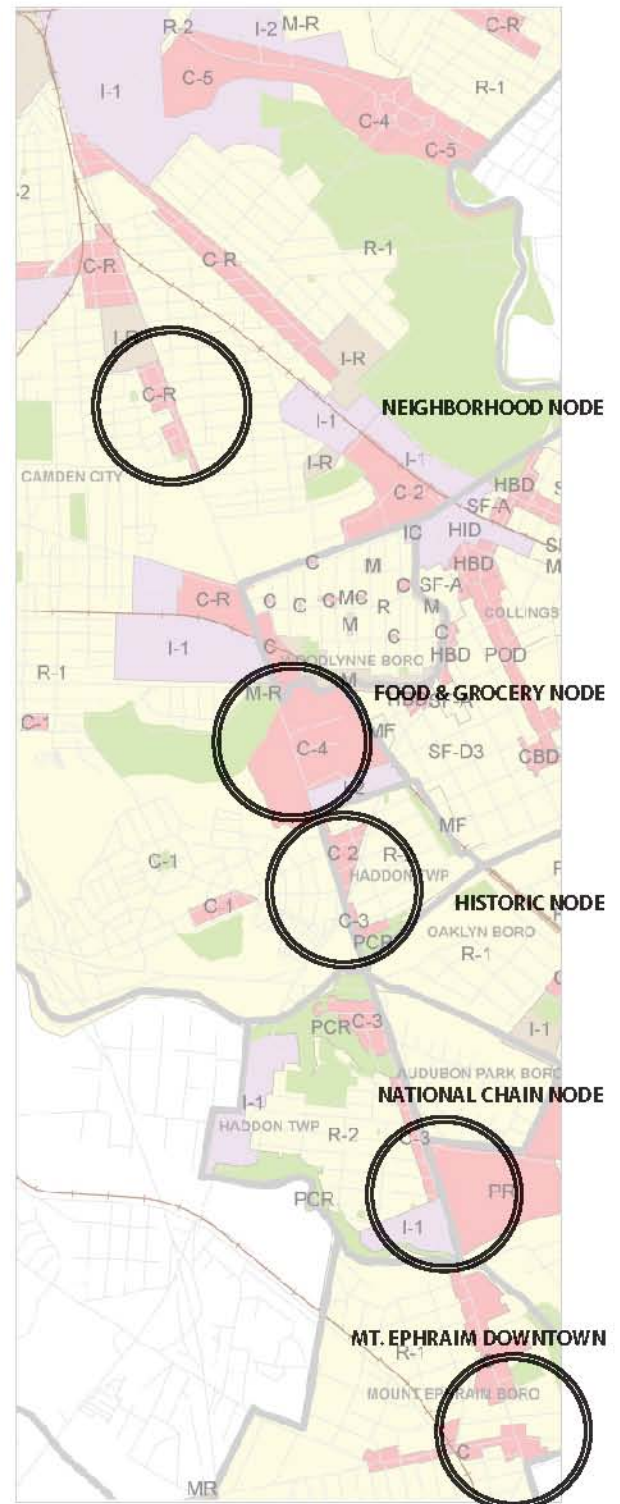
The table on the following page summarizes the design controls detailed in each municipality’s zoning code. Some observations:

- ▶ Camden has the most extensive and detailed design controls, but they are not adequately enforced.
- ▶ Haddon Township has a site plan review process that includes an array of general design and circulation standards, but they may not be specific enough.
- ▶ Audubon has a site plan review process for the “PR” district, which fronts the Pike, but the site has already been redeveloped.
- ▶ Mount Ephraim Borough’s code actually outlines a general vision for the Black Horse Pike commercial district, but does not include more specific design guidance.

The various zoning codes that guide the development of parcels along the Pike do outline basic aesthetic and functional controls, but what’s missing is a broader, agreed-upon vision of the corridor to which municipalities can tailor their codes. This plan presents a vision and specific design guidance.

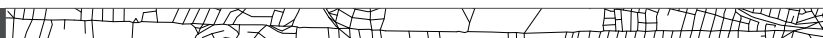
Zoning & Land Use

Experts in suburban corridor revitalization encourage the evolution of higher-density, mixed-use nodes at key intersections. Master plan revisions, rezoning, and redevelopment are some of the tools to achieve this type of development. Achieving this goal is certainly a worthwhile challenge for a corridor located within the purview of a single municipality. For a corridor such as Black Horse Pike, divided up by so many different municipalities with their own set of regulations and fiscal challenges, this is even more difficult (but certainly worth considering later). First the communities along the Pike need to address the serious aesthetic and functional problems in the corridor. The map on the right begins to show a suggestion for future thinking regarding nodes.



EXISTING ZONING & DESIGN CONTROLS

Municipality	Zones Along Corridor	Sign Controls	Other Design/Use Controls
CAMDEN	C-4 I-1 I-2 I-R R-1	<ul style="list-style-type: none"> ▪ Each business shall display its street number in prominent location so it is visible from street. ▪ Prohibits signs greater than 20 feet in height. ▪ No more than two signs per business. ▪ Commercial establishments may have one sign on facade of each street frontage, not projecting more than 2 feet beyond the building line and not exceed 10% of the principal facade area it is on, or 30s.f., whichever is smaller. ▪ Shopping center sign may not be larger than 100 s.f. ▪ Sign permit required. 	<ul style="list-style-type: none"> ▪ Has specific design controls for buffer strips and landscaping screens for at-grade parking.
WOODLYNNE	C R	N/A	N/A
COLLINGSWOOD	N/A	Does not have frontage on BHP.	<ul style="list-style-type: none"> ▪ Has specific design controls for gas stations and convenience stores for landscaping, signage, and lighting.
HADDON	C-3 (Hwy Comm.) I-1 PCR (Public Cons. & Recreation)	<ul style="list-style-type: none"> ▪ Sign permit required. ▪ Must be maintained in good condition, durable materials, not dilapidated. ▪ Cannot be painted directly on building ▪ In C-1, can have lighted sign no larger than 15% of first floor facade or 40 s.f., whichever is smaller. ▪ In C-2, C-3, C-4, I-1, can be no higher than 15 feet, and area no more than 40 s.f. ▪ Detailed controls for auto service stations. 	<ul style="list-style-type: none"> ▪ Site plan review required. Township Land Use & Development Code spells out general site plan design standards (e.g., circulation, landscaping, building design, etc.)
OAKLYN	N/A	Does not have frontage on BHP.	N/A
AUDUBON PARK	N/A	Residential cooperative.	<ul style="list-style-type: none"> ▪ Design controls for co-op buildings.
AUDUBON	PR (Planned Retail)	<ul style="list-style-type: none"> ▪ Site plan review required. 	N/A
MT. EPHRAIM	C R-1	<ul style="list-style-type: none"> ▪ R-1 has a provision regulating signs. Street numbers and family names are permitted. Municipal uses, churches, Sunday school buildings and libraries may have one freestanding sign not exceeding 12 s.f. and one attached sign not exceeding 25 s.f. Home occupations may have one unlighted sign attached to the building not exceeding 4 s.f. 	<ul style="list-style-type: none"> ▪ "The purpose of this district is to provide areas for local and regional commercial operations. The zone district pattern recognizes the strip commercial pattern which exists along Kings Highway and Black Horse Pike. It is intended...to encourage such existing uses and any new uses or redevelopment to improve upon the zoning districts of greater depth by encouraging shopping-center-type development with buildings related to each other in design, landscaping and site planning and by requiring off-street parking, controlled ingress and egress, greater building setbacks, buffer areas along property lines adjacent to residential uses and a concentration of commercial uses into fewer locations to eliminate the strip pattern."



FOUR FUNDAMENTAL ACTIONS

that every municipality along the Pike should undertake

Black Horse Pike is an arterial that connects people to workplaces, stores, homes, and neighborhoods in different communities. As such, the people who use Black Horse Pike—motorists, bicyclists, pedestrians, and bus-riders—certainly don't stop at municipal boundaries. However, the visual characteristics and functional accommodations for people change frequently throughout the corridor, especially at municipal boundaries. Crosswalks and sidewalks disappear and reappear; lane configurations change; building setbacks vary. While it is important to have visual characteristics that are consistent along the entire length of Black Horse Pike, equally important are consistent functional accommodations. They are important not only for improving safety, but also for promoting economic vitality. People (i.e., customers, workers) need to feel that they can comfortably and safely access businesses along the corridor, regardless of their mode of transportation, and they also should have enough information about stores and their locations to orient themselves. **Therefore, this plan makes four recommendations that every municipality along Black Horse Pike should incorporate into their land development regulations and processes.**



Risky Business. Pedestrians and bicyclists cross in precarious places along the Pike, despite the hazards.



Too Close for Comfort. Pedestrians come within a few feet of fast-moving cars in some places.



Signs Gone Wild. Free-standing business signs along the Pike are often excessively tall and just plain ugly.



Take Me Out to the Ball Game. Flood lighting, which throws off tremendous glare, is more appropriate for a stadium.



FOUR FUNDAMENTAL ACTIONS

A Place to Walk *Create an Uninterrupted Pedestrian Pathway*

The municipalities along Black Horse Pike should strive for an uninterrupted pedestrian pathway along both sides of the corridor, from beginning to end. This means that there should be a continuous, well-maintained sidewalk at least five (5) feet wide with handicap accessible curb cuts at corners. Where the sidewalk is interrupted by a driveway, the pavement should either be treated with a special material (e.g., brick or concrete pavers) or painted with a conspicuous crosswalk. At complicated intersections along the corridor pavement markings, crosswalks, and pedestrian refuge islands should safely guide pedestrians from point A to point B.



A Place to Walk. A textured crosswalk helps identify spaces shared by both cars and pedestrians.

A Strip of Green *Plant a Continuous Grass Verge*

It may just be a sliver of grass, but it's the one fairly consistent landscaping element along much of the length of the Pike. This grass verge is more than just an aesthetic element that adds much-needed greenery to the Pike; it also serves as a buffer between the automobile and pedestrian realms. The municipalities along Black Horse Pike should strive for a continuous, well-maintained grass verge at least four (4) feet wide along both sides of the length of the corridor. For places with a "downtown" character, where buildings line the sidewalk, municipalities may opt to treat the edge of the sidewalk as an amenity strip, with brick pavers or another material to create visual continuity with the rest of the Pike's frontage, which is lined by a grass verge.



A Strip of Green. The grass verge creates a comfortable separation between cars and pedestrians.

A Good Sign *Adopt Universal Sign Standards*

Most business signs along Black Horse Pike were designed to grab the attention of fast-moving motorists. As a result, most building-mounted signs are excessively large and internally-illuminated, while pole-mounted signs often tower over the Pike, at heights of up to 50 feet. Few of the signs resemble each other or list their addresses, and many of them are in poor condition. All municipalities along Black Horse Pike should institute the same basic sign design and content standards for new signs, not only to reduce visual clutter and make the signs look better, but also to make sure the signs provide enough useful information for customers. See the "Design Standards" section for detailed sign design guidance.



A Good Sign. Nice landscaping and a bit of craftsmanship can go a long way toward making a sign look nice.

The Right Light *Require Lights, But Control the Glare*

Retailers naturally want to provide their customers with safe passage at night from parking lot to building entrance, so they install light fixtures. Unfortunately, some commercial properties along the Pike have inadequate lighting, while many others have installed the wrong kind of lighting—lighting that creates excessive glare or that emits an unpleasant color. All municipalities along Black Horse Pike should institute the same basic lighting standards for commercial properties to ensure that lighting is adequate and that the type of bulbs and fixtures installed creates a pleasant nighttime environment. See the "Design Standards" section of the report for detailed lighting guidance.



The Right Light. The Super Wawa in Mt. Ephraim nicely shields its light and directs it downward to reduce glare.

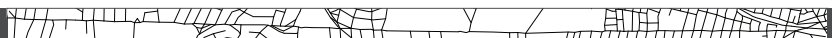
RETHINKING THE ROADWAY

The previous section of this plan offers four fundamental actions that every municipality should undertake for the benefit of the entire corridor and the people who use it. This section of the plan focuses on individual sections of the Pike, illustrating specific changes for these sections. Many of these changes involve reconfiguring the roadway—changes that Camden County and NJDOT should consider undertaking and that municipalities can help influence.

The character of the corridor and the configuration of the roadway change continually from the intersection of Haddon Avenue in Camden to the intersection of King’s Highway in Mt. Ephraim. Some stretches have two lanes of traffic with formal sidewalks on either side, while others have up to seven lanes without formal sidewalks. Some sections have a center turning lane, while other spots have a wide median. The series of photographs on the opposing page captures 11 distinct cross sections of the corridor. The following pages describe and illustrate both aesthetic and functional recommendations for each of these sections.

We thank Kevin Murphy, Karen Cilurso, and John Madera of the Delaware Valley Regional Planning Commission, as well as Dan Kueper of Orth-Rodgers & Associates and Charles Carmalt for providing technical comments on this section

Any dimensions shown on the diagrams in this section are estimates based on field measurements.



Section 1



Section 2



Section 3



Section 4



Section 5



Section 6



Section 7



Section 8



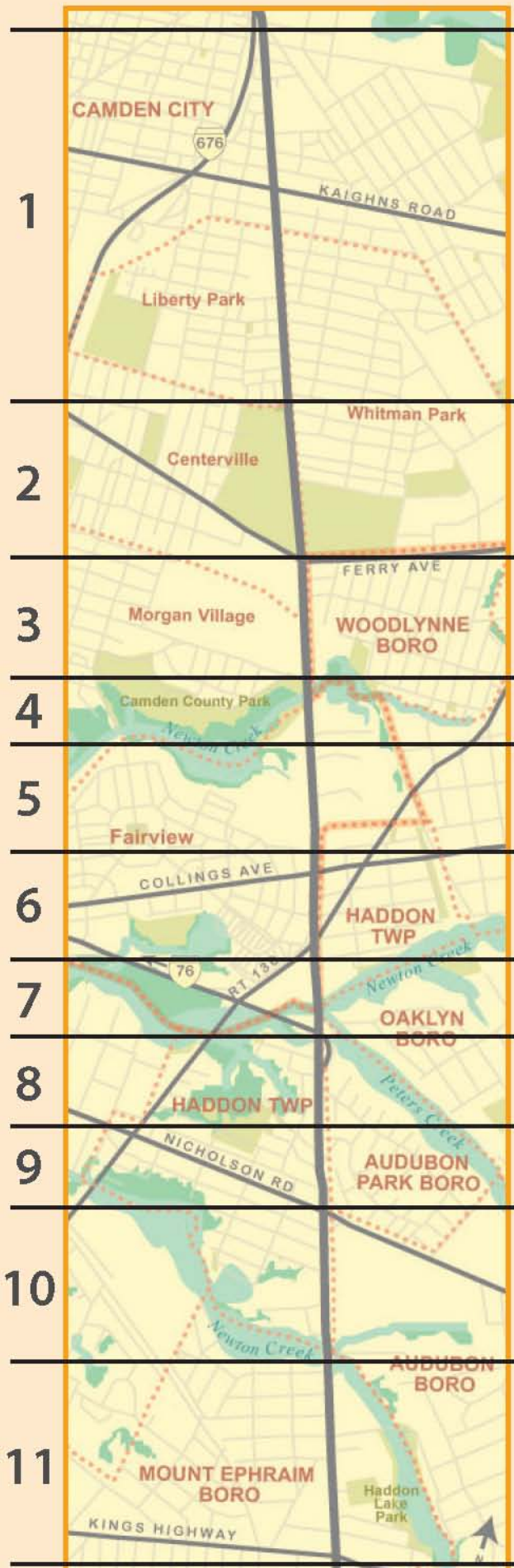
Section 9



Section 10



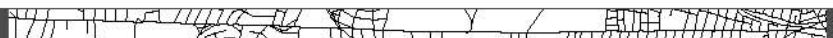
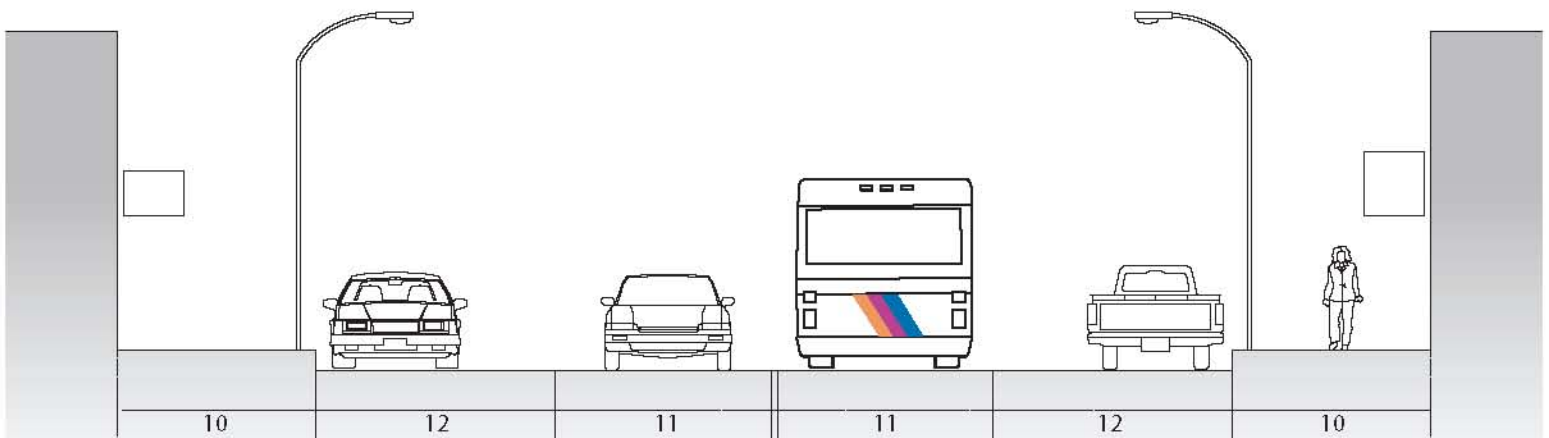
Section 11



Camden Mt. Ephraim Ave from Haddon Ave to Decatur St Camden



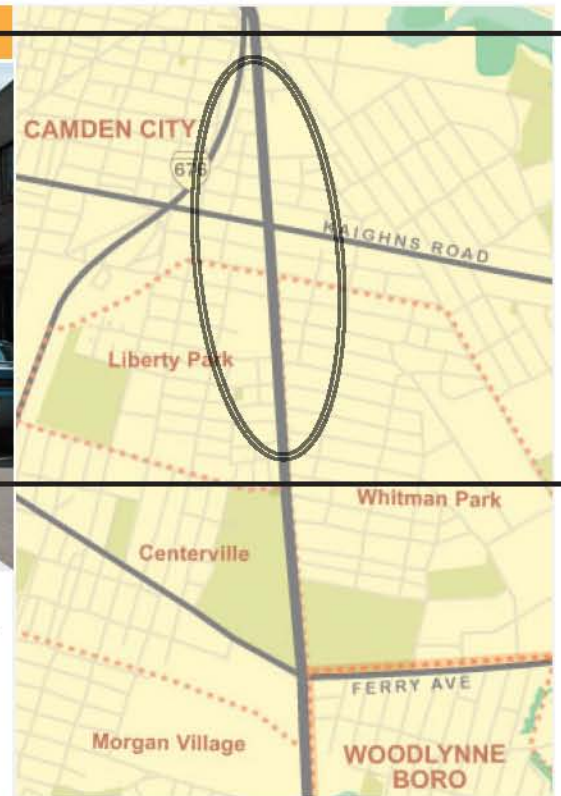
ROLES	<ul style="list-style-type: none"> ▶ Shopping district for residents of surrounding neighborhoods. ▶ Arterial connecting Camden to the region.
CHARACTER	<ul style="list-style-type: none"> ▶ Urban.
USAGE	<ul style="list-style-type: none"> ▶ Relatively low traffic volume. ▶ Traffic travels at low speed. ▶ Moderate pedestrian traffic and frequent crossings.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Symmetry in building architecture, building heights, street lighting; understated utilities.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ No pavement markings. ▶ Cluttered facades and excessively large and worn projecting signs. ▶ Vacant storefronts and high business turnover.



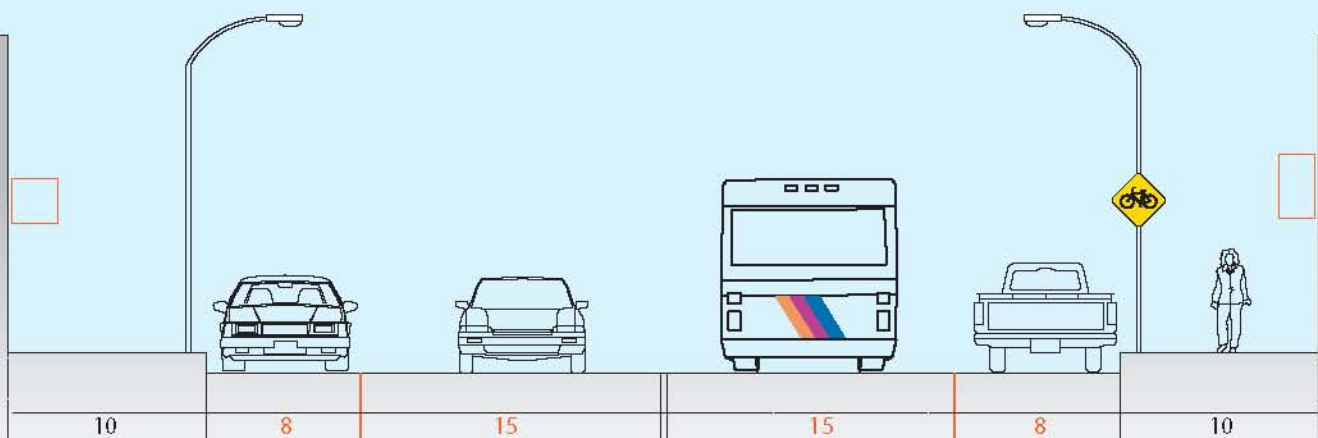
Making It Work



This photo simulation illustrates how applying pavement markings along this section of Mt. Ephraim Avenue helps organize traffic and create a sense of order.



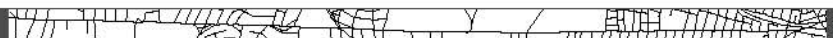
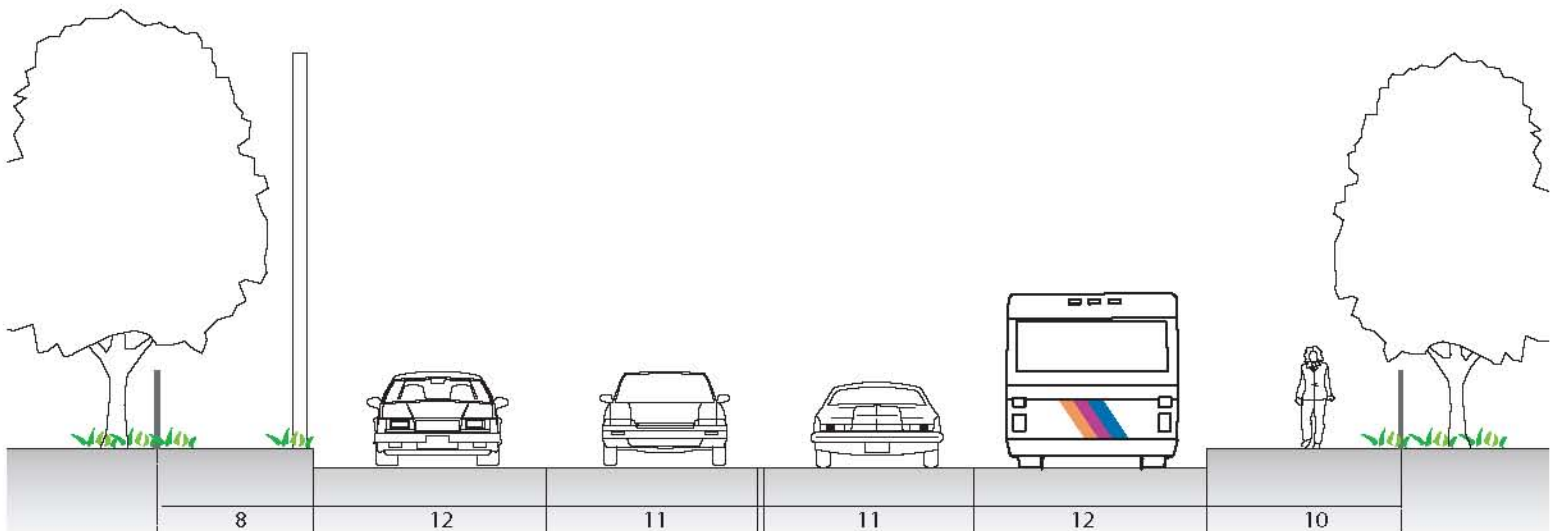
- ❑ **Apply Pavement Markings.** Define the travel lane and the parking lane with pavement markings. While there is not enough space for a bicycle lane, the travel lane should be 15' wide to help accommodate bicyclists. Apply "sharrows," which are markings that indicate the motorists that they will be sharing the road with bicyclists.
- ❑ **Apply Crosswalks at Intersections.**
- ❑ **Enforce Sign Ordinance** to tame sign clutter.



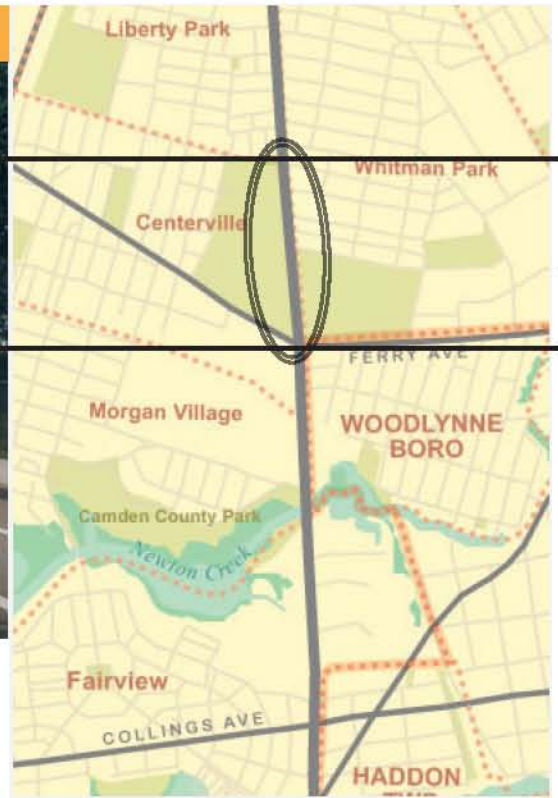
Camden Mt. Ephraim Ave from Decatur St to Ferry Ave *Camden*



ROLES	<ul style="list-style-type: none"> ▶ Entrance/exit into Camden. ▶ Arterial connecting Camden to the region. ▶ Links directly to Ferry Avenue, a route to PATCO station.
CHARACTER	<ul style="list-style-type: none"> ▶ Urban.
USAGE	<ul style="list-style-type: none"> ▶ Low traffic volume. ▶ Speed Limit = 35 mph. ▶ Some pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Greenery, adjacent cemeteries.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Pavement markings are fading.

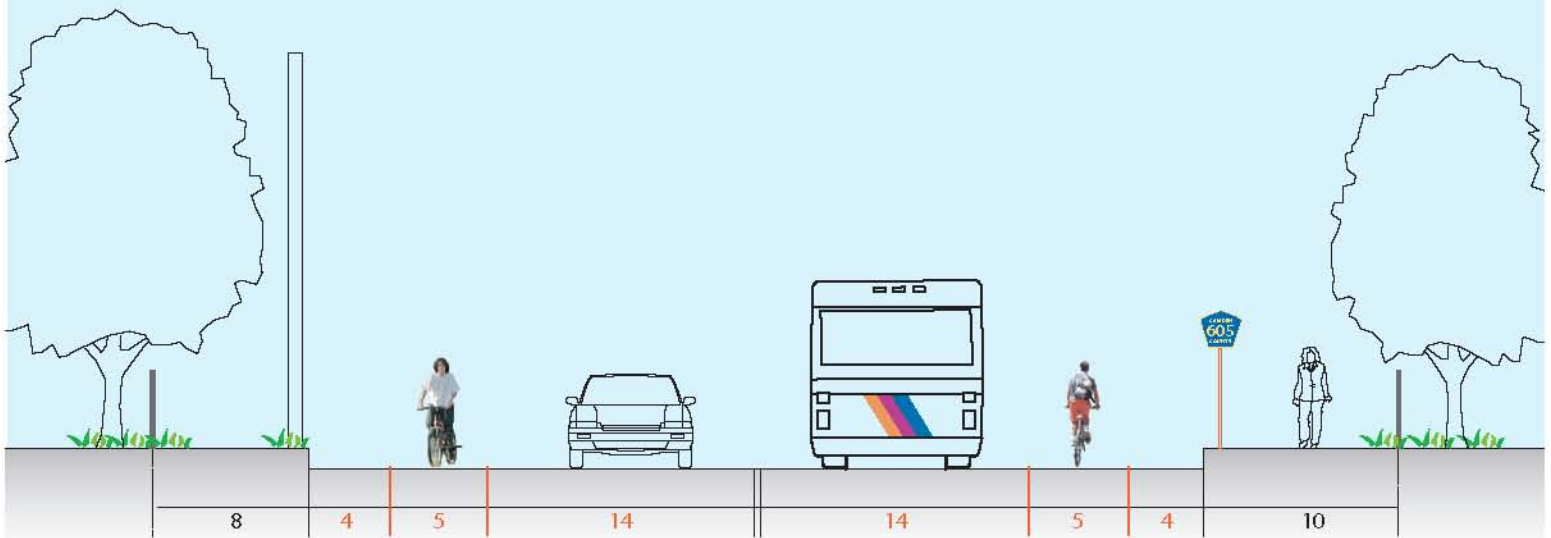


Making It Work



This photo simulation illustrates the recommended changes for this section of Mt. Ephraim Avenue. The existing roadway is wide enough to accommodate a bike lane, and this is a good place to install a sign indicating the route name and number.

- ⊗ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the road cross section to one lane in either direction. Add bicycle lanes on both sides of the street, along with a modest shoulder.

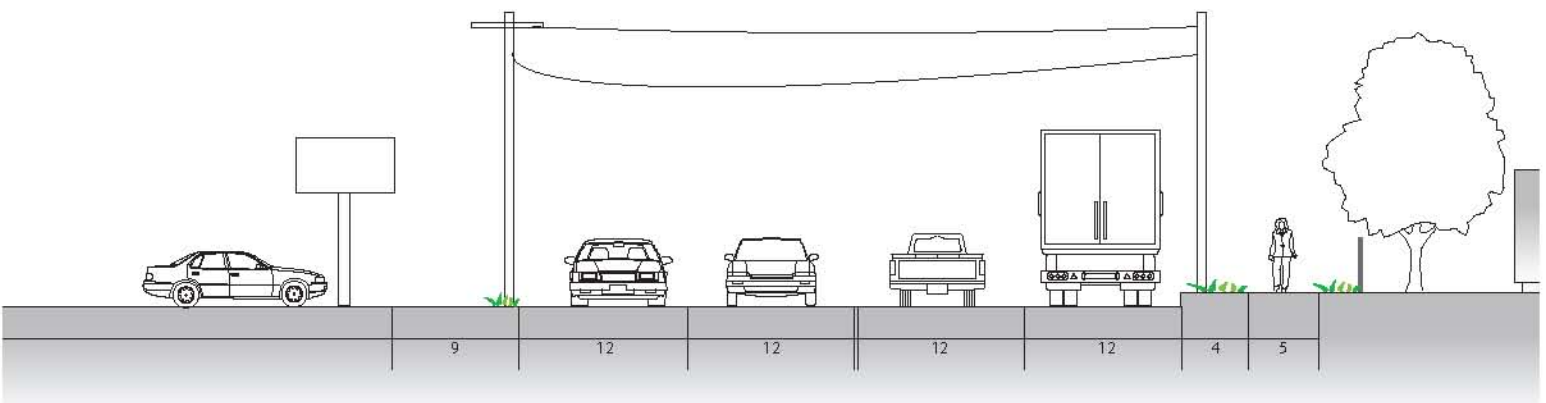


RETHINKING THE ROADWAY

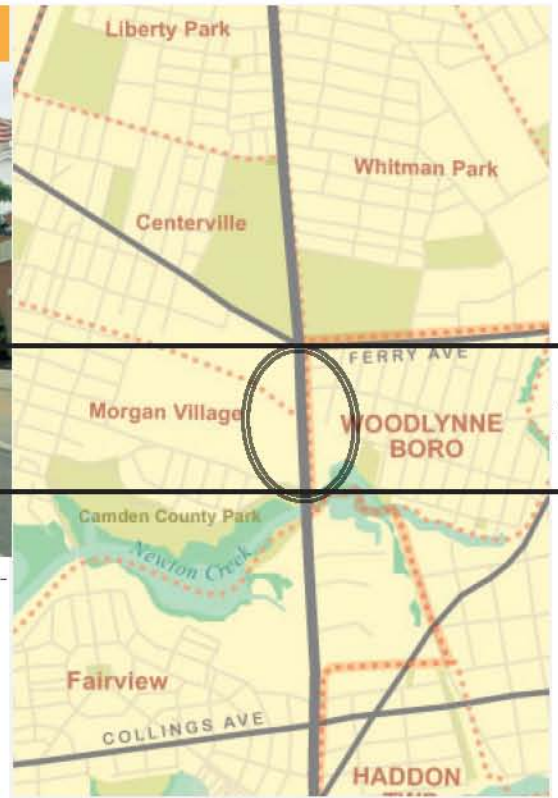
Woodlynne Mt. Ephraim Ave from Ferry Ave to Fairview St Camden



ROLES	<ul style="list-style-type: none"> ▶ Entrance/exit for Woodlynne. ▶ Arterial connecting Camden to the region. ▶ Links directly to Ferry Avenue, a route to PATCO station.
CHARACTER	<ul style="list-style-type: none"> ▶ Suburban / No Man's Land
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume - 20,400 AADT (2003 figure) ▶ Moderate pedestrian and bicycle traffic, primarily from trailer park. ▶ Truck traffic for industrial park.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ N/A
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Fading pavement markings. ▶ Excessively large and worn free-standing signs. ▶ Billboards. ▶ Visual clutter from utility wires.



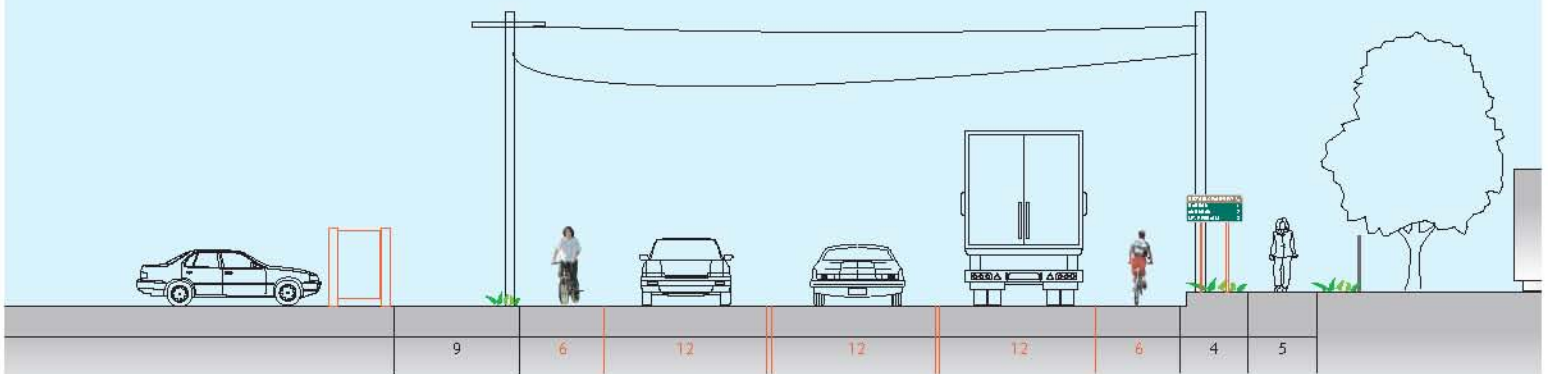
Making It Work



3

This picture from Gloucester Township, NJ shows the recommended lane configuration for the section of Mt. Ephraim Avenue discussed on these pages. While a parking lane is certainly more appropriate to support the village character of this district in Gloucester, for this section of Mt. Ephraim Avenue we recommend creating a bike lane.

- ☒ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the road cross section to one lane in either direction, with a center turning lane. Add bicycle lanes on both sides of the street.
- ☒ **Remove Billboards.**
- ☒ **Replace Commercial Signs.** Replace the existing pole-mounted signs with monument signs.

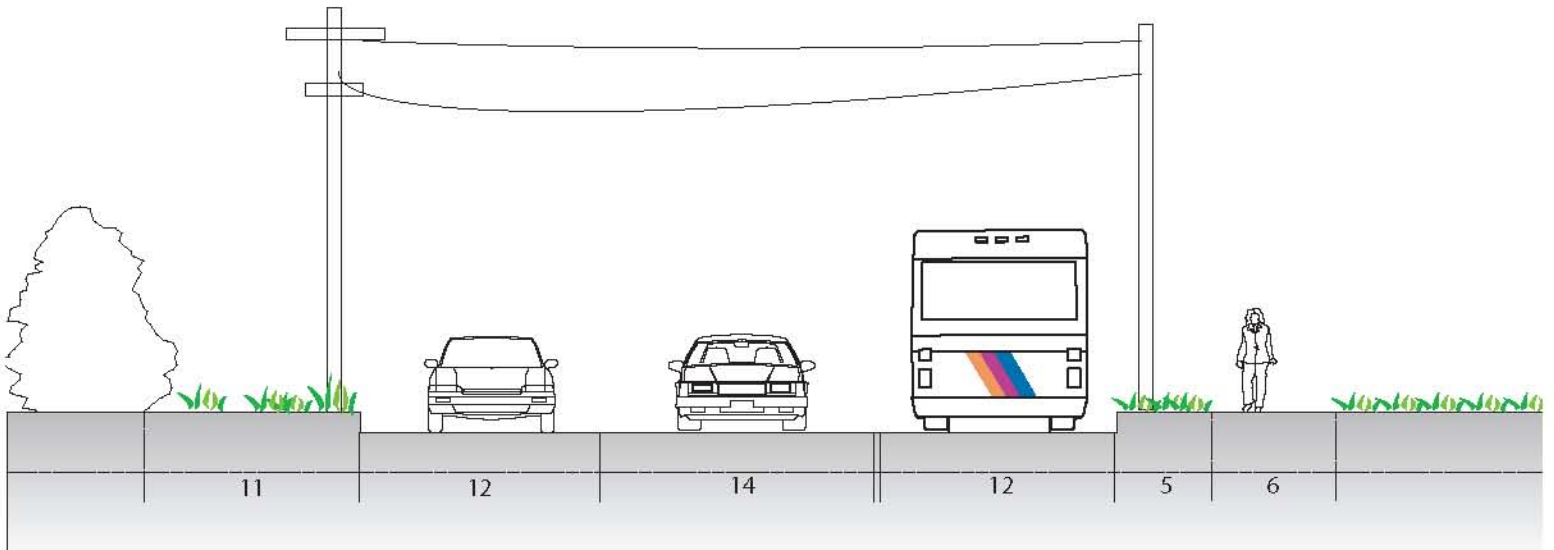


RETHINKING THE ROADWAY

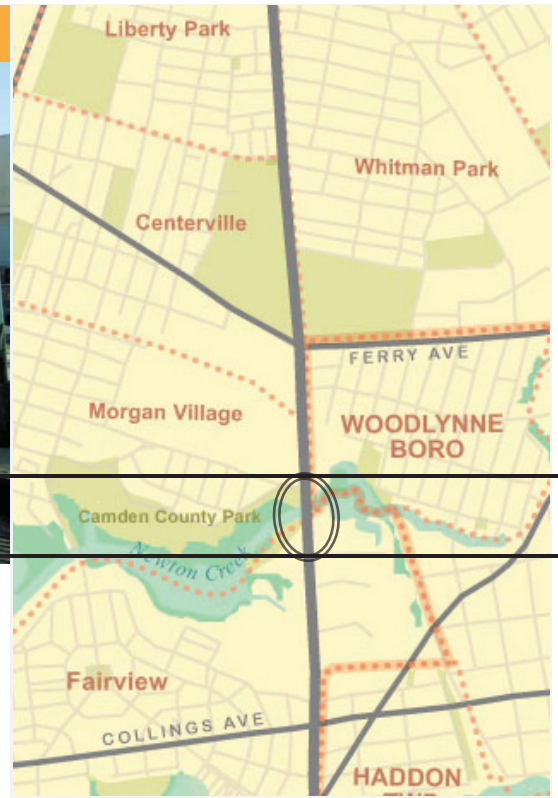
Camden Mt. Ephraim Ave from Fairview St to Newton Creek *Camden*



ROLES	▶ Arterial connecting Camden to the region.
CHARACTER	▶ Suburban / No Man's Land
USAGE	▶ Moderate traffic volume. ▶ Moderate pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	▶ N/A
NEGATIVE ATTRIBUTES	▶ No sidewalk on west side of street. ▶ Overgrown vegetation on west side of street. ▶ Visual clutter from utility wires. ▶ Faded or nonexistent crosswalks.



Making It Work



4

Bold crosswalks, such as the ones shown in the picture above, should be applied at key intersections along Mt. Ephraim Avenue to make pedestrian crossings a little less intimidating.

- Modify Lane Configuration.** Reduce the width of the turning lane and make the southbound lane wider to help accommodate bicyclists.

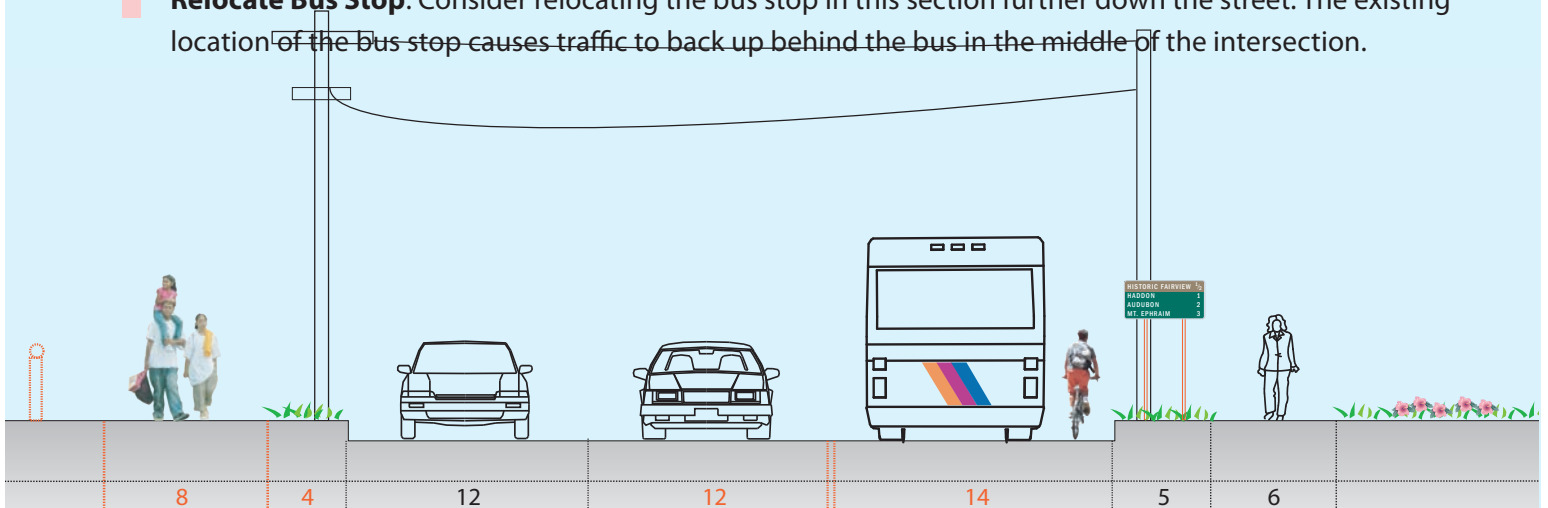
- Apply Crosswalks.** Apply bold crosswalks across both streets at the intersection.

- Install Sidewalk.** Lay down a sidewalk on the east side of the street.

- Tame the Trees and Shrubs / Create Viewing Point.** Remove excess vegetation on the east side of the street and create a place from which people can look out at Newton Creek.

- Plant Nice Landscaping.** Landscape the wide swath of grass in front of the auto shop.

- Relocate Bus Stop.** Consider relocating the bus stop in this section further down the street. The existing location of the bus stop causes traffic to back up behind the bus in the middle of the intersection.

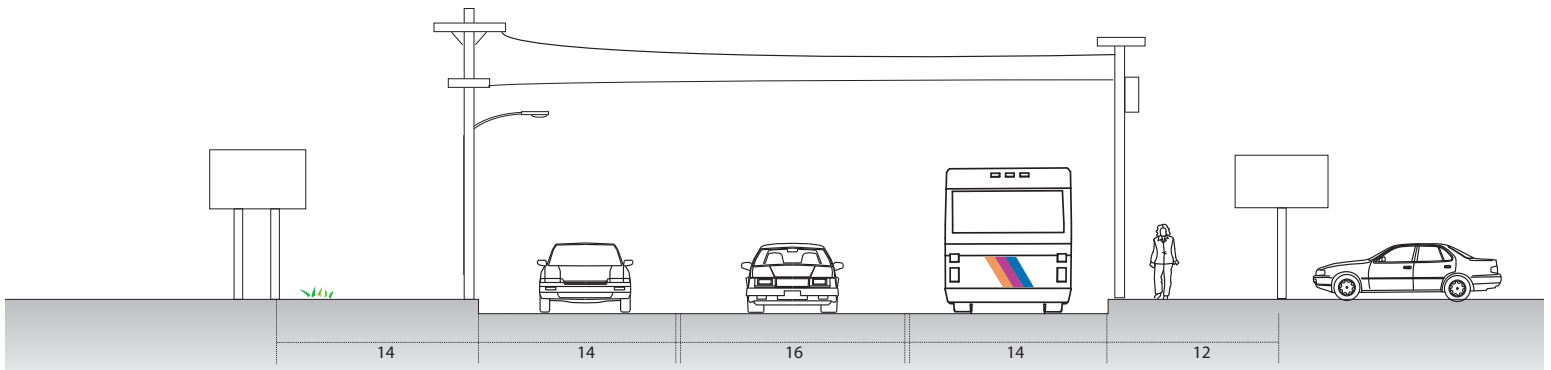


RETHINKING THE ROADWAY

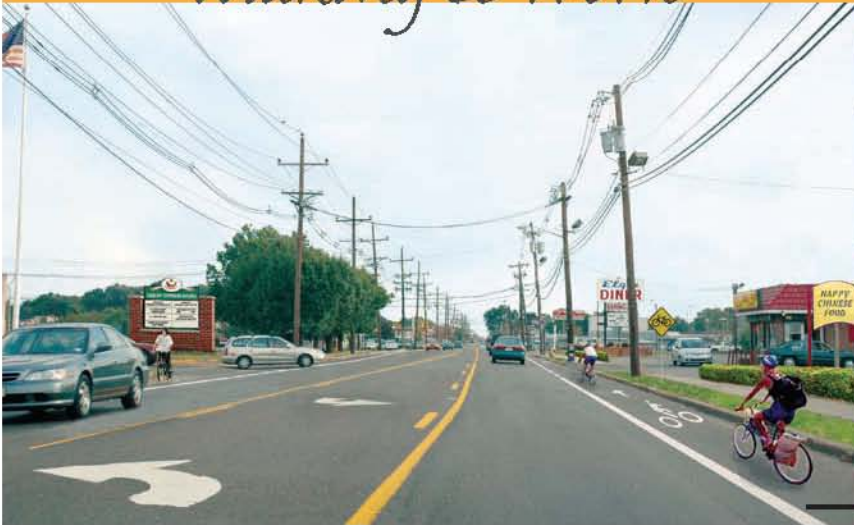
Camden Mt. Ephraim Ave from Newton Creek to Grant Avenue Camden



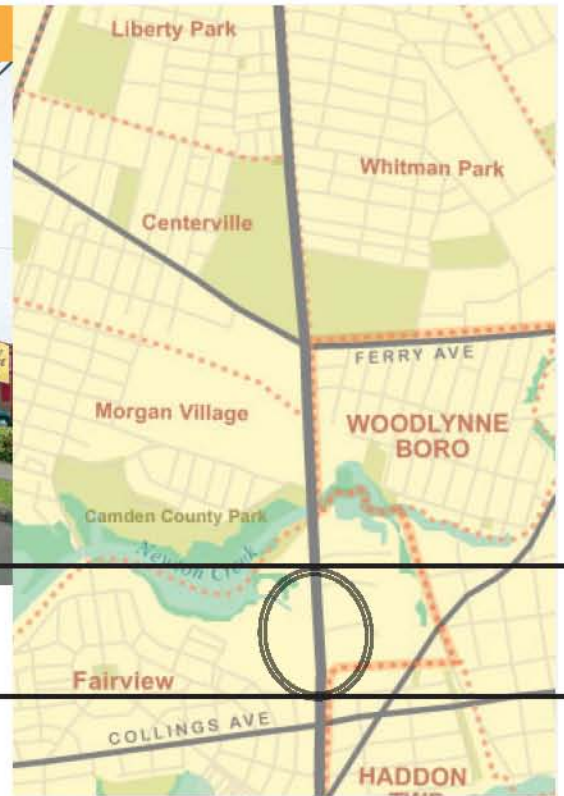
ROLES	<ul style="list-style-type: none"> ▶ Suburban shopping strip. ▶ Employment node (government offices) ▶ Arterial connecting Camden to the region.
CHARACTER	<ul style="list-style-type: none"> ▶ Suburban.
USAGE	<ul style="list-style-type: none"> ▶ High traffic volume and many turning movements. ▶ Significant pedestrian and bicycle traffic. Frequent crossings.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Home to Camden's only supermarket and 50's diner.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ No grass verge. ▶ Unsafe for pedestrians and bicyclists. ▶ Too many curb cuts. ▶ Visual clutter from utility wires and pole mounted signs. ▶ Three new outparcel developments were approved before this plan was released. These developments may generate significantly more traffic and turning movements in this section of Mt. Ephraim Avenue, possibly exacerbating existing problems.



Making It Work

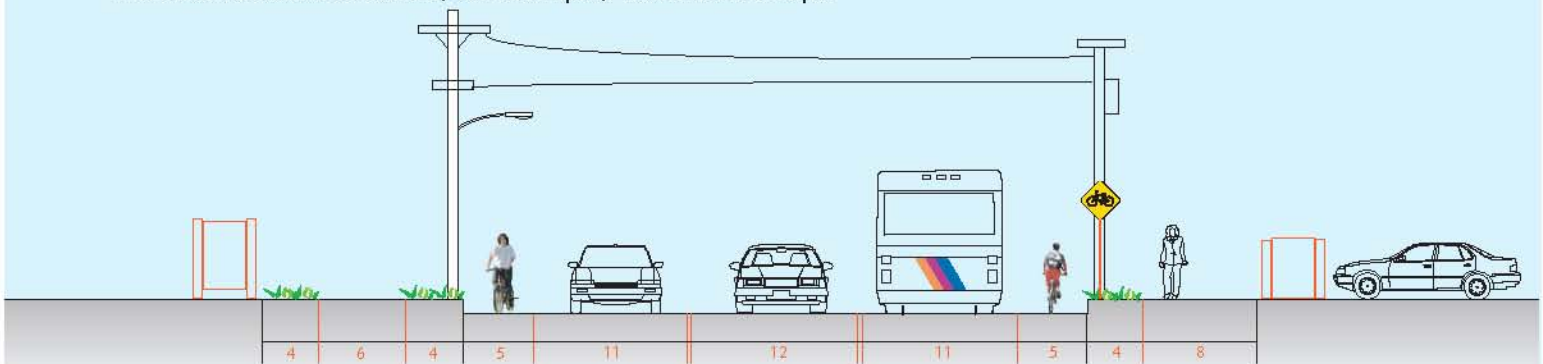


This photo simulation illustrates the recommended changes for the section of Mt. Ephraim Avenue that is home to the Pathmark and many other stores.



5

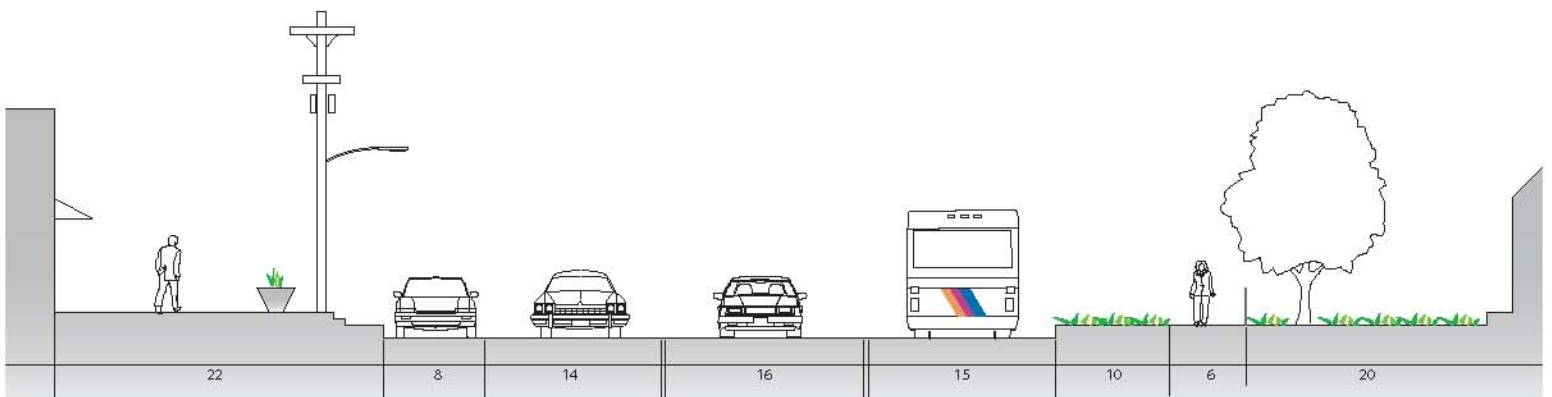
- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the width of the center turning lane and add bicycle lanes on both sides of the street.
- ❑ **Consider Medians and a Mid-Block Crossing.** Consider adding landscaped or textured medians in the center turning lane to control turning movements. Consider adding a mid-block crossing with a resting point on one of the medians.
- ❑ **Install Grass Verge.** Plant a continuous grass verge on both sides of the street.
- ❑ **Replace Commercial Signs.** Replace ugly, worn-out, pole-mounted signs with monument signs.
- ❑ **Manage Access.** Undertake an access management plan to make this section of the corridor safer to travel. Close unnecessary curb cuts and consider prohibiting any new curb cuts. Encourage NJTransit to route 400 bus up to front door of Pathmark.
- ❑ **Develop an Identity.** Create an identity for this shopping district and use common themes, colors, banners, etc. The district could be called, for example, "Southside Shops."



Haddon Mt. Ephraim Ave from Grant Avenue to Newton Ave *Camden*



ROLES	<ul style="list-style-type: none"> ▶ Entrance/exit into Haddon Twp and Fairview Village in Camden City. ▶ Neighborhood business district. ▶ Arterial connecting Camden to the region.
CHARACTER	<ul style="list-style-type: none"> ▶ Urban.
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume. ▶ Bus transfer location for 400 and 450 lines. ▶ Significant pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Historic, village character
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Buildings and signs on the Haddon Township and Fairview side look tired. ▶ Visual clutter from utility wires. ▶ Confusing traffic weave intersection with US 130.



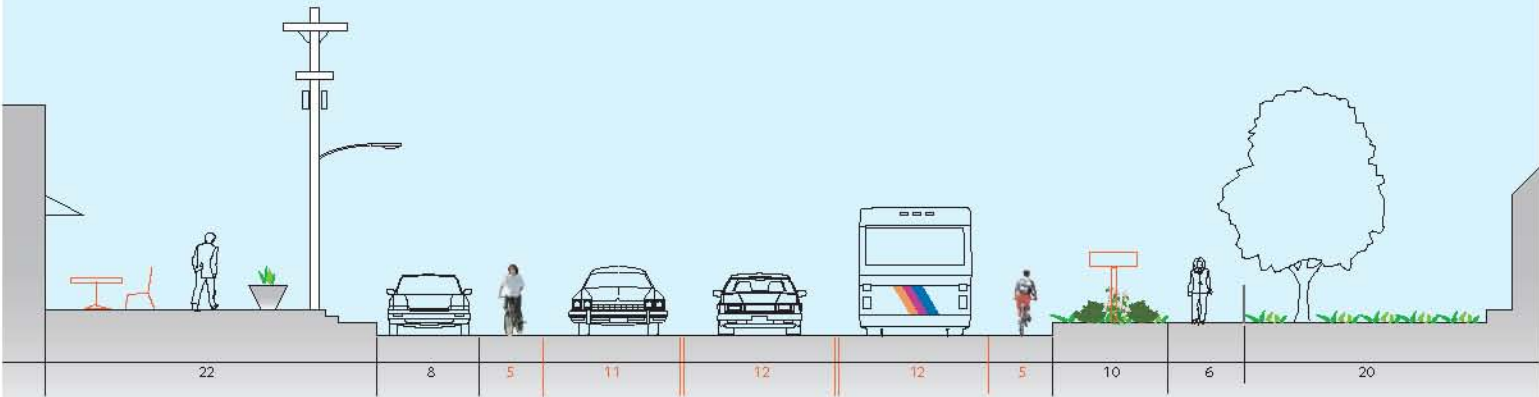
Making It Work



6

The section of Mt. Ephraim Avenue discussed on these pages, with its village character and historic architecture, is unique and interesting. Find ways to make the sidewalk more lively, like the one shown in the picture above.

- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the width of all lanes of traffic and add bicycle lanes.
- ❑ **Landscape the Grass Verge.** Add nice landscaping to the grass verge on the west side of the street.
- ❑ **Undertake Facade Improvements.** Beautify the facade of the historic building on the Haddon Township side.
- ❑ **Enliven the Sidewalk.** The building on the Haddon side could be a good location for a neighborhood cafe. Encourage outdoor seating and install bike racks and benches



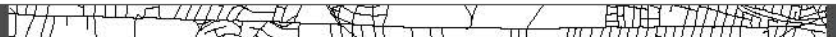
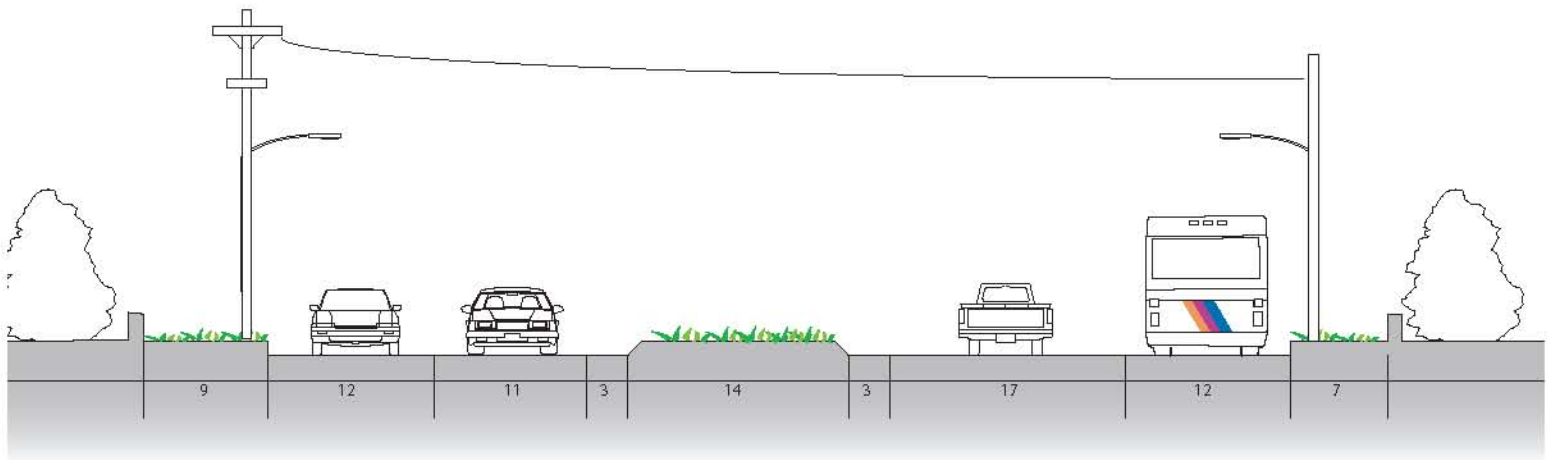
RETHINKING THE ROADWAY

Haddon Mt. Ephraim Ave from Newton Ave to Kendall Blvd *Haddon*

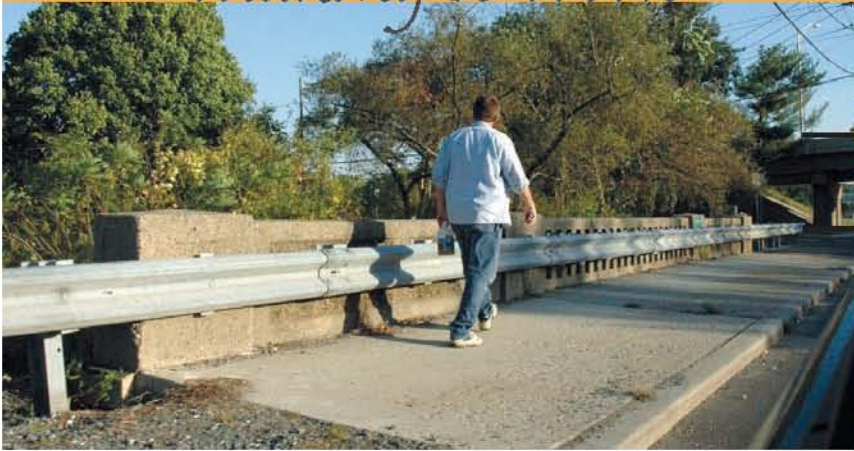
Mt Ephraim Ave 168



ROLES	<ul style="list-style-type: none"> ▶ Entrance/exit into Oaklyn. ▶ Link to interstate highways.
CHARACTER	<ul style="list-style-type: none"> ▶ Highway.
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume. ▶ Significant pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Greenery.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ No formal sidewalk on either side of the street.



Making It Work

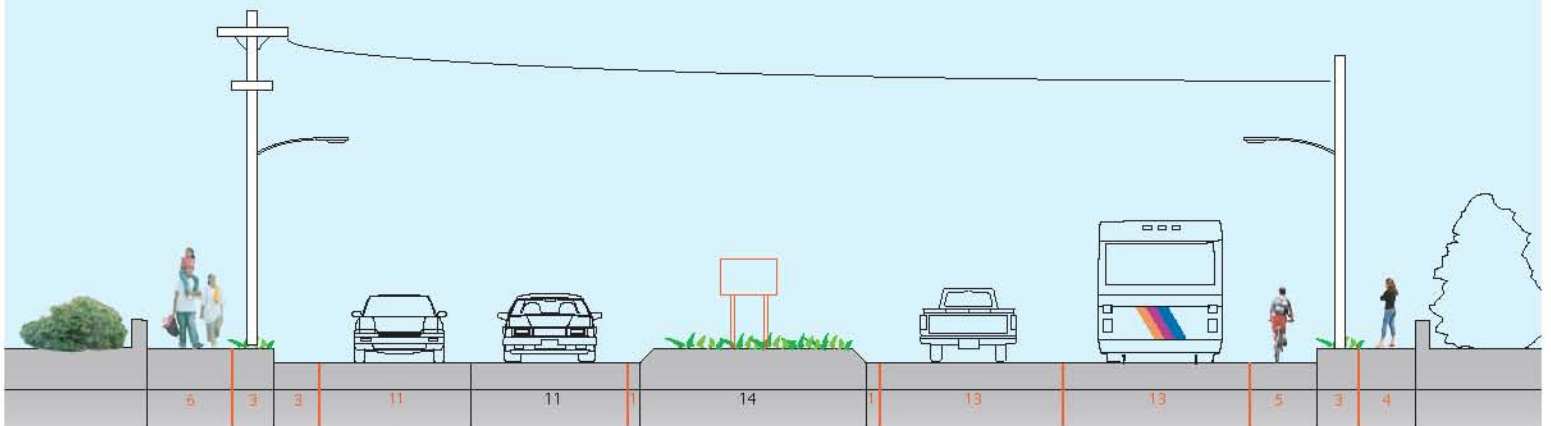


This is a close up of the east side of bridge that crosses Newton Creek. Make this a more pleasant passage. For starters, does the guardrail need to cover up the old bridge railing? Perhaps this could be a place where people fish or just look out at the creek.



7

- ⊗ **Modify Lane Configuration.** Reduce the width of a southbound lane so that a bicycle lane can be added. Reduce the width of the northbound lanes to accommodate a modest shoulder.
- ⊗ **Install Sidewalk.** Lay down a sidewalk on both sides of the street.
- ⊗ **Tame the Trees and Shrubs / Create Viewing Point.** Remove excess vegetation on the east side of the street and beautify the place from which people can look out at Newton Creek.

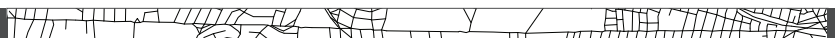
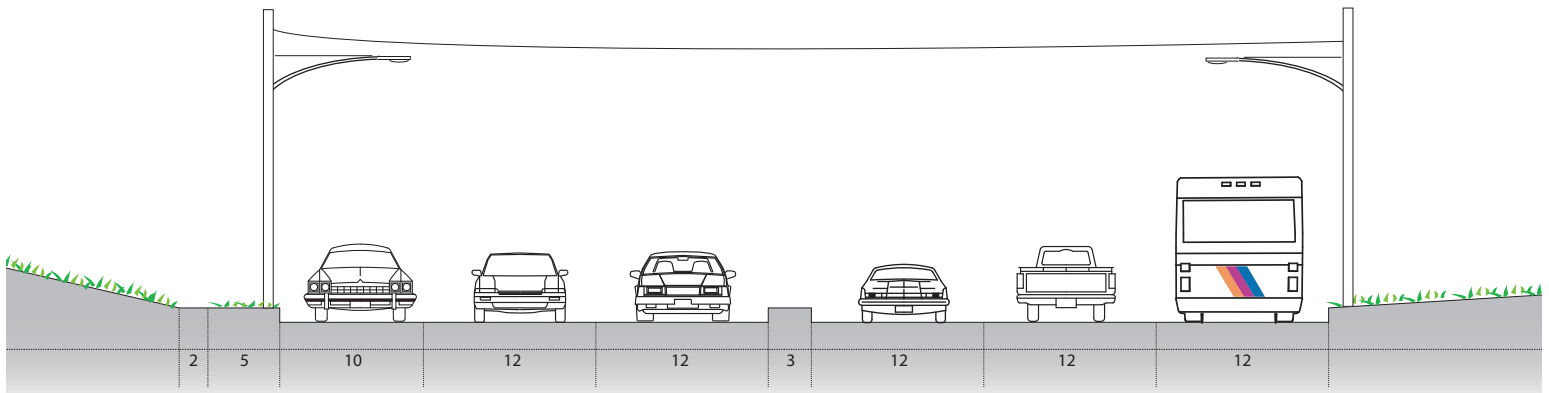


RETHINKING THE ROADWAY

Audubon Park Black Horse Pike from Kendall Blvd to Road A *Haddon*



ROLES	<ul style="list-style-type: none"> ▶ Entrance/ Exit to Walt Whitman Bridge to Philadelphia. ▶ Link to interstate highways. ▶ Receives interstate traffic.
CHARACTER	<ul style="list-style-type: none"> ▶ Highway.
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume. ▶ Moderate pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Greenery.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ No formal sidewalk on either side of the street.



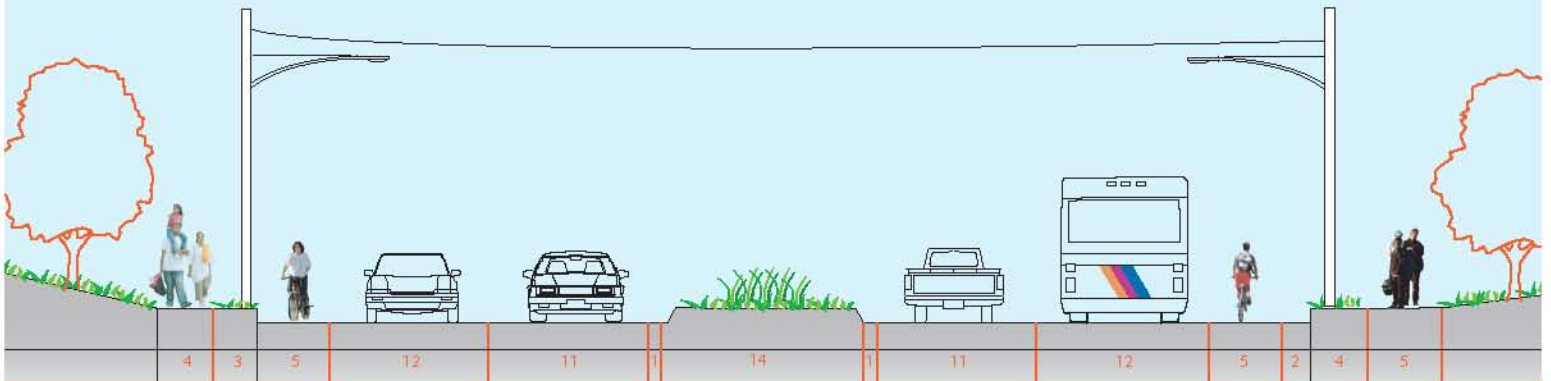
Making It Work



8

This man photographed on Black Horse Pike looks like he is riding his bike to work (although in the wrong lane). The section of Black Horse Pike discussed on these pages is an important link for shoppers and employees heading to centers in Audubon, many of which may travel on bike or foot.

- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Remove one lane of traffic from each direction by widening the median. Reduce the widths of the remaining lanes of traffic and create bicycle lanes on both sides of the street.
- ❑ **Install Sidewalk.** Lay down a sidewalk on both sides of the street.
- ❑ **Plant Trees.** Plant more trees along both sides of the street.

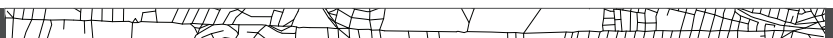
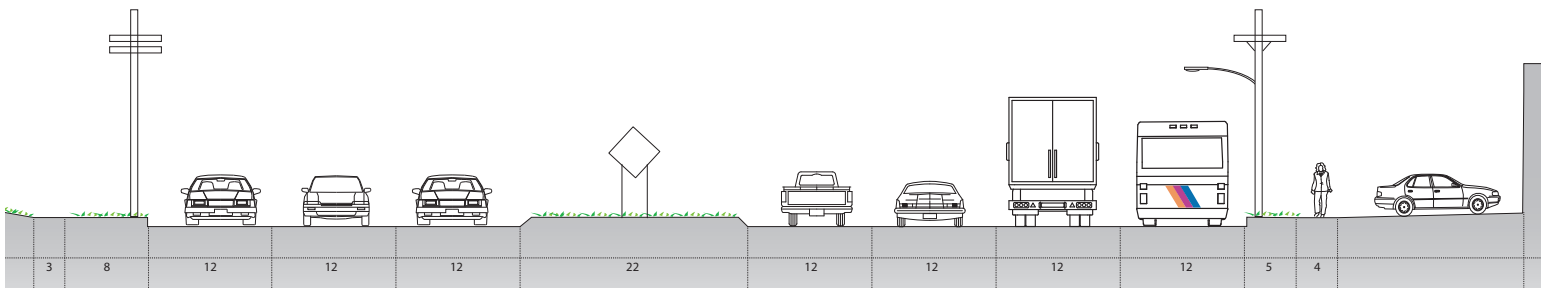


RETHINKING THE ROADWAY

Audubon Black Horse Pike from Road A to Nicholson Rd *Haddon*



ROLES	<ul style="list-style-type: none"> ▶ Entrance/exit into Oaklyn. ▶ Link to downtown, Audubon and Gloucester City.
CHARACTER	<ul style="list-style-type: none"> ▶ Highway.
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume - 18,800 AADT (2003 figure). AADT is likely much higher due to Wal-Mart. ▶ Significant pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Greenery.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Too many curb cuts on west side of the street. ▶ Confusing intersection on westbound Nicholson Road.



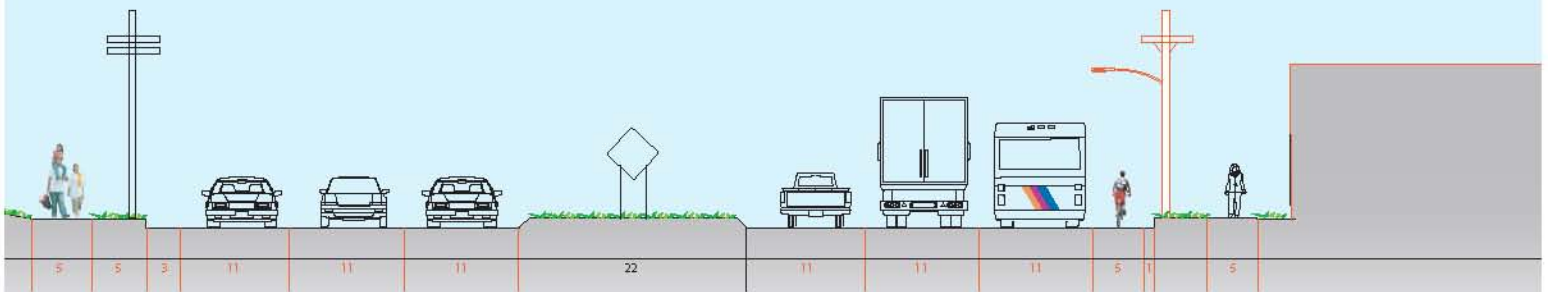
Making It Work



9

The aerial photo above shows the section of Black Horse Pike discussed on these pages. The southbound side of the road has four lanes, much more than necessary given existing traffic volumes. This could be an opportunity to remove one lane by extending the properties.

- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Remove one lane of traffic from the southbound direction by extending property parcels, reduce the widths of the remaining lanes of traffic, and create a bicycle lanes on the east side of the street.
- ❑ **Install Sidewalk.** Lay down a sidewalk on both sides of the street.
- ❑ **Improve Pedestrian Crossings.** Find ways to make safe, formal pedestrian crossings, especially across Nicholson Road.
- ❑ **Landscape the Median.** Add beautiful landscaping to the median.
- ❑ **Plant Trees.** Plant more trees along both sides of the street.
- ❑ **Manage Access.** Undertake an access management plan to make this section of the corridor safer to travel. Close unnecessary curb cuts.

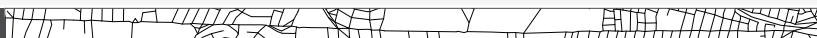
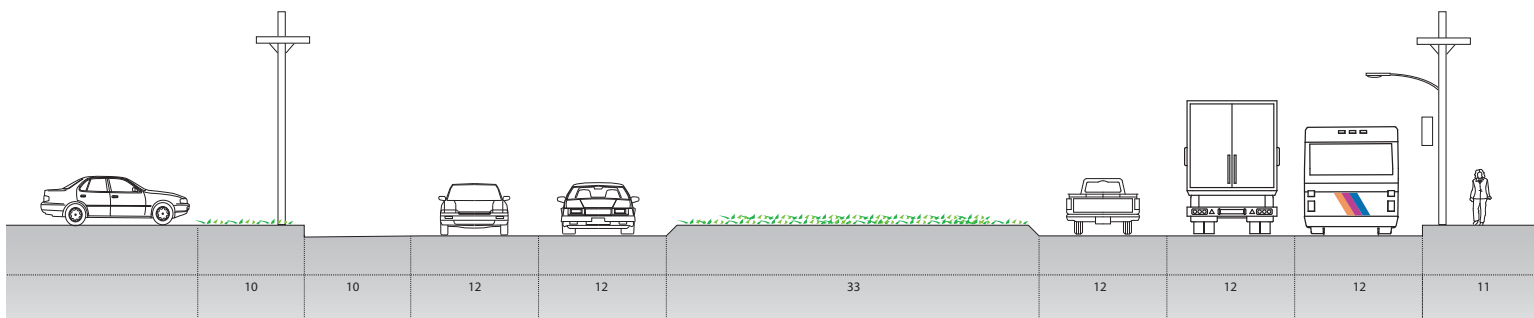


RETHINKING THE ROADWAY

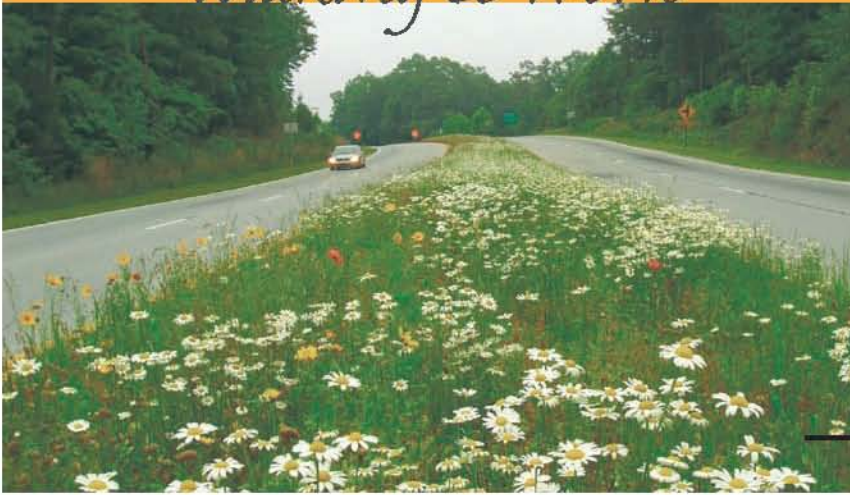
Audubon Black Horse Pike from Nicholson Rd to Hampshire Ave Mt. Ephraim



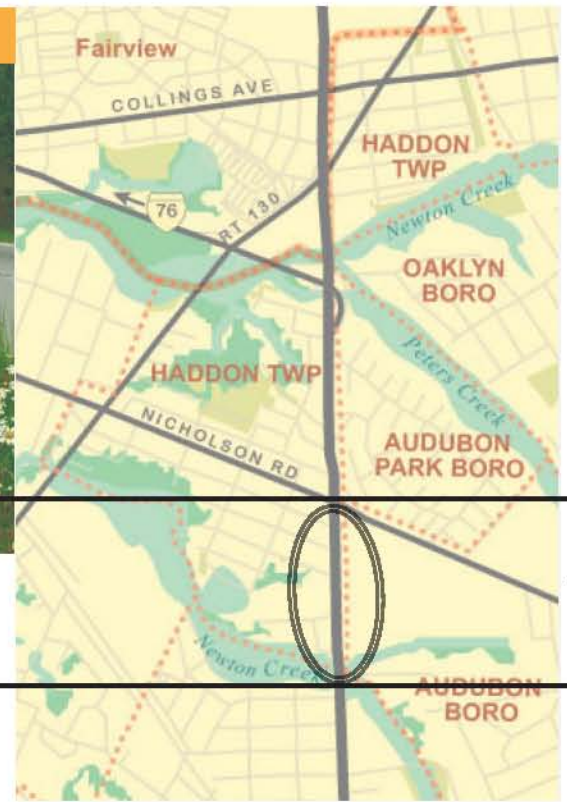
ROLES	<ul style="list-style-type: none"> ▶ Employment node (Barb's Harley-Davidson and Audubon Commons/Audubon Crossings Shopping Center). ▶ Regional shopping destination.
CHARACTER	<ul style="list-style-type: none"> ▶ Suburban.
USAGE	<ul style="list-style-type: none"> ▶ High traffic volume. ▶ Significant pedestrian and bicycle traffic. Frequent crossings.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Key businesses that attract customers from the region are located here.
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ There is no sidewalk on the east side of the street. ▶ Crossings are difficult and dangerous for pedestrians and bicyclists.



Making It Work

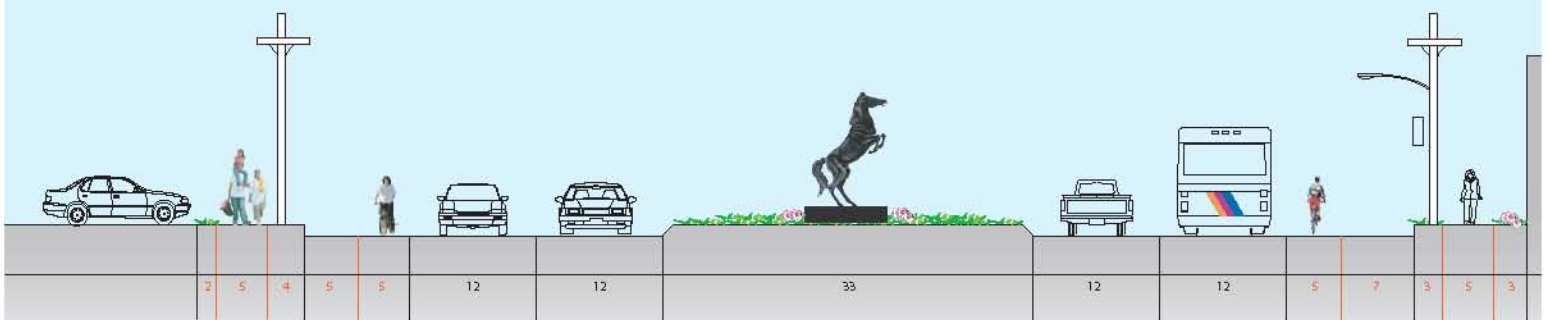


Landscaping the median along Black Horse Pike, similar to what is shown in the picture above, would be an excellent way to welcome motorists to the Audubon Commons/Crossings shopping center. Perhaps the shopping center would be interested in making this investment.



10

- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the road cross section to two lanes in either direction. Add bicycle lanes along both sides of the street.
- ❑ **Modify Signal Timing.** The green light lasts long enough for only one or two cars to exit Main Street onto Black Horse Pike. Modify the signal timing so it stays green longer.
- ❑ **Improve Pedestrian Sidewalks & Crossings.** Find ways to make safe, formal pedestrian crossings and lay sidewalk on east side of highway.
- ❑ **Create a Landmark.** Consider creating a public art installation in the wide median that celebrates Black Horse Pike, its history, and the communities that line this corridor.
- ❑ **Add Grass Verge & Landscaping.** Plant a grass verge on the west side of the street. If there is enough space, encourage businesses to plant a strip of landscaping against their buildings.

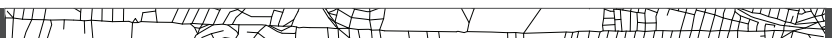
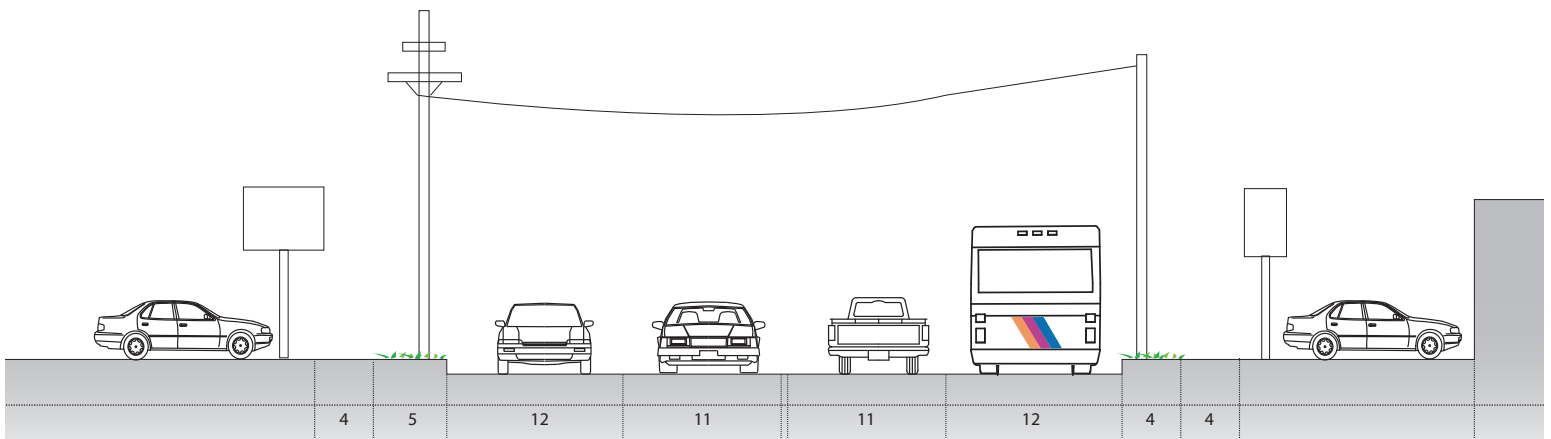


RETHINKING THE ROADWAY

Mt. Ephraim Black Horse Pike from North Merchant St to Kings Hwy *Mt. Ephraim*



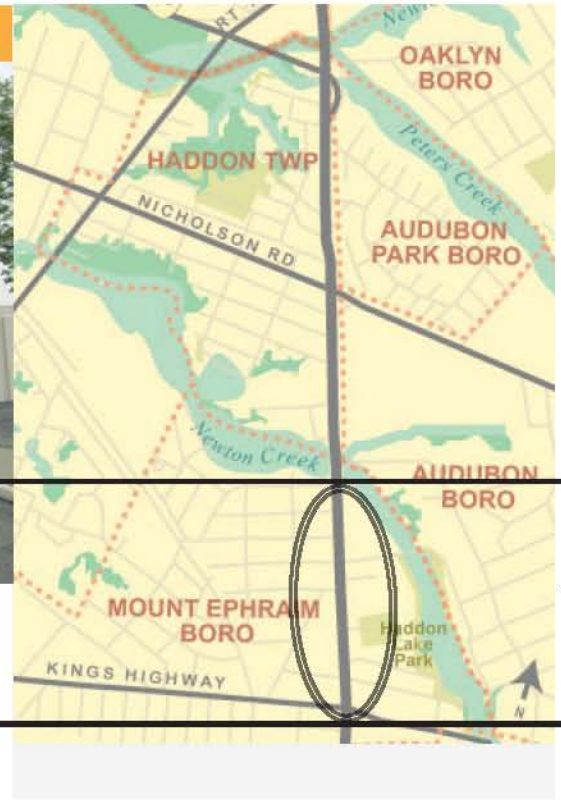
ROLES	<ul style="list-style-type: none"> ▶ Part of Mt. Ephraim’s business district. ▶ Links Mt. Ephraim to communities deeper into Camden County.
CHARACTER	<ul style="list-style-type: none"> ▶ Suburban/Urban.
USAGE	<ul style="list-style-type: none"> ▶ Moderate traffic volume - approx. 19,100 AADT (2003 figure). ▶ Moderate pedestrian and bicycle traffic.
POSITIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Southern part of this section has a pleasant “main street” character. ▶ Some of the properties are nicely landscaped (e.g., church)
NEGATIVE ATTRIBUTES	<ul style="list-style-type: none"> ▶ Visual clutter from utility wires. ▶ Ugly and excessively large signs and auto dealership banners. ▶ Too many curb cuts.



Making It Work

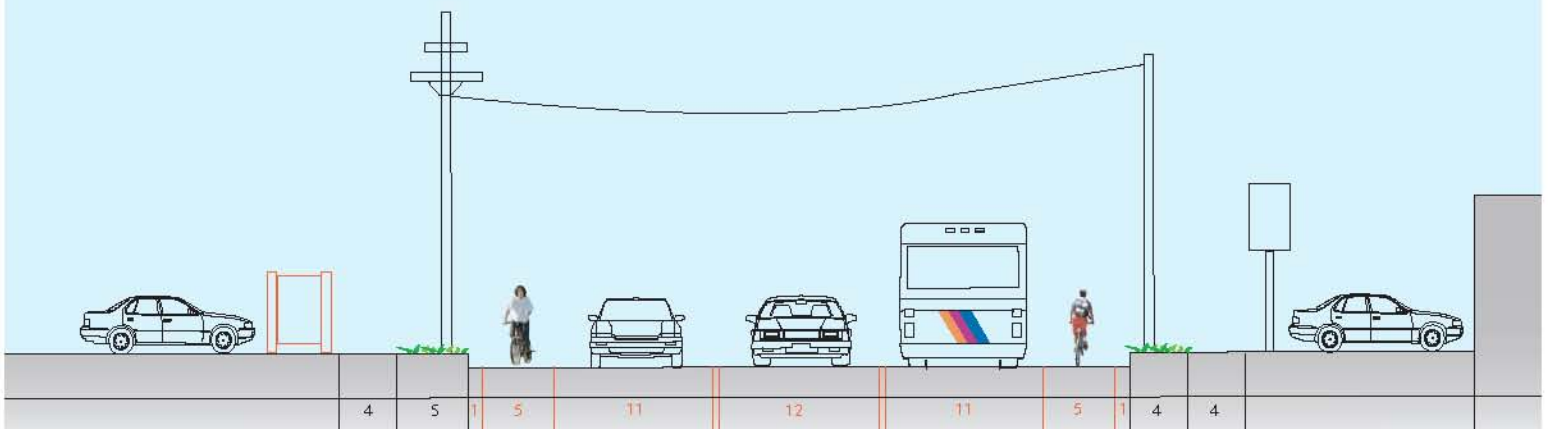


The lane configuration of Black Horse Pike in Mt. Ephraim should resemble that of Black Horse Pike in Blackwood, NJ, pictured above. Having a center turning lane prevents a car trying to take a left turn into a driveway from backing up traffic.



11

- ❑ **Create an Identity.** This section is part of Mt. Ephraim's downtown, and people should be celebrated as such (e.g., banners).
- ❑ **Modify Lane Configuration / Create Bicycle Lanes.** Reduce the road cross section to one lane in either direction, with a center turning lane. Add bicycle lanes on both sides of the street.
- ❑ **Manage Access.** Undertake an access management plan to make this section of the corridor safer to travel. Close unnecessary curb cuts.
- ❑ **Consider Adding a Traffic Signal.** The left turn out of the Wawa is precarious. If changes in the lane configuration do not mitigate the hazard, consider adding a traffic signal.



RETHINKING THE ROADWAY

DESIGN STANDARDS

that every development project should follow

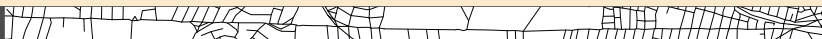


Monument Signs. The graphic above shows a prototypical monument sign for Mt. Ephraim Ave / Black Horse Pike. Note that the sign includes the street address but not other elements that add clutter or pose a safety hazard, like business hours, telephone numbers or emails. The pictures below are additional examples of monument signs.



FREE-STANDING SIGNS

TYPE	Monument Sign. Pole-mounted signs are not permitted.
QUANTITY	<ul style="list-style-type: none"> ▶ Maximum number of free-standing signs per property = 1 ▶ Corner properties can have 2 free-standing signs, one for each entrance, provided the entrances are located on different streets.
PLACEMENT	<ul style="list-style-type: none"> ▶ Minimum distance of sign edge from curb of roadway = 20 ft. ▶ Minimum distance of sign edge from sidewalk edge = 2 ft.
DIMENSIONS	<ul style="list-style-type: none"> ▶ Maximum height = 10 ft. ▶ Maximum width = 8 ft. ▶ Maximum area of sign face = 80 s.f. ▶ At least 75% of the base of the sign must be within 12 in. of the ground.
INFORMATION	<ul style="list-style-type: none"> ▶ Amount of information on sign must not be more than that which is necessary to provide reasonable identification of the business. ▶ Sign must indicate street number of the property
MATERIALS	<ul style="list-style-type: none"> ▶ Sign and sign supports must be constructed of wood, metal, stone, stucco, brick, or synthetic substance that mimics these materials. ▶ Plastic boxes cannot be used.
LETTERS	<ul style="list-style-type: none"> ▶ Letters can be either be painted/printed directly on the sign surface or can consist of individually-mounted letter forms that are affixed to the sign surface.
LIGHTING	<ul style="list-style-type: none"> ▶ Lighting for the sign face can only come from an external source mounted on the sign or in the ground. ▶ Internal illumination and backlighting is only allowed within individually-mounted letter forms.
LANDSCAPING	<ul style="list-style-type: none"> ▶ The area around monument signs should be landscaped with grasses, shrubs and/or flowers. Signs should not be surrounded by asphalt.
MAINTENANCE	<ul style="list-style-type: none"> ▶ Signs must be maintained periodically (e.g., painted, washed, etc.) so as to minimize signs of vandalism, wear, and accidental damage. ▶ Any sign that identifies a business that is no longer in existence or operation must be removed within 60 days of ceasing operations on the premises.



DESIGN STANDARDS

that every development project should follow

1



Flat Panel Sign. A single panel attached flush to the building. Some of the most interesting and unique signs are painted or carved by hand.

2



Individual Letter Forms (Internally-Illuminated). REXY'S BAR has a nice sign with individual letter forms, and a logo, that are internally-illuminated.

3



Individual Letter Forms (Externally-Illuminated). The Stone Grille in Gloucester Township uses individual letter forms that are externally lit.

4

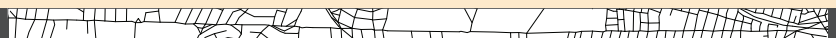


Painted Sign. Some of the most eye-catching and attractive signs are painted directly onto the building surface by hand.

5

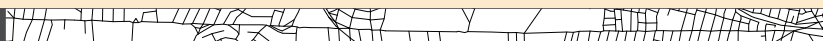


Projecting Sign. These signs are attached to a building at an angle.



BUILDING-MOUNTED SIGNS

<p>TYPE</p>	<p>1) Flat Panel Sign 2) Individual Letter Forms (Internally-Illuminated) 3) Individual Letter Forms (Externally-Illuminated) 4) Painted Sign 5) Projecting Sign</p>	
<p>QUANTITY</p>	<ul style="list-style-type: none"> ▶ Maximum number of building-mounted signs per single-tenant property = 1 ▶ Single-tenant corner properties can have 2 building-mounted signs ▶ For multi-tenant properties, each individual business can have one building-mounted sign attached to the portion of the building that houses that particular business. 	
<p>PLACEMENT</p>	<ul style="list-style-type: none"> ▶ Building-mounted signs cannot be placed above the roof-line, nor can any part of the sign be higher than the top surface of the building. 	
<p>DIMENSIONS</p>	<p><i>If building is set back from edge of sidewalk between 0-25 ft., then:</i></p>	<p><i>If building is set back from edge of sidewalk more than 25 ft., then:</i></p>
	<ul style="list-style-type: none"> ▶ Maximum height = 4 ft. ▶ Maximum width = 8 ft. ▶ Maximum area of sign face = 32 s.f. ▶ Maximum projection of sign = 24 in. 	<ul style="list-style-type: none"> ▶ Maximum height = 7 ft. ▶ Maximum width = 14 ft. ▶ Maximum area of sign face = 128 s.f. ▶ Maximum projection of sign = 12 in.
<p>INFORMATION</p>	<ul style="list-style-type: none"> ▶ Amount of information on sign must not be more than that which is necessary to provide reasonable identification of the business. 	
<p>MATERIALS</p>	<ul style="list-style-type: none"> ▶ Signs should be constructed of wood, stone, stucco, metal, brick, or synthetic substance that mimics these materials. Plastic should not be used, except for individual letter forms ▶ Do not use plastic boxes. 	
<p>LETTERS</p>	<ul style="list-style-type: none"> ▶ Letters can be either be painted, printed, or carved directly on the sign surface or can consist of individually-mounted letter forms that are affixed to the sign surface. 	
<p>LIGHTING</p>	<ul style="list-style-type: none"> ▶ Lighting for the sign face can only come from an external source mounted on the sign, the building, or in the ground. ▶ Internal illumination is only allowed within individually-mounted letter forms. 	
<p>MAINTENANCE</p>	<ul style="list-style-type: none"> ▶ Signs must be maintained periodically (e.g., painted, washed, etc.) so as to minimize signs of vandalism, wear, and accidental damage. ▶ Any sign that identifies a business that is no longer in existence or operation must be removed within 60 days of ceasing operations on the premises. 	



DESIGN STANDARDS

that every development project should follow

1



Ceiling-Mounted Fixtures. Gas station canopies are notorious for throwing off excessive light glare. However, this SuperWawa designed its canopy to minimize glare by shielding the light fixtures and directing the light downward.

2



Pole-Mounted Fixtures (Full Cutoff). This lot uses full cutoff pole-mounted fixtures, in which the bulb is completely encased so that only the bottom surface is visible. This reduces light glare and concentrates the light downward.

3



Pole-Mounted Fixtures (Decorative). Parking lot lights don't always have to look generic and boring. This picture shows decorative "post-top" style lighting installed in a parking lot. While not considered a full cutoff fixture, this style of area lighting looks good and can complement local historic architecture.

4



Wall-Mounted Fixtures (Full Cutoff). Wall-mounted entry lights and security lights can look good and provide excellent lighting. The fixtures shown in this picture are full cutoff. The metal "tent" shields the sides of the bulb, which reduces light glare and focuses the light downward.



AREA & SECURITY LIGHTING

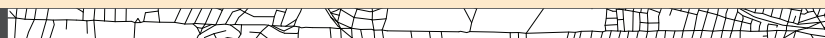
<p>TYPE</p>	<p>1) Ceiling-Mounted Fixtures 2) Pole-Mounted Fixtures (Full Cutoff) 3) Pole-Mounted Fixtures (Decorative) 4) Wall-Mounted Fixtures (Full Cutoff)</p>
<p>QUANTITY</p>	<p>▶ The number of fixtures installed should be enough to provide adequate and uniform lighting levels throughout the area intended to be illuminated so that people feel secure.</p>
<p>HEIGHT</p>	<p>▶ Maximum mounting height for pole-mounted fixtures = 25 ft. ▶ No part of a wall-mounted fixture can be higher than the top surface of the building.</p>
<p>FIXTURES</p>	<p>▶ Light fixtures must be designed with adequate shielding to prevent glare from normal viewing angles. Full cut-off fixtures meet this requirement. The only exception is in the case of decorative post-top (i.e., "Main Street" style) light fixtures. ▶ Light fixtures must be positioned so that they direct light downward and away from adjacent properties.</p>
<p>BULB</p>	<p>▶ Maximum intensity of illumination = 4.0 horizontal footcandles. ▶ Minimum intensity of illumination = 2.0 horizontal footcandles. ▶ The color of the light emitted from bulbs must appear white (i.e., in the blue and green color spectrum). Metal halide bulbs typically meet this requirement.</p>
<p>MAINTENANCE</p>	<p>▶ Light poles and fixtures must be maintained periodically (e.g., cleaned, bulbs replaced, washed, etc.) so as to minimize signs of vandalism, wear, and accidental damage.</p>



Full Cutoff Fixture



Semi Cutoff Fixture



DESIGN STANDARDS

that every development project should follow

1



Bioretention. The parking lots along Black Horse Pike generate significant stormwater runoff, which sends pollutants directly into nearby creeks without any filtering. Bioretention is a natural stormwater management method that can be applied to parking lots. It involves creating soil and plant trenches within parking lots and grading the surrounding pavement so that stormwater is channeled into and absorbed by these trenches.

2



Buffer/Screening. This is landscaping that is installed to create a visual screen or separation between the parking lot and rights-of-way and/or adjacent properties.

3

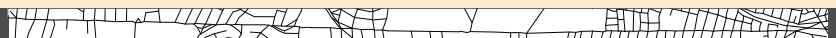


Islands. This is landscaping that is installed within parking lots to green and beautify what would otherwise be a monotonous expanse of asphalt. This picture shows landscaped islands with trees and shrubs planted in between parking stalls.

4



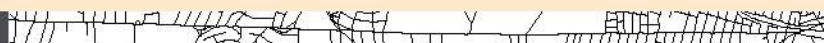
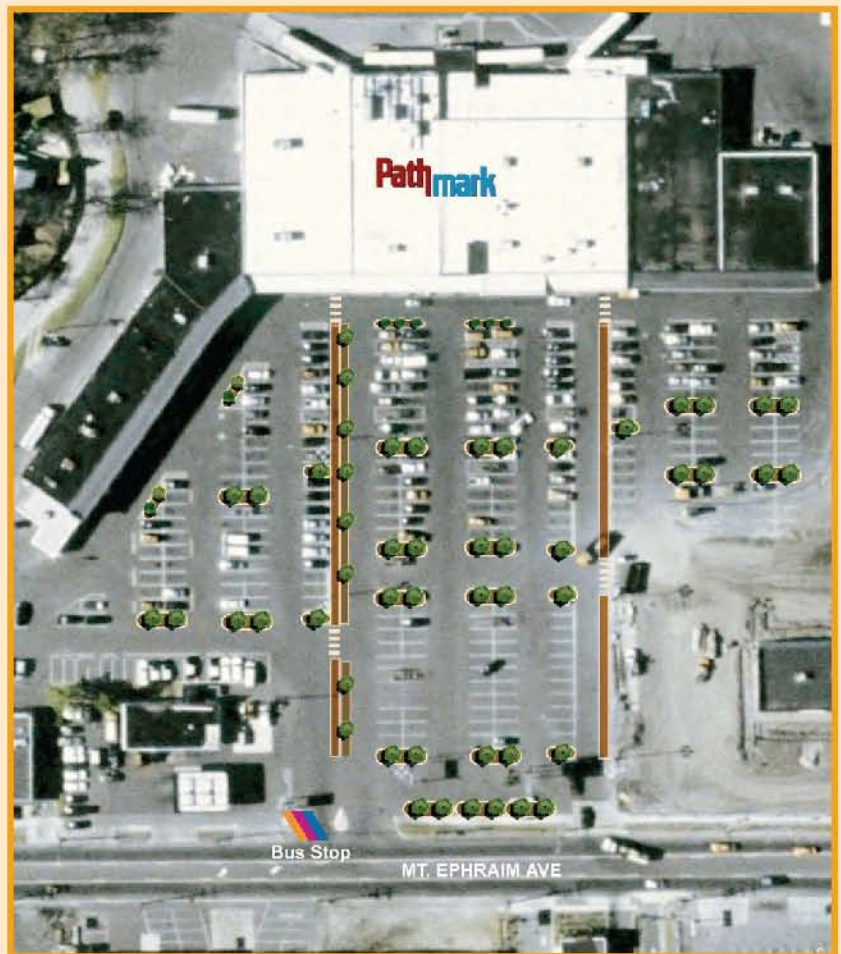
Paths. This is landscaping that is not only aesthetic but also functional. This picture shows a landscaped path that provides pedestrians with comfortable access from their cars to the building entrance. Paths minimize conflicts between cars and pedestrians.



PARKING LOT LANDSCAPING & DESIGN

TYPE	1) Bioretention 2) Buffer/Screening 3) Islands 4) Paths
REQUIREMENTS	<ul style="list-style-type: none"> ▶ At least 15% of the total area of the surface parking lot should be devoted to landscaped groundcover. Groundcover should promote drainage of stormwater into soil. ▶ For every 10 parking bays, there should be at least one (1) shade tree planted within the lot.
MAINTENANCE	<ul style="list-style-type: none"> ▶ Landscaping must be maintained regularly (e.g., trimmed, watered, litter removed etc.) so as to minimize signs of vandalism, wear, and accidental damage.

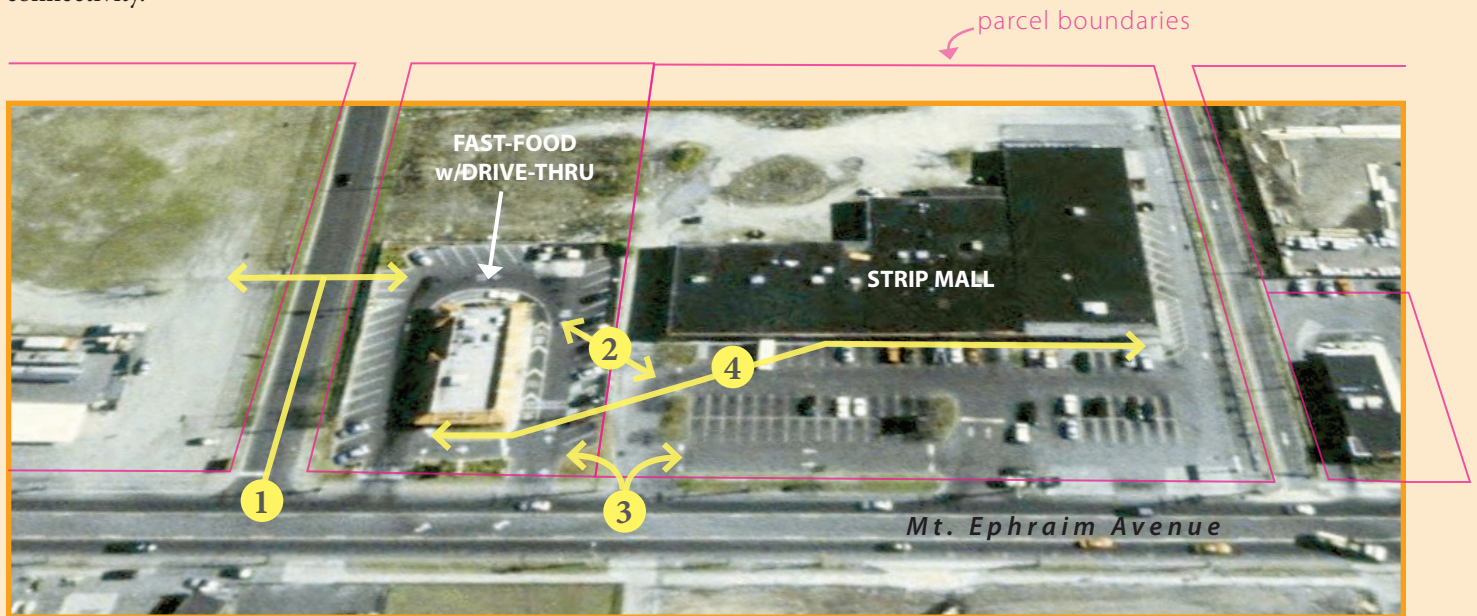
Adding Green to the Gray. The Pathmark on Mt. Ephraim Avenue is the only supermarket in Camden. Many people walk and ride the bus to shop there. However, the parking lot is a sea of asphalt with no amenities for pedestrians, no landscaping, and minimal lighting. This graphic suggests how landscaping and pedestrian paths can be incorporated into the parking lot. Ideally, Camden could encourage NJTransit to re-route the bus through this parking lot to drop off and pick up customers right at the front door.



DESIGN STANDARDS

that every development project should follow

Thinking “beyond the parcel” means looking outside of the boundaries of a single property for opportunities to create a more connected, walkable, and safer place. Looking at Black Horse Pike from a bird’s eye perspective, the graphic below illustrates four basic principles for site planning and connectivity.



Four Principles FOR SITE PLANNING & CONNECTIVITY

1

Use the Intersection for Access. Rather than adding yet another curb cut to Mt. Ephraim Ave / Black Horse Pike, consider creating an access point from a street that intersects the main road.

2

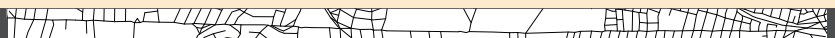
Link Adjoining Properties. Create internal driveways connecting neighboring properties and their parking lots so motorists are not forced to go back onto the main road to reach adjacent stores.

3

Share an Access Point. Research indicates that the more access points there are along a road, the greater the risk of accidents. Every parcel does not need and should not have its own an access point along a busy road such as this. Consider creating a single access point for multiple properties. This also reduces the number of potential conflict points between pedestrians and cars.

4

Think Storefront to Storefront. In strip malls and indoor shopping malls, storefronts are typically built along a continuous line. There are few obstacles that prevent people going back and forth between stores. Along Mt. Ephraim Ave / Black Horse Pike, however, buildings are set back at varying distances from stores, and there are often no formal connections between stores. Consider ways to facilitate passage from storefront to storefront.

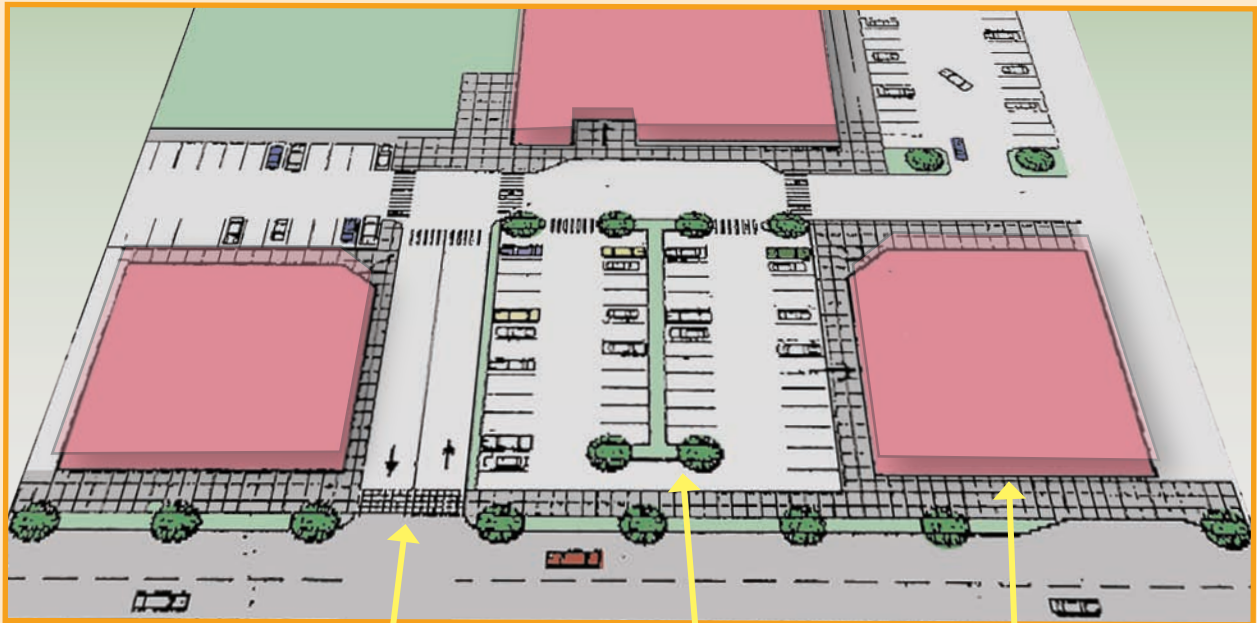


THINKING BEYOND THE PARCEL

Site Planning & Connectivity

This is an opportune moment to change the way sites are developed along Mt. Ephraim Avenue / Black Horse Pike. The face of the corridor is changing with each structure torn down and with every new building constructed. The following graphic illustrates ways to configure a site with multiple buildings to achieve a relatively safe, walkable, and interesting place—while preserving parking spaces and store visibility.

Planning New Construction TO CREATE BETTER PLACES



Single Access Point for Three Different Buildings.

This site has one main access point rather than a unique access point for each building. Having a single access point generally reduces the likelihood of traffic accidents and helps make the case for adding a traffic signal at the access point.

Buildings Line the Sidewalk.

Buildings (not parking lots) line the sidewalk, creating a more walkable and interesting retailing environment. The buildings, however, should not present a blank wall to the sidewalk and street; they should have windows and, if possible, another entrance.

Rearranged / Shared Parking.

Parking lots are located to the sides of or behind buildings, and they are arranged so that some of the spaces can be shared by more than one store. Each building does not need to have its own distinct parking lot.

Illustration adapted from AASHTO's *Guide for the Planning, Design, and Operation of Pedestrian Facilities* (2004)

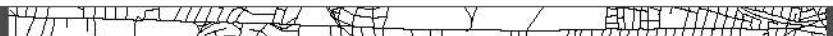
The 400 NJTransit bus is a boon for the many people living around Mt. Ephraim Ave / Black Horse Pike who do not have cars, as well as for the stores along the corridor that depend on nearby communities for workers and customers. As active as the bus line is, accommodations for passengers are sparse, especially at stops located at large employment nodes and shopping destinations. For example, there are no bus shelters at the stops in front of the Pathmark in Camden and the Wal-Mart in Audubon. These stores attract plenty of riders who go home with many bags of products, yet there are no bus shelters, no benches, and no trash receptacles.



Provide More Bus Shelters. DVPRC's *NJ 168 Corridor Study* (September 2004) recommends installing signage and shelters at employment nodes. We support this recommendation. Bus shelters with benches, trash receptacles, and an updated route map/schedule should be installed at large employment and shopping nodes and maintained by the property owners. In exchange for maintaining the bus shelters, these property owners should be allowed to install advertising displays on shelters.



Reconsider the Location of Certain Bus Stops. The locations of bus stops should be re-examined for two reasons: 1) Some of the stops are located in precarious places. For example, one bus stop is located just after the signaled intersection at Mt. Ephraim Avenue and Fairview Street. When the bus stops to pick up passengers at this particular stop, traffic backs up in the middle of the intersection. 2) Many Steering Committee members brought up the issue of litter accumulating around bus stops. Some bus stops are located within a few feet of the front doors of private businesses, some of whom have no choice but to clean up litter, trash, and graffiti themselves.



Appendix CONCEPTUAL WAYFINDING PLAN

Despite the fact that Mt. Ephraim Ave / Black Horse Pike connects motorists to several municipalities, major roadways, large shopping centers, and a commuter rail station, there's no coordinated wayfinding sign system along the roadway. Motorists along the corridor need to be more confident about where they are going, so they can anticipate upcoming turns and destinations and get a better sense of local geography. This conceptual wayfinding plan suggests the following types of signs:

Bike Signs. This plan recommends creating bike lanes along much of the corridor. At the starting point of the bike lane, in each direction, there should be a bike lane sign. A bike warning sign should be placed in places where there is a greater chance of conflicts between cars and bicyclists.

Trailblazer. There needs to be signs that tell people what route they are on, especially since it changes as they travel along the corridor.

Directional Sign. There are a lot of important destinations that should be pointed out. For example, a sign should direct motorists to the Ferry Avenue PATCO station.

Place / Distance Sign. Signs should indicate what towns and destinations are coming up and how far they are.

Gateway. Gateway markers should welcome motorists as they cross municipal boundaries.

Public Art Landmark. "Take a right turn at the black horse statue." There is ample room to install a unique landmark in the median near the intersection of Black Horse Pike and Nicholson Road.



Appendix

PLANNING & IMPLEMENTATION AGENDA

RECOMMENDATION	SHORT RANGE IMPLEMENTATION	POLICY CHANGES	FINANCING	KEY IMPLEMENTERS
FOUR FUNDAMENTAL ACTIONS				
1. A Place to Walk: Create an Uninterrupted Pedestrian Pathway	<p>a. Enforce Codes: To correct egregious violations of existing regulations that already address aspects of these Four Fundamental Actions, use the code enforcement process.</p> <p>b. Negotiate: For any change in use or for new developments, negotiate with operator / developer to implement the Four Fundamental Actions.</p> <p>c. Draft Design Overlay: Seek grant funds from NJ Office of Smart Growth to begin drafting ordinance language for a Design Overlay that codifies the recommendations in this plan.</p>	<p>a. Master Plan – Land Use Element. Amend to establish basis for a special multi-municipal Design Overlay for Mt. Ephraim Ave / Black Horse Pike corridor.</p> <p>b. Zoning Ordinance. Amend to add a Design Overlay to commercial and institutional properties fronting Mt. Ephraim Ave / Black Horse Pike.</p>	<p>a. NJ Office of Smart Growth. Apply for grant to draft the Design Overlay.</p> <p>b. Capital Improvement Program. Earmark funds for installing new sidewalks, repairing old sidewalks, planting a continuous grass verge, and improving pedestrian crossings.</p> <p>c. Developer Contributions. Negotiate with developers to finance site-specific improvements.</p> <p>d. NJ Transportation Enhancement Program. Submit sidewalk and pedestrian crossing improvement plans.</p> <p>e. NJDOT Safe Routes to Schools. Consider this source of funds for pedestrian-related enhancements in certain locations.</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Woodlymne ▪ Haddon Township ▪ Borough of Audubon ▪ Borough of Mt. Ephraim ▪ Camden County ▪ DVRPC
2. A Strip of Green: Plant a Continuous Grass Verge				
3. A Good Sign: Adopt Universal Sign Standards				
4. The Right Light: Require Lights, But Control the Glare				
RETHINKING THE ROADWAY				
5. Lane Reconfigurations and Bicycle Lanes	<p>a. Seek Grassroots Support: Seek organizations to support proposals to make Mt. Ephraim Ave / Black Horse Pike a bicycle route with bicycle lanes.</p> <p>b. Initiate Contact with NJDOT: Present this plan.</p>	<p>a. Master Plan – Circulation Element. Amend to refer to Mt. Ephraim Ave / Black Horse Pike as a multi-municipal and multi-modal shopping corridor, with continuous sidewalks, clearly-marked crosswalks, bicycle lanes, managed access, and adequate accommodations for bus passengers.</p> <p>b. NJ Statewide Bicycle & Pedestrian Master Plan. Amend to make sure Mt. Ephraim Ave / Black Horse Pike is listed as priority area.</p>	<p>a. Capital Improvement Program. Earmark funds for reconfiguring lanes and adding bicycle lanes to County roads.</p> <p>b. NJ Transportation Enhancement Program. Submit lane reconfiguration and bicycle lane plans.</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Woodlymne ▪ Haddon Township ▪ Borough of Audubon ▪ Borough of Mt. Ephraim ▪ Camden County ▪ DVRPC
6. Median Landscaping	<p>a. Seek Sponsors: Approach large businesses or institutions about sponsoring a Black Horse Pike beautification project and funding median landscaping investments.</p>	N/A	<p>a. Capital Improvement Program. Earmark funds for landscaping medians.</p> <p>b. Private Contributions.</p>	<ul style="list-style-type: none"> ▪ Haddon Township ▪ Borough of Audubon ▪ Borough of Audubon Park
7. Access Management	<p>a. Conduct Study. Seek funds for and undertake access management study at critical areas such as Section 5 (Mt. Ephraim Avenue/NJ168 in Camden) and Section 11 (Black Horse Pike/NJ168 in Mt. Ephraim Borough).</p>	<p>a. Master Plan – Circulation Element. Amend to consider frontage of Mt. Ephraim Ave / Black Horse Pike a priority area for access management in order to protect the health, safety, and welfare of pedestrians, bicyclists, and motorists.</p>	<p>a. NJ Office of Smart Growth/NJDOT. Apply for funds to undertake access management studies.</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Mt. Ephraim ▪ Haddon Township ▪ Camden County ▪ DVRPC

<p>8. Public Art Installation</p>	<p>a. Seek Sponsors: Approach large businesses or institutions about sponsoring a Black Horse Pike beautification project and funding public art installation.</p>	<p>N/A</p>	<p>a. Private Contributions:</p> <ul style="list-style-type: none"> ▪ Borough of Audubon ▪ Haddon Township
<p>DESIGN STANDARDS</p>			
<p>9. Free-Standing Signs</p>	<p>a. Enforce Codes: To correct egregious violations of existing regulations that already address elements of these Design Standards, use the code enforcement process.</p>	<p>a. Master Plan – Land Use Element: Amend to establish basis for a special multi-municipal Design Overlay for Mt. Ephraim Ave / Black Horse Pike corridor.</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Woodlynn ▪ Haddon Township ▪ Borough of Audubon ▪ Borough of Mt. Ephraim
<p>10. Building-Mounted Signs</p>	<p>b. Negotiate: For any change in use or for new developments, negotiate with the operator or developer to implement the design standards fundamental actions.</p>	<p>b. Zoning Ordinance: Amend to add a Design Overlay to commercial and institutional properties fronting Mt. Ephraim Ave / Black Horse Pike that embodies these Design Standards.</p>	<p>a. Property-owners.</p> <p>b. Developers.</p>
<p>11. Area & Security Lighting</p>	<p>c. Draft Design Overlay: Seek grant funds from NJ Office of Smart Growth to begin drafting ordinance language for a design overlay based that codifies the recommendations in this plan.</p>		
<p>12. Parking Lot Landscaping & Design</p>			
<p>13. Thinking Beyond the Parcel: Site Planning & Connectivity</p>			
<p>WAYFINDING</p>			
<p>14. Create a Coordinated Wayfinding System</p>	<p>a. Initiate Contact with NJDOT: Present this plan.</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ Camden County ▪ DVRPC <p>a. Delaware River Port Authority / PATCO.</p> <p>b. NJ Transportation Enhancement Program. Submit wayfinding projects.</p>
<p>BUS STOPS</p>			
<p>15. Provide More Bus Shelters</p>	<p>a. Initiate Contact with NJ Transit: Present this plan.</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ NJ Transit ▪ Camden County ▪ DVRPC <p>a. Property-owners.</p> <p>b. NJ Transit.</p>
<p>16. Reconsider the Location of Certain Bus Stops</p>			
<p>OTHER</p>			
<p>17. Consider Development Options for Underutilized and Vacant Parcels</p>	<p>a. Recruit Desired Businesses: Contact desired businesses and developers. Use this planning report as a marketing and design guidance tool.</p>	<p>a. Consider Redevelopment Tools: Investigate areas in need of redevelopment. Craft redevelopment plan. Leverage financial incentives for streetscape improvements, including Revenue Allocation Financing.</p>	<ul style="list-style-type: none"> ▪ Borough of Woodlynn ▪ Borough of Mt. Ephraim ▪ City of Camden ▪ Haddon Township <p>a. NJ Office of Smart Growth: Apply for grants for redevelopment studies and planning.</p>
<p>18. Remove and Prohibit Billboards</p>	<p>a. Enforce Codes: Remove unpermitted billboards (esp. Woodlynn)</p>	<p>a. Zoning Ordinance: Include prohibition of billboards in the Design Overlay that will apply to commercial and institutional properties fronting Mt. Ephraim Ave/Black Horse Pike.</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Woodlynn ▪ Haddon Township ▪ Borough of Audubon ▪ Borough of Mt. Ephraim <p>N/A</p>
<p>19. Consider Special Improvement Districts (SIDs)</p>	<p>a. Consider a SID: Consider the costs and benefits of creating a Special Improvement District along certain parts of Mt. Ephraim Avenue / Black Horse Pike.</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ City of Camden ▪ Borough of Mt. Ephraim <p>a. NJ Office of Smart Growth: Apply for funds to study the feasibility of creating a SID.</p>

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Key Words:	corridor plan

ABSTRACT

The Black Horse Pike Study was undertaken as part of the Delaware Valley Regional Planning Commission's Strategies for Older Suburbs initiative which examines the potential for City/Suburban collaboration between the Cities of Philadelphia and Camden and their surrounding neighborhoods. The Black Horse Pike Collaboration Study is one of three areas where the Delaware Valley Regional Planning Commission directed this initiative, with financial assistance from the William Penn Foundation.

DVRPC would like to acknowledge and thank the many public officials and private citizens who contributed to this plan. Edward Fox, Camden County Planning Director, also assisted throughout the community outreach process. The consultant team of Brown & Keener Bressi, led by Mark Keener and Neil Desai, drafted the plan and the consultant team of Urban Partners, led by Jim Hartling, completed the market study.

A task force of local municipal and business officials contributed to the development and vision of the plan. They include:

- Borough of Audubon
- Borough of Audubon Park
- Borough of Collingswood
- Borough of Mt. Ephraim (Tony Chambers)
- Borough of Oaklyn
- Borough of Woodlynne (Regina Burke, Mayor Jeraldo Fuentes)
- Camden County (Ed Fox, Andrew Levecchia)
- City of Camden (Ed Williams)
- DVRPC (Karen Cilurso, Kevin Murphy)
- Fairview Main Street (Sue Brennan)
- Haddon Township (Ellie Connell)
- NJDOT (Sansevalin Kumaresan)
- Barb's Harley-Davidson (Barb Borowiec)

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