



Golden Triangle Vision Plan

Cherry Hill Township
Camden County, New Jersey

Draft for Planning Board Review
June 2010

Prepared by **TM**
ASSOCIATES

Golden Triangle Vision Plan

Prepared for Cherry Hill Township by:

TM 11 Tindall Road
ASSOCIATES Middletown, NJ 07748

Stanley C. Slachetka, PP, AICP, LEED-GA
New Jersey Professional Planner
License No.: 33LI00350800

The original of this document was signed and sealed in accordance with New Jersey Law.

Adopted on _____, 2010 by the Cherry Hill Township Planning Board

Acknowledgements

Mayor Bernie Platt

Township Committee

David Fleisher, President
Sara Lipsett, Vice President
N. John Amato
Dennis Garbowski
Jim Bannar
Susan Shin Angulo
Jacqueline Silver

Cherry Hill Department of Community Development

David Benedetti, Director
Natalie Shafiroff
Nicole Hostetler, PP, AICP

Township Planning Board

Alan Miller, Chair
Aimee Hansen, Vice Chair
Sara Lipsett, Council Representative
Michael Maitland
Raymond Benitez
Hugh Dougherty, PE
Michael Vozzeli
William T. McCargo
John S. Osorio
Olvin S. Rouse, Jr., Alternate 1
H. Marc Tepper, Alternate 2

Golden Triangle Steering Committee

Matt Toyer, Mayor's Representative
Rae Hutton, NJ Transit
Vivian E. Baker, NJ Transit
Councilwoman Sara Lipsett
Aimee Hansen
Arthur C. Campbell
Satjeet Khalsa
Phil Brewer
Jason Ravitz
Caren Fishman
Anna Maria Ferraro
Ronda Urkowitz, PP, AICP
Rich Costanzo
Rich Fernicola

T&M Associates

Stan Slachetka, PP, AICP, LEED-GA
Anthony R. Rodriguez, LEED-GA
Robert Dare, PP, AICP, MCIP, LEED-GA
Lee D. Klein, PE, PTOE

The Golden Triangle Vision Plan was funded by a Transportation and Community Development Initiative (TCDI) Grant provided through the Delaware Valley Regional Planning Commission (DVRPC) and supported by the Camden County Improvement Authority (CCIA). Cherry Hill Township wishes to acknowledge the efforts of the staffs of both the DVRPC and CCIA in assisting Cherry Hill in the funding and development of the Golden Triangle Vision Plan.

Executive Summary

The Golden Triangle Vision Plan is the culmination of a year-long planning process funded by a Transportation and Community Development Initiative (TCDI) grant provided through the Delaware Valley Regional Planning Council (DVRPC). The Plan establishes a vision for the future of the Golden Triangle and creates an implementation strategy to achieve the articulated vision by 2025. The vision for the future of the Golden Triangle was crafted through the solicitation of input from public officials, neighborhood associations, local business and property owners, and the general public.

The Golden Triangle Vision Plan contains five elements each of which provides goals, objectives, and recommendations for a different aspect of the Study Area. A sixth element of the Plan describes the public involvement process that was implemented in order to craft the vision that serves as the basis of the Plan. Finally, the Plan contains a real estate market analysis describing near and long term real estate prospects in and around the Study Area, and a Strategic Action Plan, which provides a set of actions that should be implemented to achieve the goals, objectives, and recommendations contained in each element of the Plan, and ultimately, the overall vision for the future of the Study Area.

The implementation of the Golden Triangle Vision Plan rests on several key actions that, when implemented, will spur the implementation of the remainder of the Plan. These actions include: the construction of an at-grade railroad crossing south of the Cherry Hill Train Station linking the east and west portions of the Golden Triangle with a new mixed-use “main street” focusing on the train station; improving King Avenue to provide a complete street for use by all transportation modes; providing a safe pedestrian environment at the intersection of Route 70 and South Cornell Avenue to provide non-motorized access to Cooper River Park; implementing the recommendations of the Haddonfield Road Corridor Study; and improving the overall aesthetics of the built environment within the Study Area.

Contents

Introduction.....	1
Golden Triangle Area Description	2
Opportunities and Constraints	5
Past and Present Planning Efforts.....	6
Vision Statement	8
Vision Plan and Core Design Concepts Element	9
Land Use Element	18
Circulation Element	22
Design Element.....	26
Natural Resources Element	28
Public Participation Element	31
Preliminary Stakeholder Meetings	31
First Visioning Session.....	31
Second Visioning Session.....	33
Action Plan.....	34
Land Use Element.....	34
Circulation Element	35
Design Element	36
Natural Resources Element	38
Action Plan Matrix	40
Real Estate and Land Use Market Analysis	49

Tables and Figures

Figure 1: Location of the Golden Triangle..... 3

Figure 2: Existing Land Use 4

Figure 3: Sub-Areas 10

Figure 4: Cuthbert Corridor..... 11

Figure 5: King Avenue Office Redevelopment..... 12

Figure 6: Kenilworth & Woodland Neighborhoods 13

Figure 7: Garden State Park/Haddonfield Road Corridor..... 14

Figure 8A: Train Station TOD (Preferred Scenario) 15

Figure 8B: Train Station TOD (Alternative Scenario – Northern Crossing) 16

Figure 9: South of Route 70/Cooper River 17

Figure 10A: Land Use Concepts (Preferred Scenario)..... 19

Figure 10B: Land Use Concepts (Alternative Scenario – Northern Crossing) 20

Figure 11: Key Design Concepts 21

Figure 12: Circulation Concept..... 24

Figure 13: Open Space and Recreation Concept 30

Table 1: Opportunities and Constraints in the Golden Triangle 5

Table 2: Golden Triangle Vision Plan Action Matrix..... 40

Introduction

The Golden Triangle Vision Plan is a consensus-based, action-oriented plan intended to provide a framework to achieve the established vision for the future of the Golden Triangle. The established vision for the future of the Golden Triangle was crafted through a public involvement process that involved soliciting input from local business owners, property owners, public officials, and Township residents.

The Vision Statement guiding the Plan provides the basis for the Goals and Objectives contained in the various elements of the Plan. Similarly, the series of actions presented in the Action Plan provide the steps necessary to achieve the Goals and Objectives articulated in the various elements of the Plan.

The Golden Triangle Vision Plan is comprised of eight components:

1. Vision Plan and Core Design Concept Element, which constitutes the conceptual land use plan for the Golden Triangle;
2. Land Use Element, which recommends land use types, densities, Floor Area Ratios (FARs), and bulk standards for the Golden Triangle;
3. Circulation Element, which recommends vehicular, mass transit and pedestrian and bicycle improvements and linkages;
4. Design Element, which recommends design, landscaping and streetscape improvements;
5. Natural Resources Element, which recommends open space and wildlife habitat preservation strategies and potential park improvements;
6. Public Participation Element that summarizes the public outreach and participation component of the project and summarizes the stakeholder interviews, visioning meetings, and steering committee meetings;
7. A Real Estate Market Analysis describing the current and anticipated condition of the real estate market within the Golden Triangle as well as the region; and

8. A Strategic Action Plan with recommended actions necessary to achieve the Goals and Objectives articulated in the aforementioned elements of the Plan, as well as the established vision for the future of the Golden Triangle.

The Golden Triangle Vision Plan was funded by a grant from the Delaware Valley Regional Planning Council (DVRPC). The DVRPC awarded this grant to the Township to allow the Township to explore the feasibility of implementing transit-oriented development around the Cherry Hill Train Station. The Plan provides a set of recommended actions that, when implemented, will provide for the redevelopment of the area surrounding the Cherry Hill Train Station with land uses that are supportive to the existing train station, and are designed to make the train station the focal point of redevelopment efforts within the Golden Triangle.

Golden Triangle Area Description

The Golden Triangle is located in the westerly portion of Cherry Hill Township near the eastern border of Pennsauken Township. The Golden Triangle is bordered by the Cooper River to the south, Hampton Road to the west, State Route 38 to the north, and Haddonfield Road to the east. A segment of State Route 70 passes through the Golden Triangle, and much of the area's non-residential uses are located along the roadway. (Figure 1)

The Golden Triangle contains approximately 700 tax parcels, and contains a variety of commercial, office, retail, residential, and light industrial land uses. Additionally, the area contains a significant amount of open space and recreation areas, including the county-owned Cooper River Park, and several Township-owned neighborhood parks and freshwater wetland areas that contain informal passive recreation trails. (Figure 2)

Perhaps the most important asset to the Golden Triangle is the Cherry Hill Train Station. The Cherry Hill Train Station is one of the stops on the Atlantic City Line operated by New Jersey Transit. This rail line offers access to Philadelphia's 30th Street Station in approximately 30 minutes and access to Atlantic City in approximately one hour. In addition, passengers are able to connect to PATCO's high speed rail line offering access to Center City Philadelphia via a connection in Lindenwold. In the near future, passengers will be able to connect with NJ Transit's River Line via a connection in Pennsauken that is currently under construction and is anticipated to be completed in the fall of 2010. This connection will create shorter, more efficient connections to Camden, in addition to allowing transit riders to access Trenton and New York City via New Jersey Transit rail lines, thereby connecting Cherry Hill with an easily-accessible regional rail network.

Appendix A contains a technical memorandum compiled by Township staff describing the demographics, land uses, natural resources, and circulation patterns within the Golden Triangle in greater detail.



Existing Barnes and Noble bookstore in Garden State Park

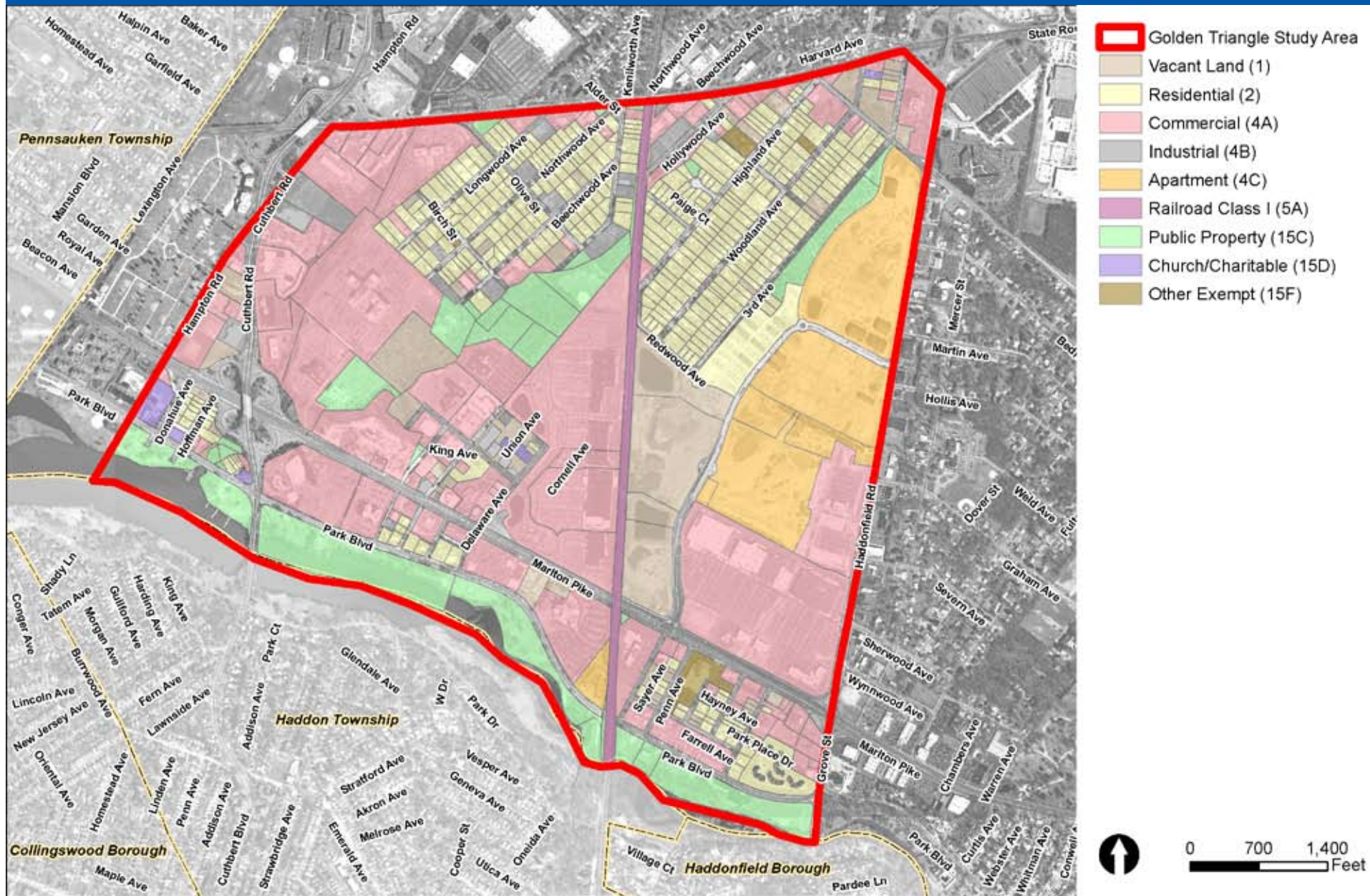


Existing ShopRite in Garden State Pavilions

Figure 1: Location of the Golden Triangle



Figure 2: Existing Land Use



Opportunities and Constraints

The Golden Triangle is a distinct section of Cherry Hill that contains a unique set of opportunities and constraints. The Golden Triangle Vision Plan has been crafted in a manner that attempts to capitalize on the area's opportunities and minimize existing and future constraints that may negatively impact the area. Table I below describes the opportunities and constraints that were identified throughout the public involvement process.

Table 1: Opportunities and Constraints in the Golden Triangle

Opportunities	Constraints
Location of the Cherry Hill Train Station within the Golden Triangle.	Limitations on the Cherry Hill Train Station including lack of visibility and limited service.
Proximity of the Golden Triangle to major highways and to the City of Philadelphia.	Poor aesthetic image of the Golden Triangle, especially along State Route 70.
Ongoing development and redevelopment within the Golden Triangle.	Lack of connectivity across the existing railroad tracks and throughout the Golden Triangle as a whole.
Viable existing residential neighborhoods within the Golden Triangle.	Poor pedestrian linkages throughout the Golden Triangle.
High profile commercial uses are already present within the Golden Triangle.	Commercial vacancies and underutilized properties.
Proximity of the Golden Triangle to the Cooper River and to Cooper River Park.	Current economic conditions.
Golden Triangle as the "Gateway to Cherry Hill"	Lack of a coherent, well-focused vision for the future of the area.

Past and Present Planning Efforts

Because of the Golden Triangle's location along major State and local arterial roadways (NJ Route 38, NJ Route 70 and Haddonfield Road) and its role as a major local and regional destination for shopping and recreation, the Golden Triangle has been the subject of numerous planning efforts, many of which are aimed at improving circulation around the Study Area. These include:

- » **DVRPC Route 38 Corridor Study (2001):** The Delaware Valley Regional Planning Commission (DVRPC) completed the Route 38 Corridor Study in 2001. The Study was designed to be a long term plan aimed at identifying problem locations and determining viable implementation strategies and solutions to meet the growing needs of the region. The study included portions of Route 38 in both Camden and Burlington Counties. A number of locations bordering the Golden Triangle Study area were identified in the Study as "problem locations", including the New Jersey Transit overpass at the northern boundary of the Study Area, where the number of traveling lanes reduces from 4 lanes to 2 lanes, thereby creating a bottleneck. Additionally, the Study stated that flooding occurs in this area during heavy rains, causing greater traffic delays during periods of severe weather.
- » **Camden County Smart Growth Transit Analysis (2002):** The Camden County Smart Growth Transit Analysis, prepared by the Voorhees Transportation Policy Institute, at the Edward J. Bloustein School of Planning and Public Policy, explored the opportunities for creating a transit-based redevelopment strategy in the Camden Transit Hub. The Camden Transit Hub included the City of Camden and 13 surrounding municipalities, including Cherry Hill Township. The Analysis considered the viability of transit services, including the PATCO Speedline, the NJ Transit Atlantic City Rail Line, the NJ Transit bus line, and the Southern New Jersey Light Rail Transit System, as an impetus for sustainable and economic development in the City of Camden, as well as the whole of Camden County.
- » **DVRPC NJ Route 70 Corridor Study (2005):** In 2005, the Delaware Valley Regional Planning Commission (DVRPC), in conjunction with the New Jersey Department of Transportation (NJDOT), undertook a study of the Route 70 Corridor. The Study focused on identifying issues such as access deficiencies, crashes, land use and transportation incompatibilities, and congestion. The study identified the Garden State Park redevelopment as having several impacts on the surrounding area, including the creation of additional trips onto NJ Route 70 and nearby roadways that result in neighborhood cut-throughs and a potential reduction in safety, and also analyzed the impacts of increased traffic and wider roads on pedestrian and bicycle movements, and the potential expansion of the current weekday and weekend peak period congestion times.
- » **On Track: Progress Towards Transit-Oriented Development in the Delaware Valley (2007):** This Study, completed by the DVRPC, identified the Cherry Hill New Jersey Transit Station as a potential transit-oriented development site due to its proximity to the Garden State Park redevelopment.
- » **Haddonfield Road Mobility Study – Phases I and II (2008-Present):** In an effort to provide a better link between major retail developments along the Haddonfield Road Corridor, Cherry Hill Township, in conjunction with Remington and Vernick, is undertaking a two part study of the Haddonfield Road Corridor. The Study, funded by the Delaware Valley Regional Planning Council, will consider the viability of mobility improvements along Haddonfield Road, provide a set of recommended design guidelines intended to enhance the aesthetics of the corridor while also encouraging walkability, and provide recommendations designed to improve access management into and out of businesses along the corridor to ensure the safety of motorists, cyclists and pedestrians. Phase I of the Study, which encompasses the segment of Haddonfield Road that runs from the southerly boundary of the Township to the intersection of Route 38 has been completed. Phase II of the Study, which encompasses the Cherry Hill Mall area, is currently underway and is scheduled to be completed by summer of 2010.

» **Housing Plan Element and Fair Share Plan Update (2009):**

The Township of Cherry Hill's most recently adopted Housing Plan Element and Fair Share Plan identifies two sites within the Golden Triangle as potential sites for providing affordable housing within the Township. The first of these sites is Block 55.02, Lots 1, 1.01 and 1.02, which currently contains the Pavilions Shopping Center. The Township's Housing Plan Element and Fair Share Plan identifies the Pavilions site as a potential mixed-use redevelopment site, as the site is located within the Township's sewer service area, and does not contain any significant constraints that may preclude the site from being used as a potential affordable housing site. The Township's Housing Plan also identifies Block 68.01, Lot 3 at the south end of Beechwood Avenue as an affordable housing site that is being considered for a 100 percent affordable senior housing project. The nature and extent of development will be determined based on the existing environmental constraints, including wetlands and stream corridors. Whether either of these two sites will actually be needed for affordable housing has not yet been determined and would be affected by new legislative enactments, changes in COAH's rules, or development of affordable senior housing in alternative locations in the Township.

Vision Statement

The vision statement for the future of the Golden Triangle is the product of a public involvement process that was undertaken in an effort to formulate a consensus-based vision for the future of the Golden Triangle. The vision for the future of the Golden Triangle serves as the basis for the goals and objectives contained in the Golden Triangle Vision Plan, as well as the recommended actions intended to provide a framework for achieving these goals and objectives.

Given the current economic landscape of the region and nation and the timeframe required to implement several actions contained within the Action Plan, the vision established for the Golden Triangle is long-term. Therefore, the established timeline to implement the vision for the Golden Triangle is 2025.

By the year 2025:

- » The Golden Triangle will be a vibrant local and regional destination with a distinctive character that contains protected environmentally sensitive areas, and a complementary mix of commercial, residential, recreation, and community-oriented uses.
- » The Golden Triangle will be connected by a network of safe and attractive streets and pedestrian linkages that include facilities for motorist, bicyclists, pedestrians, and enhanced public transit service.
- » Route 70 will be a visually appealing gateway into Cherry Hill with a “boulevard feel” that will include a redesigned streetscape, improved signage, a safe pedestrian environment, and reduced speeds.
- » The Golden Triangle will be an environmentally sustainable area with preserved open space, restored stream corridors, and eco-friendly development that incorporates state of the art green building techniques and renewable energy systems.
- » The Cherry Hill Train Station will be an attractive, safe, user-friendly transit facility that has supportive land uses, pedestrian facilities, and improved passenger shelter.

- » Kenilworth and Woodland will be safe, attractive, and viable neighborhoods that benefit from proximity to other parts of the Golden Triangle while maintaining their quiet, predominantly residential character.



The Cherry Hill Train Station is proposed to be improved and enhanced, becoming an important focal point for development within the Golden Triangle. With the proposed adjoining rail crossing, the station will be a key element of the new main street linking the eastern and western portions of the Golden Triangle.

Vision Plan and Core Design Concepts Element

The Vision Plan and Core Design Concepts Element of the Golden Triangle Vision Plan provides area-wide land use and design recommendations intended to provide the basis for achieving the vision for the future of the Golden Triangle. These recommendations include:

- » Fostering the development of transit-oriented, neighborhood scale development around the Cherry Hill Train Station;
- » Increasing connectivity within the Study Area for all transportation modes;
- » Improving the state of environmentally sensitive features within the Study Area; and
- » Improving the visual aesthetics of the built environment within the Study Area.

The Golden Triangle Vision Plan sets forth a number of actions that, when implemented, will achieve the above recommendations, as well as the goals, objectives, and recommendations contained in the various elements of the Plan. Given that the Action Plan, provided at the end of this document, contains a substantial number of actions, the actions have been classified by geographic subareas in order to provide clear direction for the forthcoming implementation process. The recommended actions contained in the Action Plan will be implemented throughout the Study Area, or in one of the following geographic areas within the Golden Triangle:

- » Study Area-wide;
- » Train Station TOD;
- » Cuthbert Boulevard Corridor;
- » King Avenue/Office Redevelopment;
- » Kenilworth/Woodland Neighborhoods;
- » Garden State Park/Haddonfield Road Corridor; or
- » South of Route 70/Cooper River

Figures 3 through 9 depict the key design concepts that will be implemented within each of the above-referenced geographic subareas of the Study Area.

These key design concepts are implemented through the specific actions described in the Strategic Action Plan.

In addition to provided the recommended actions by geographic subareas, the Strategic Action Plan assigns a priority level to each action contained within the Action Plan, which is designed to aid the Township in providing the necessary framework to spur redevelopment and improvement within the Study Area. Finally, the Action Plan provides recommended timeframes for each action, thereby providing a clear, concise “road map” to achieving the overall vision for the Golden Triangle.



A new pedestrian plaza is proposed to be located next to the train station.

Figure 3: Sub-Areas

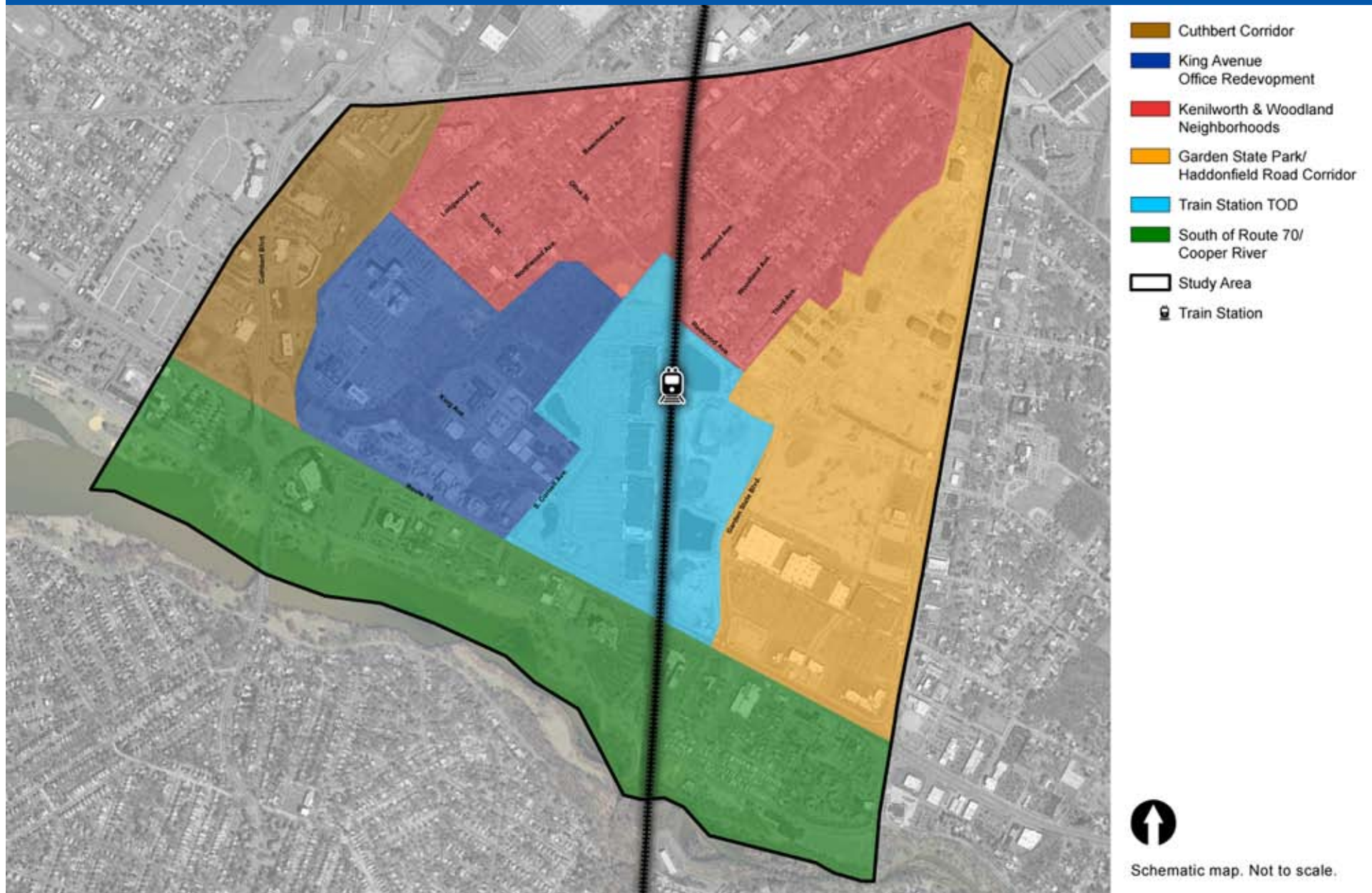


Figure 4: Cuthbert Corridor

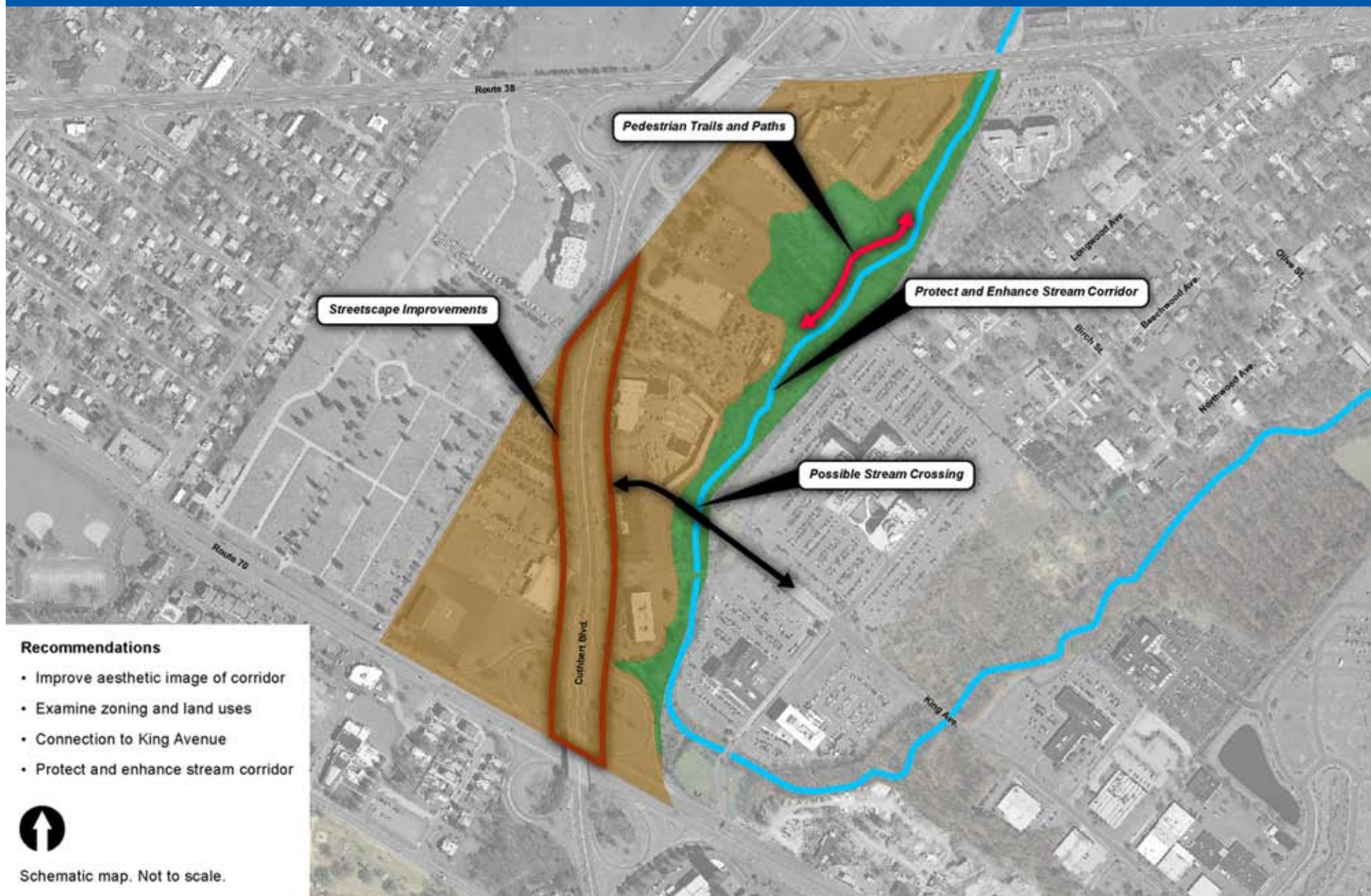


Figure 5: King Avenue Office Redevelopment

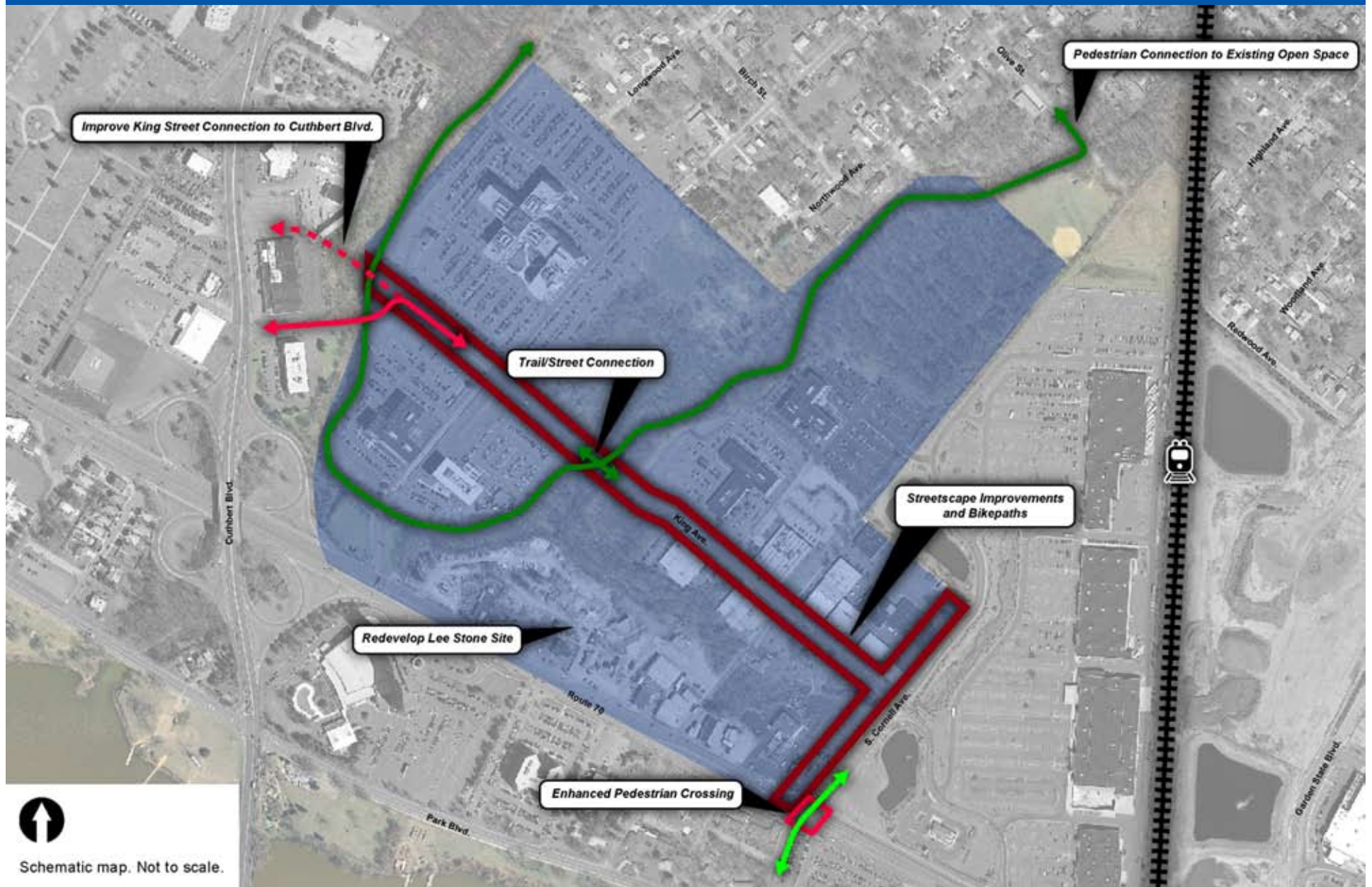


Figure 6: Kenilworth & Woodland Neighborhoods

Recommendations

- Connect neighborhoods with proposed greenway and retail uses
- Improve and enhance existing informal pedestrian linkages to the surrounding area
- Provide commercial uses on Route 38 opportunities to expand onto adjacent parcels

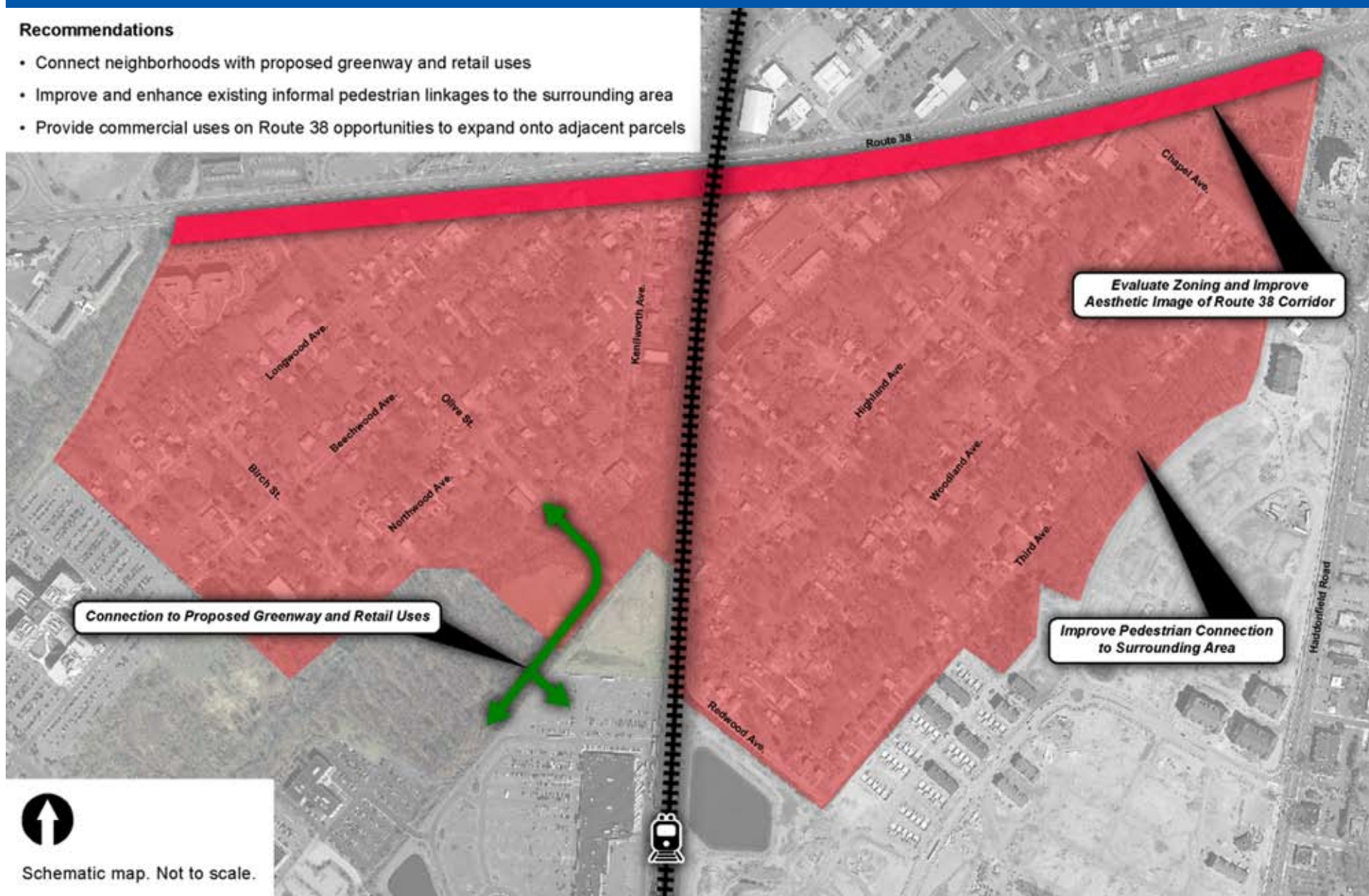


Figure 7: Garden State Park/Haddonfield Road Corridor



Figure 8A: Train Station TOD (Preferred Scenario)

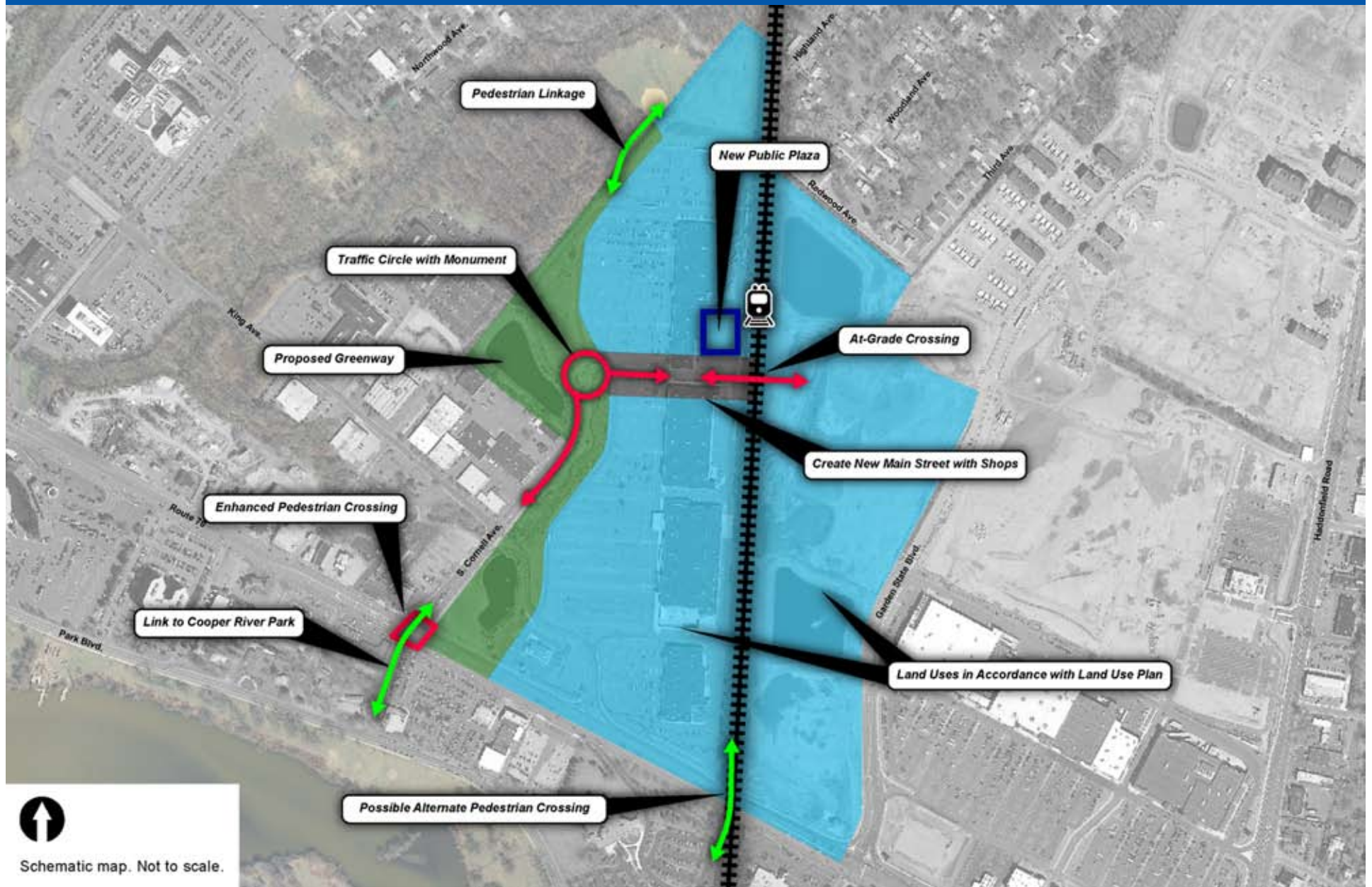
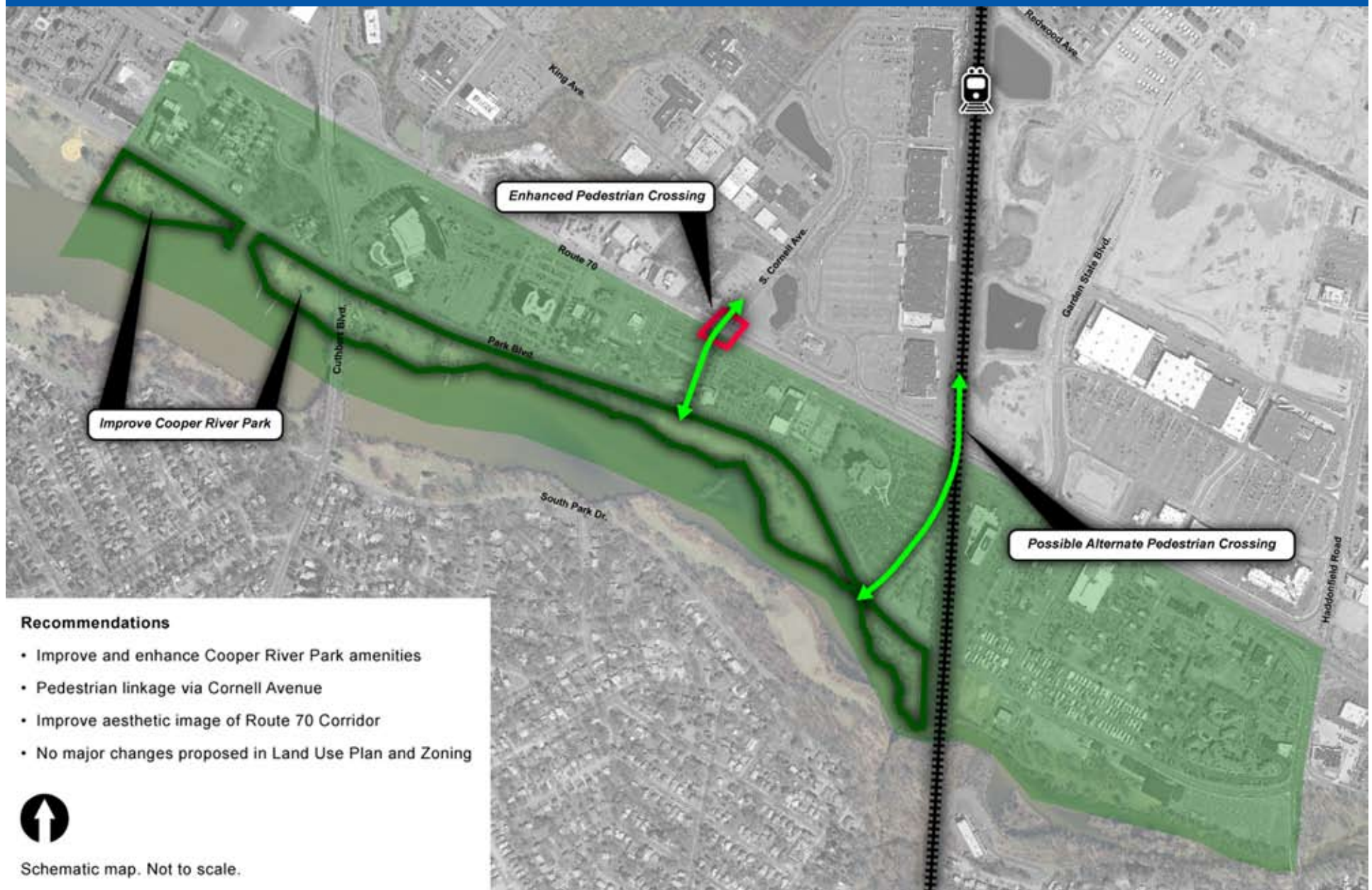


Figure 8B: Train Station TOD (Alternative Scenario – Northern Crossing)



Figure 9: South of Route 70/Cooper River



Land Use Element

The Land Use Element of the Golden Triangle Vision Plan is intended to provide recommendations for the types and intensities of future land uses within the Golden Triangle. The Land Use Element, in conjunction with the Design Element of the Plan will serve to guide the form, placement and density/intensity of future development within the Study Area.

The Golden Triangle contains a variety of land uses. Commercial, office, and hotel uses are largely located along Route 70, Route 38, Cuthbert Boulevard, Hampton Road, and Haddonfield Road, while existing and planned residential uses are predominant in the interior of the Study Area. To a large extent, much of the existing land uses within the Study Area will continue to operate as such through the planning timeframe. However, there are several parcels within the Study Area where existing land use patterns are likely to change due to ongoing planning efforts within the Township, near term economic uncertainty, or underutilization. These parcels are concentrated in the geographic center of the Golden Triangle, and as such, present a realistic opportunity to improve the form, function, aesthetics, and economic viability of the Study Area. These areas, and proposed land uses and key design concepts are illustrated in figures 10 and 11.

Goal: Formulate an economically and environmentally sustainable land use plan for underutilized parcels within the Golden Triangle.

- » **Objective 1:** Provide a complementary mix of uses on underutilized parcels within the Golden Triangle.
- » **Objective 2:** Capitalize on the availability of infrastructure in the Golden Triangle, and the area's proximity to public transit and regional roadways.
- » **Objective 3:** Utilize past and present planning efforts and anticipated development patterns in the Study Area as a guide for formulating a land use plan for underutilized parcels within the Study Area.

In order to achieve the Goal and Objectives contained within the Land Use Element, the Township should:

- » Promote transit-oriented development patterns around the existing Train Station;
- » Utilize the at-grade railroad crossing and east-west thoroughfare proposed in the Circulation Element of this Plan as a vehicle to orienting neighborhood-scale development on underutilized parcels within the Study Area;
- » Adopt ordinances or design overlays that:
 - Encourage the location of large-scale retail commercial development such as shopping centers on properties fronting Route 70 and reserve interior properties for mixed-use, neighborhood-scale, transit-oriented development.
 - Provide the opportunity to reorient the existing Pavilions Shopping Center to increase visibility along Route 70;
 - Provide the framework for the redevelopment of the former Lee's Stone site that fronts on Route 70;
 - Improve the visual aesthetics of the Cuthbert Road Corridor;
 - Provide the opportunity for commercial uses along Route 38 to expand operations onto contiguous, residentially-zoned parcels within the Kenilworth and Woodland neighborhoods, so long as the existing commercial use currently has access to Route 38¹.
- » Consider providing the opportunity for the location of a public, semi-public or private entertainment use on one or more of the underutilized parcels within the Golden Triangle;

The actions contained in the Action Plan provide a blueprint for the Township to implement the recommendations contained in this element of the Plan.

¹ It should be noted that this recommendation was not a result of the public involvement process, but rather a recommendation from Township staff to encourage the location of neighborhood-scale business uses that serve existing residential neighborhoods along the Route 38 corridor.

Figure 10A: Land Use Concepts (Preferred Scenario)

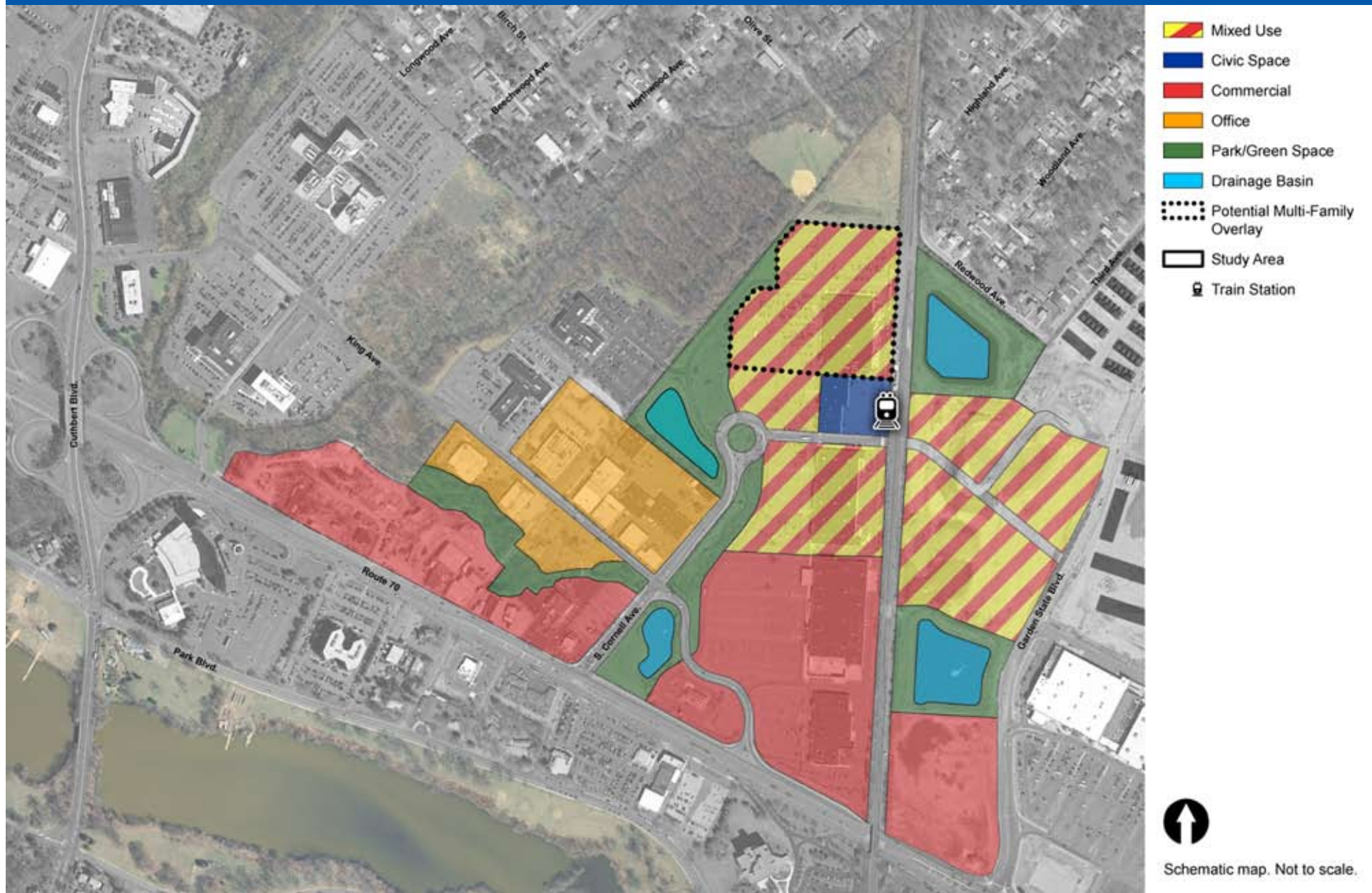


Figure 10B: Land Use Concepts (Alternative Scenario – Northern Crossing)

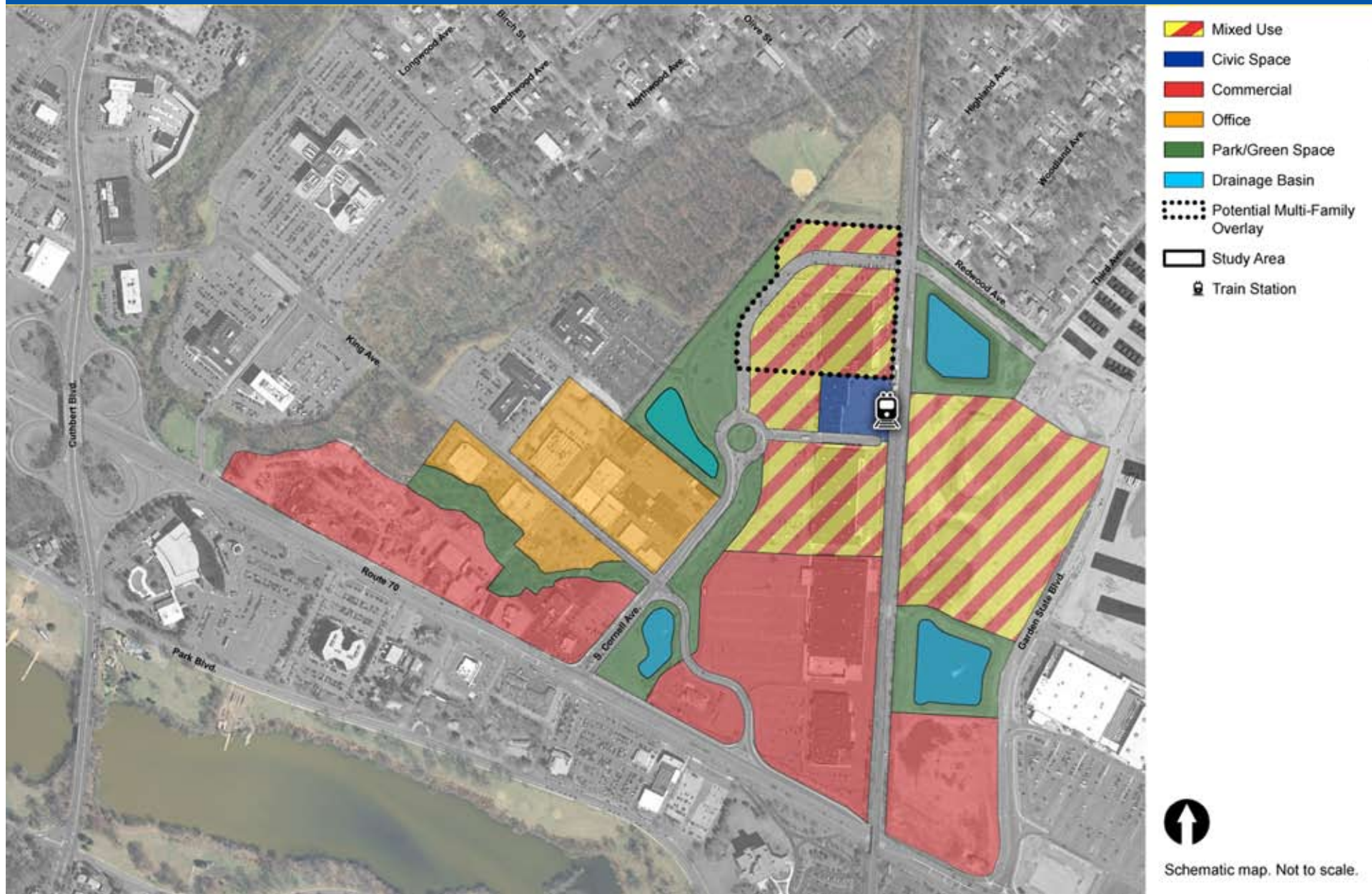


Figure 11: Key Design Concepts



Circulation Element

The Circulation Element of the Golden Triangle Vision Plan establishes recommendations intended to achieve the circulation-related components of the overall vision for the Golden Triangle. The Goal, Objectives, and recommendations contained herein, and the actions contained in the Action Plan establish a blueprint for achieving these components of the vision.

Goal: Improve the circulation of all modes of transportation within and around the Golden Triangle and increase connectivity both within the Triangle and to other areas of the Township.

- » **Objective 1:** Create an east/west vehicular and pedestrian connection through the Golden Triangle, linking development on both sides of the railroad right-of-way.
- » **Objective 2:** Provide safe and efficient opportunities for pedestrians and bicyclists to cross Route 70.
- » **Objective 3:** Provide an opportunity for the potential expansion of service and ridership at the Cherry Hill Train Station.

Figure 12 illustrates the recommended circulation improvements for the Golden Triangle. The recommended circulation improvements for the Golden Triangle Study Area are intended provide connections to complementary land uses, provide safe, easily-accessible connections to Cooper River Park for pedestrians and bicyclists, and provide pedestrian and bicycle connections to existing transit, bicycle and pedestrian facilities within the Study Area.

The key element of the circulation plan is the new railroad crossing and improvement to the Cherry Hill Train Station, which will drive subsequent redevelopment within the Golden Triangle. The intent is to create a new “main street” within the Golden Triangle, with the train station and associated public space as the focal point to the new land uses in this area and the overall vision for the Golden Triangle. By creating this new street and crossing, two of the key objectives identified in the community visioning sessions will be realized. The first is to improve the connectivity



Examples of a mixed-use, transit-oriented development with a “main-street” oriented design. A similar approach is recommended for the new street linkage crossing the New Jersey Transit right-of-way. Note massing and scale similar to the existing commercial areas in the Garden State Park development (shown below).



between the eastern and western portions of the Golden Triangle, providing enhanced pedestrian and vehicular connectivity for the area. The second is the enhancement of the visibility and accessibility of the train station. By its placement on this new main street and its redesign, the Cherry Hill Train Station becomes the lynchpin for the Golden Triangle area and its future revitalization and redevelopment.

Currently, an at-grade crossing has been approved by NJ Transit north of the existing train station. This permit is in effect until 2012. Moving the previously-approved crossing to the preferred location at the train station would require approval by NJ Transit. Figure 10B illustrates an alternative scenario if the at-grade crossing is located at the previously approved location north of the train station.

The following improvements are recommended in order to achieve the Goal and Objectives above:

- » Explore an at-grade railroad crossing south of the train station to connect the easterly and westerly portions of the Study Area;
- » Improve the intersection of King Avenue and Cuthbert Boulevard to alleviate congestion during peak periods and create a safer travel environment;
- » Install traffic calming measures and enhance the pedestrian and bicycle facilities at the intersection of Route 70 and South Cornell Avenue to provide an additional access point to uses south of Route 70 within the Study Area. Alternatively, Construct a pedestrian/bicycle bridge across Route 70 utilizing the existing railroad overpass;
- » Create formal roadways linking King Avenue to Garden Park Boulevard via the recommended at-grade railroad crossing;
- » Construct a pedestrian and bicycle path that connects the Kenilworth and Woodland Neighborhoods to the retail uses present in the Golden Triangle;
- » Work with NJ Transit to acquire the land necessary to support the potential future expansion of service of NJ Transit's Atlantic City Line.

The Action Plan describes the recommended actions that should be undertaken to implement the proposed circulation improvements.

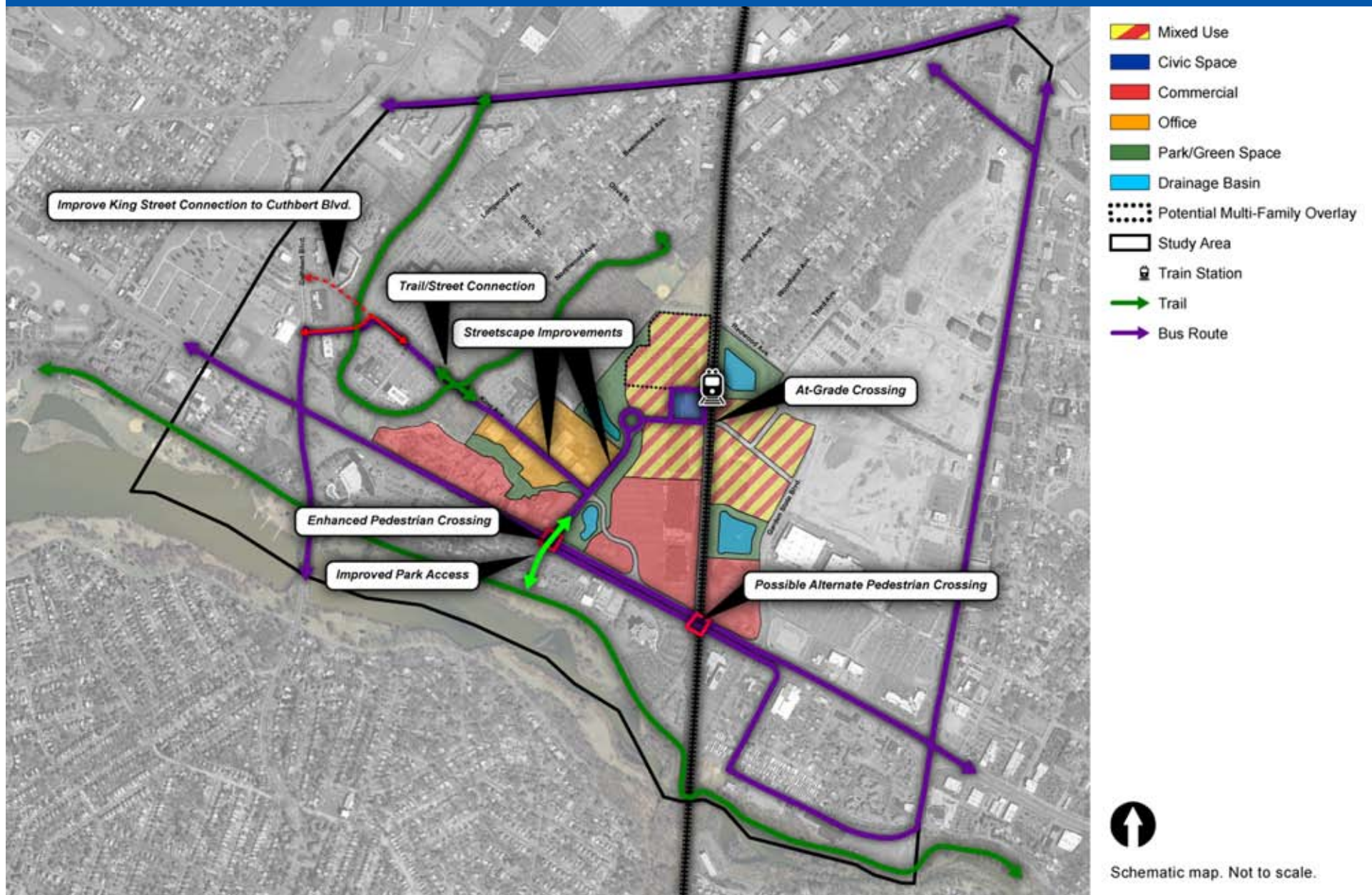


King Avenue is proposed to be improved and designated as the primary east-west route through the western portion of the Golden Triangle, linking South Cornell and Cuthbert Boulevard. The roadway will be designated to support pedestrian and bicycle usage, with links to the adjoining pedestrian trail system along stream corridors.



The intersection of Route 70 and South Cornell Avenue is proposed as the primary pedestrian crossing linking the proposed greenway park along South Cornell with Cooper River Park. Current conditions are relatively daunting for pedestrians and bicyclists.

Figure 12: Circulation Concept





Opportunities for improving the pedestrian environment and enhancing safety for the Route 70 and South Cornell Avenue should be explored. New design elements, such as crosswalks and wider medians and bump-outs can transform this intersection and provide a safe and inviting linkage within the Triangle. Source of images: Urban Advantage.



Design Element

The Design Element of the Golden Triangle Vision Plan is intended to guide the form of future development and roadway improvements within the Study Area. Establishing a set of design guidelines for future development and roadway improvements will encourage cohesive, visually appealing development that will help to develop a “sense of place²” within the Study Area. The recommendations below are designed to achieve the community vision of developing the Golden Triangle into an area with a “distinctive character” and a “network of safe and attractive streets.”

Goal: Develop a “sense of place” within the Golden Triangle.

- » **Objective 1:** Establish recommended building design and architectural guidelines to encourage complementary and cohesive building styles and masses within the Golden Triangle.
- » **Objective 2:** Formulate comprehensive design guidelines for “complete streets³” within the Golden Triangle aimed at providing safe, aesthetically pleasing facilities for all transportation modes.

-
- 2 “Sense of place”, according to the National Trust for Historic Preservation, “sense of place” can be defined as “Those things that add up to a feeling that a community is a special place, distinct from anywhere else.” (<http://envstudies.brown.edu/oldsite/Thesis/2001/james/senseofplace.html>)
 - 3 A Complete Street is defined as a means of providing safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options. There are many types of complete streets, and a street is complete if it provides facilities that are appropriate to the existing or desired circumstances. (NJDOT Complete Streets Policy)

The following design guidelines are recommended to achieve the articulated vision for the future of the Golden Triangle:

- » Create a mixed-use, walkable “Main Street” within the Golden Triangle along the newly created east-west thoroughfare recommended in the Circulation Element of the Golden Triangle Vision Plan;
- » Where appropriate, incorporate architectural elements into development and redevelopment to establish a connection with the area’s past use as a thoroughbred horse racing venue, and the architectural style of uses present in the Garden State Park;
- » Incorporate planting strips and street trees into planned roadway improvements, and consider retrofitting existing roadways to provide planting strips and street trees;
- » Provide street furniture, trash receptacles, and bike racks along routes that are or are anticipated to be heavily traveled by pedestrians and bicyclists;



Example of current conditions along Route 70. Aesthetic improvement to the Route 70 corridor is proposed as part of the vision of the Golden Triangle.

- » Provide attractive, functional passenger shelters along existing bus routes within the Golden Triangle, and provide passenger shelter at the Cherry Hill Train Station;
- » Require attractive, functional bioswales containing native, hydrophilic plant species to promote sustainable solutions to stormwater management.
- » Implement design elements such as public art and sculpture that enhance the aesthetics of the Golden Triangle and establish a connection with the area's past as a regional entertainment destination;
- » Establish uniform design guidelines for and install wayfinding signage within the Golden Triangle;
- » Design and install site identification signage along the major thoroughfares bordering the Golden Triangle, including Route 70, Route 38, Haddonfield Road and Cuthbert Boulevard.

The Action Plan at the end of this document provides the Township with a recommended set of actions that should be implemented to execute the above recommendations.



South Cornell Avenue south of Route 70 will be improved as a “complete street” to provide pedestrian and bicycle linkage to Cooper River Park.



A new formalized pedestrian crossing will be provided at Park Boulevard and Cornell Avenue.



Additional improvements and amenities are proposed in the Park to enhance its use as a recreation and open space area.

Natural Resources Element

The Natural Resources Element of the Golden Triangle Vision Plan seeks to restore degraded stream corridors, preserve existing open space and encourage ecologically responsible development patterns within the Golden Triangle in an effort to strike a balance between the natural and built environments present within the Study Area. The Goal and Objectives presented below establish a framework for achieving an environmentally sustainable future for the Golden Triangle.

Goal: Balance the need for natural resource protection with the need to provide opportunities for development and redevelopment, passive recreation, and circulation improvements within the Golden Triangle.

- » **Objective 1:** Restore and preserve existing stream corridors within the Golden Triangle.
- » **Objective 2:** Preserve existing open space within the Golden Triangle.
- » **Objective 3:** Provide opportunities for passive recreation and interaction with the natural environment within the restored and preserved stream corridors and open space.
- » **Objective 4:** Encourage developers to utilize ecologically responsible building and site design practices when developing projects within the Golden Triangle based on new LEED-ND standards.

Figure 13 illustrates the recommended stream corridor restoration and preservation areas, open space preservation areas, and passive recreation opportunities present within the Study Area. Additionally, the figure depicts areas where the Township may wish to focus its efforts on encouraging ecologically conscious building practices and development patterns to promote environmental sustainability within the Study Area.

The following recommendations have been made in order to achieve the articulated vision for a sustainable future in the Golden Triangle:

- » Implement a series of stream corridor cleanup programs to remove trash and debris from existing stream corridors;
- » Evaluate the feasibility of reducing parking and implementing a shared parking scenario within the Executive Campus that may offer the opportunity to increase stream corridor buffers, reduce impervious coverage, and provide more open space through a reduction in the number of existing parking spaces;
- » Consider adding Township-owned and privately-owned undeveloped land within the Golden Triangle exhibiting significant environmental constraints that may preclude development to the Recreation and Open Space Inventory (ROSI) maintained by the New Jersey Department of Environmental Protection (NJDEP);
- » Evaluate the potential of improving the aesthetics of existing retention ponds and incorporating these retention ponds into the proposed greenways within the Golden Triangle;



An example of a pedestrian-oriented greenway. A similar greenway is proposed along East Cornell Avenue, which will link the key areas of development and provide a pedestrian linkage from the residential neighborhoods to the north to the Cooper River to the south. Existing retention basins will be used as scenic elements of the greenway.

- » Provide a network of pedestrian-oriented trails within existing open space areas and stream corridors within the Golden Triangle⁴;
- » Utilize existing and preserved open space as a tool to educate the public on native flora and fauna and environmental stewardship;
- » Evaluate the potential of providing incentives to developers who plan to develop projects using sustainable building techniques and minimize the impacts of development on the natural environment;

See the Action Plan for the recommended actions that should be taken to implement the proposed natural resource recommendations.

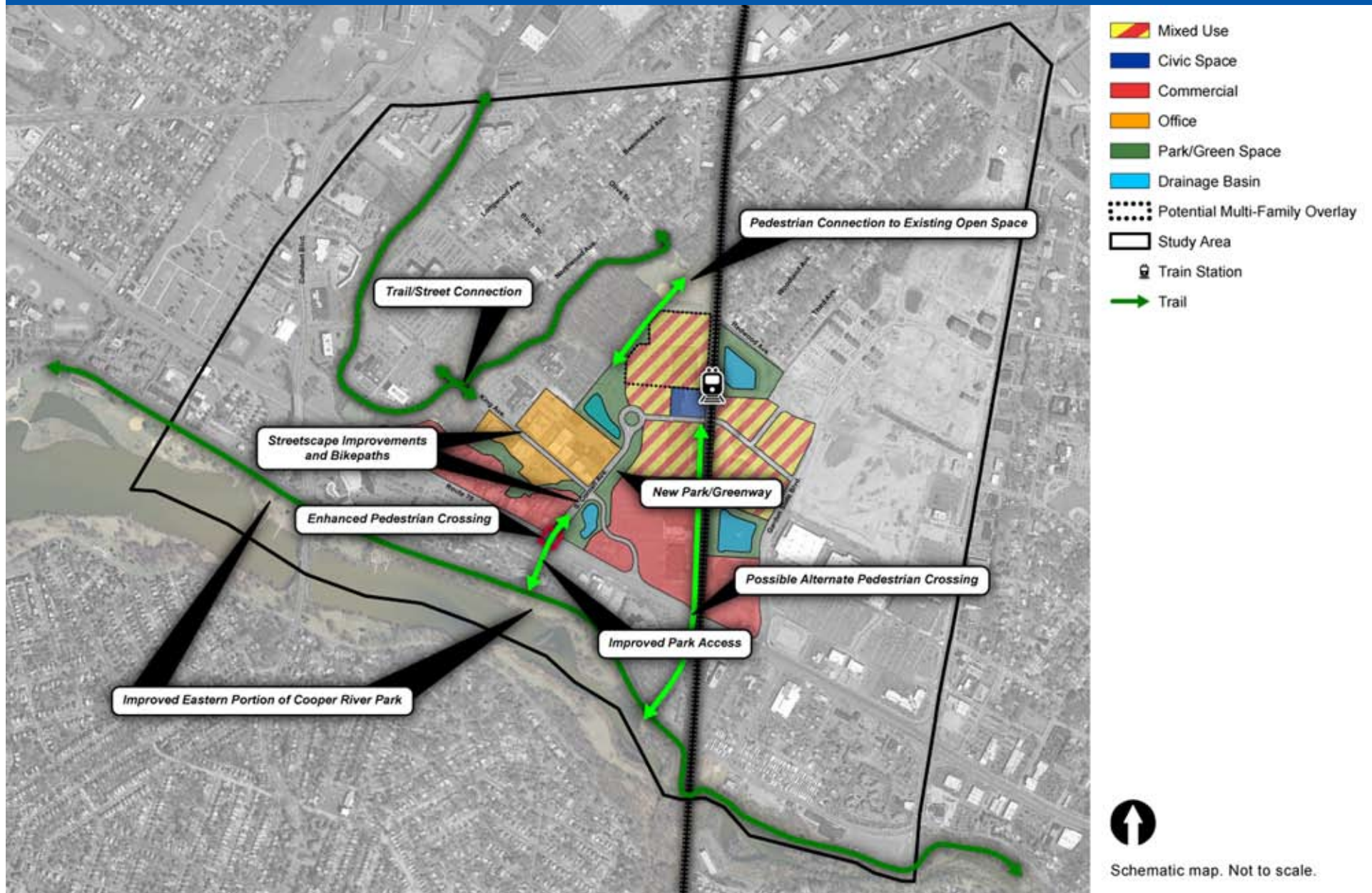


Stream corridors located through the Golden Triangle provide significant opportunities for open space and passive recreation. A key objective of the plan is to clean up existing pollution, trash and debris in the corridors and stabilize and improve the stream banks.



⁴ Due to the sensitive environmental conditions around existing stream corridors, trails along stream corridors would be limited to pedestrian-oriented walking and hiking. Bicycles would be allowed on identified bike paths consistent with the circulation plan. Motorized vehicles such as all-terrain-type vehicles would be prohibited.

Figure 13: Open Space and Recreation Concept



Public Participation Element

The Golden Triangle Vision Plan has been crafted using feedback received from an extensive public participation process, which included a series of preliminary stakeholder meetings and two public visioning meetings.

The purpose of the public participation process was to solicit input from area residents, business owners, and neighborhood groups regarding the current state of the Golden Triangle and to gain perspective on what types of uses, amenities, and physical characteristics local residents envision for the future of the area. The comments and suggestions received over the course of the public participation process form the basis of the action plan for the Golden Triangle.

The sections below detail the public participation process and the input received over the course of the process.

Preliminary Stakeholder Meetings

On February 23, 2009 and February 24, 2009, T&M Associates, in conjunction with Markheim-Chalmers and the Township of Cherry Hill, conducted a series of stakeholder meetings in order to gather preliminary information regarding the Golden Triangle. The feedback received at the preliminary stakeholder meetings provided the basis for the two community visioning meetings that took place in April and June of 2009. The parties invited to participate in the stakeholder meeting process were identified by the Township of Cherry Hill, and included public officials from the Township and public officials from Camden County, as well as local neighborhood organizations, and local business and property owners.

A summary of each stakeholder meeting and a matrix tabulating the collective feedback received from the stakeholder meetings was compiled upon the conclusion of these meetings. The individual meeting summaries and the stakeholder issues matrix allowed the project staff to discern the most commonly identified issues among the individual stakeholder groups

and subsequently formulate four key planning issues related to the vision for the future of the Golden Triangle. These key planning issues are:

- » Improve and enhance the aesthetics and function of the Route 70 corridor.
- » Improve the connectivity, wayfinding, and the synergy of uses within the Golden Triangle.
- » Enhance the economic viability of the Golden Triangle with a focus on the following objectives:
 - Improve or redevelop the Pavilions Shopping Center into a more viable retail or mixed-use center
 - Expand and increase the diversity of retail uses within the Golden Triangle, building on cross-marketing opportunities within the Triangle and with other power centers in the area.
- » Improve and enhance the Cherry Hill Train Station into a focal point for development and redevelopment with a focus on the following objectives:
 - Increase ridership through increased visibility, marketing and physical improvements.
 - Use the existing train station as a resource to attract potential users for retail uses.

The key planning issues listed above served as the foundation for the group discussion that took place as part of the first public visioning session. The complete individual stakeholder summaries, as well as the stakeholder issues matrix can be found in Appendix B.

First Visioning Session

The first public visioning session for the Golden Triangle Visioning Study was held on April 28, 2009 at the Carmen Tilelli Community Center, located in the Cherry Hill Township Municipal Complex. The session was attended by residents of the Kenilworth and Woodland neighborhoods located within the Golden Triangle.

The meeting began with a brief introductory presentation outlining the purpose of the Visioning Study and the visioning session, as well as the overall structure of the session. At the conclusion of the presentation, the attendees were instructed to participate in one of the following “breakout groups”:

- » **Land Use 1:** Addressing the existing and future land uses of the Kenilworth and Woodland residential neighborhoods, the Garden State Pavilions Shopping Center, and the Garden State Park;
- » **Land Use 2:** Addressing the existing and future land uses of the Route 70 Corridor, the Executive Plaza, Cooper River Park, and the Cuthbert Boulevard Corridor;
- » **Circulation:** Addressing improvements to the Cherry Hill Train Station, bus transit, pedestrian and bicycle circulation, and vehicular circulation; or
- » **Environmental:** Addressing the location and function of open space, natural resource protection, and “green” technology in building and design.

Each of the breakout groups above was moderated by a member of the project staff. The breakout group portion of the meeting lasted for approximately one hour and fifteen minutes, and meeting participants were encouraged to move freely between the four breakout groups at any time during the session. At the conclusion of the breakout group portion of the session, the moderator of each breakout group presented a brief summary of the comments received during the breakout group sessions. The visioning session concluded with a period of general comment, during which meeting participants had the opportunity to make comments on the breakout group presentations, or add any additional comments regarding the vision for the future of the Golden Triangle.

A summary for each breakout group, as well as the period of general comment at the conclusion of the visioning session is contained in Appendix B.



The first visioning session included lively “breakout groups” that focused on land use, circulation, and environmental issues of the Golden Triangle.



Second Visioning Session

The second public visioning session for the Golden Triangle Visioning Study was held on June 16, 2009 at the Carmen Tilelli Community Center, located in the Cherry Hill Township Municipal Complex.

The meeting began with a presentation that included a review of the results of the First Visioning Session, a brief description of the structure of the Second Visioning Session, and a description of the next steps to be taken in order to craft the Vision Plan for the Golden Triangle. After the conclusion of the presentation, meeting participants were tasked with evaluating a sample vision statement for the Golden Triangle. Meeting participants were given red and green stickers and tasked with evaluating each part of the vision statement. Participants were asked to place a green sticker underneath elements of the vision statement with which they agreed, and red stickers underneath elements of the vision statement with which they disagreed. In addition, participants were given the opportunity to rewrite the elements of the sample vision statement, as well as articulate any elements of importance that were not included in the sample vision statement.

After evaluating the sample vision statement, meeting participants were tasked with evaluating aerial maps of the Golden Triangle and crafting a future land use plan for the area. Participants were asked to work as a group to create a scenario of what the Golden Triangle would look like by the end of the planning period (2025). Using markers and tracing paper that was laid over aerial maps of the Golden Triangle, participants were encouraged to draw their vision for the future of the area, including future land uses, vehicular, bicycle, and pedestrian connections, and design elements that should be incorporated into the area.

At the conclusion of these exercises, a member from each breakout group presented a brief summary of his or her group's vision for the future of the Golden Triangle. The visioning session concluded with a period of general comment, where meeting participants were given the opportunity to

comment on each breakout group's vision for the Golden Triangle, or ask questions to project staff.

Action Plan

The Action Plan of the Golden Triangle Vision Plan provides a series of recommended actions to implement the recommendations contained in each element of the Vision Plan.

Land Use Element

Recommendation: Promote transit-oriented development patterns around the existing Train Station.

- » Amend zoning designations within the Golden Triangle area to implement the Land Use Element of the Plan. Evaluate the applicability of a multi-family residential overlay north of the Cherry Hill Train Station.
- » Rezone the parcels surrounding the Train Station to permit higher density transit-oriented mixed-use development surrounding the station.
- » Establish requirements in the development regulations for a variety of multi-modal transportation connections, including bus stops and shelters, pedestrian pick-up areas, bicycle racks and storage areas, and taxi ranks proximate to the train station.
- » Incorporate requirements in the ordinance for bicycle and pedestrian accessibility and use consistent with LEED and LEED-ND standards.

Recommendation: Utilize the at-grade railroad crossing and east-west thoroughfare proposed in the Circulation Element of this Plan as a key organizing element to orienting appropriately-scaled development on underutilized parcels within the Study Area.

- » Provide zoning provisions to encourage the development dense, mixed-use, transit-oriented development oriented fronting on the proposed east-west street crossing the railroad right of way and adjoining the Cherry Hill Train Station.

- » Use form-based zoning techniques to direct building massing and form and create a “main-street” character along the new street adjoining the Cherry Hill Train Station.

Recommendation: Consider providing the opportunity for the location of a public, semi-public or private entertainment use on one or more of the underutilized parcels within the Golden Triangle.

- » Evaluate the feasibility of constructing a publicly-owned entertainment facility such as a community recreation center or performing arts center on one or more of the underutilized parcels within the Study Area.
- » Consider establishing a public-private partnership with large-scale business owners in the Township in an effort to offset the cost of construction, operation and maintenance of a community facility within the Golden Triangle.
- » If a publicly-owned entertainment use within the Golden Triangle is deemed infeasible, develop strategies to encourage the development of privately-owned entertainment uses within the Golden Triangle.

Recommendation: Adopt Ordinances and design overlays that:

- » Encourage the location of large-scale retail commercial development such as shopping centers on properties fronting Route 70 and reserve interior properties for mixed-use, neighborhood-scale, transit-oriented development;
- » Provide the opportunity to reorient the existing Pavilions Shopping Center to increase visibility along Route 70;
- » Provide the framework for the redevelopment of the former Lee’s Stone site that fronts on Route 70.
 - Engage the owners of Shop Rite to facilitate the relocation of the store from the rear of the Pavilions Shopping Center to the space formerly occupied by Home Depot.
 - Provide the opportunity for the future development of additional pad sites along the Pavilions Shopping Center’s frontage on Route 70.

- Limit new large-scale retail commercial development to areas proximate to Route 70.
- Evaluate existing zoning designations on the Lee's Stone site to ensure that existing zoning provisions are consistent with the Township's vision for the Golden Triangle and the future of the site. If necessary, amend existing redevelopment plans as appropriate to ensure consistency with the vision.
- If appropriate, publish a Request for Qualifications (RFQ) to solicit proposals from redevelopers to initiate redevelopment of the Lee's Stone site.
- Limit new large-scale retail commercial development to areas proximate to Route 70.
- Rezone parcels that do not front on Route 70 to prohibit large scale, "big box" development and permit mixed-use, transit-oriented development.

Circulation Element

Recommendation: Construct an at-grade railroad crossing to connect the easterly and westerly portions of the Study Area.

- » Request that the New Jersey Department of Transportation (NJDOT) perform a diagnostics assessment to determine the feasibility of constructing an at-grade railroad crossing south of the Cherry Hill Train Station platform.
- » If it is determined that an at-grade railroad crossing south of the Cherry Hill Station platform is feasible, initiate a dialogue with Turnberry Cherry Hill, LLC regarding the design of a roadway that connects the existing Pavilions Shopping Center to Garden Park Boulevard on Block 55.01, Lot 3. The intent would be to continue the main-street mixed-use concept in this area of the site.

Recommendation: Improve the intersection of King Avenue and Cuthbert Boulevard to permit left and right turns and alleviate congestion during peak periods.

- » Construct roadway improvements on King Avenue to provide a complete street that, when connected to adjacent roadways, provides an east-west connection across the Study Area.
- » Determine the feasibility of acquiring portions of Block 66.01, Lots 1 and 2, and Block 595.01, Lot 2 and subsequently constructing a connection to Cuthbert Boulevard that permits left and right turns.
- » If land acquisition and route altering is determined to be infeasible, improve the existing King Avenue/Cuthbert Boulevard intersection to improve safety and traffic flow.

Recommendation: Install traffic calming measures and enhance the pedestrian and bicycle facilities at the intersection of Route 70 and South Cornell Avenue to provide an additional access point to uses south of Route 70 within the Study Area. Alternatively, construct a pedestrian/bicycle bridge across Route 70 utilizing the existing railroad overpass;

- » Evaluate various traffic calming measures such as bump outs, raised intersections, textured pavement, and speed tables to determine which measure, or group of measures will provide the greatest benefit to increasing pedestrian safety at the intersection of Route 70 and South Cornell Avenue.
- » Initiate a dialogue with NJDOT in an effort to encourage NJDOT to install traffic calming measures at the subject intersection.
- » Install sidewalks along the segment of South Cornell Avenue that is located between Route 70 and Cooper River Park.
- » Initiate a dialogue with Conrail and NJ Transit to determine any anticipated safety concerns with collocating a pedestrian/bicycle bridge along the existing rail bridge.
- » Initiate a dialogue with Subaru USA to determine the feasibility of constructing a pedestrian/bicycle path connecting the proposed pedestrian/bicycle bridge to Cooper River Park via an access easement.
- » Incorporate the pedestrian/bicycle path north from the railroad overpass to the Cherry Hill Train Station as part of the design standards and requirements for zoning in this area.

Recommendation: Create formal roadways linking Cuthbert Boulevard to Garden Park Boulevard via King Avenue and the recommended at-grade railroad crossing.

- » Improve one or more of the existing access drives present in the Pavilions Shopping Center to create a formal roadway linking King Avenue to the proposed at-grade railroad crossing.
- » Improve King Avenue to create a formal, dedicated roadway from South Cornell Avenue to Cuthbert Boulevard.
- » If the at-grade railroad crossing is constructed north of the Cherry Hill Station platform, utilize the roadway connection approved as part of the development application for Garden State Park to connect the crossing to Garden Park Boulevard.
- » If the at-grade crossing is constructed south of the Cherry Hill Station platform, initiate a dialogue with Turnberry Cherry Hill, LLC to gain permission to construct a formal, dedicated roadway through Block 55.01, Lot 3 from the at-grade crossing to Garden Park Boulevard.

Recommendation: Construct a pedestrian and bicycle path that connects the Kenilworth and Woodland Neighborhoods to the retail uses present in the Golden Triangle.

- » Assess existing pedestrian facilities in the Kenilworth and Woodland Neighborhoods to determine the most direct way to connect these neighborhoods to the new park/greenway proposed in within the Study Area and to the retail uses and main street area proposed in plan.
- » Solicit additional feedback as necessary from neighborhood residents to determine the most desired route and design for the connection.
- » Improve and enhance any existing informal walking trails or connections that link the existing neighborhoods to retail uses.

Recommendation: Work with NJ Transit to acquire the land necessary to support the potential future expansion of service of New Jersey Transit's Atlantic City Line.

- » Ensure that there is adequate land available in the vicinity of the Cherry Hill Train Station to allow for the expansion of existing station facilities, such as parking.
- » Provide sufficient space for an adjoining public plaza or similar public space as part of the train station complex.

Design Element

Recommendation: Create a mixed-use, walkable “Main Street” within the Golden Triangle along the newly created east-west thoroughfare recommended in the Circulation Element of the Golden Triangle Vision Plan.

- » Revise the Township Land Development Ordinance to establish a new mixed-use zoning category that provides the opportunity to for appropriately scaled mixed-use development to occur along the proposed east-west thoroughfare.
- » Use form-based zoning techniques to implement appropriate building massing and location along the street.

Recommendation: Where appropriate, incorporate architectural elements into development and redevelopment to establish a connection with the area's past use as a thoroughbred horse racing venue, and the architectural style of retail uses present in the Garden State Park.

- » Examine past building forms and architectural features once present in the Golden Triangle and identify desirable architectural elements to be incorporated into future development in the Study Area.
- » Establish an architectural design vocabulary that, in connection with the form-based code will guide the physical appearance of future development and redevelopment.

Recommendation: Incorporate planting strips and street trees into planned roadway improvements, and consider retrofitting existing roadways to provide planting strips and street trees.

- » Assess existing right-of-way widths for existing roadways within the Golden Triangle.
- » Determine likely right-of-way widths for proposed roadways within the Golden Triangle.
- » Develop street cross-sections for each identified and anticipated right-of-way width that establishes and depicts the width of cartways, bike lanes, curbs, planting strips and sidewalks.
- » Using the developed street cross-sections, develop and incorporate a “complete streets” ordinance that establishes required right-of-way dimensions into the Township Land Development Ordinance.

Recommendation: Provide street furniture, trash receptacles, and bike racks along routes that are or are anticipated to be heavily traveled by pedestrians and bicyclists.

- » Provide street furniture, trash receptacles and bike racks along existing pedestrian and bicycle facilities within the Study Area.
- » Establish locations where it is anticipated that street furniture, trash receptacles and bike racks will be most needed.
- » Choose one type of bench, trash receptacle and bike rack that will be placed throughout the Study Area.

Recommendation: Provide attractive, functional passenger shelters along existing bus routes within the Golden Triangle, and provide passenger shelter at the Cherry Hill Train Station.

- » Assess existing station facilities along all public transit routes that traverse the Golden Triangle to determine the number of shelter facilities existing within the Study Area.
- » Establish a partnership with New Jersey Transit aimed at providing attractive and functional shelter facilities where no facilities exist.

- » Determine whether any existing station facilities within the Study Area need to be rehabilitated.
- » Construct an attractive and functional passenger shelter on the Cherry Hill Station platform.

Recommendation: Require attractive, functional bioswales containing native, hydrophilic plant species to promote sustainable solutions to stormwater management.

- » Amend the Township Stormwater Management Ordinance to permit the use of bioswales as a tool to mitigate stormwater runoff and manage groundwater pollution.
- » Establish a list of appropriate plant species that should be utilized in the construction of bioswales within the Study Area. The list of plant species should take into account the speed of water uptake and abilities to filter pollutants out of stormwater runoff.

Recommendation: Implement design elements such as public art and sculpture that enhance the aesthetics of the Golden Triangle and establish a connection with the area’s past as a regional entertainment destination.

- » Develop and adopt a public art ordinance that requires developers to contribute a certain percentage of project construction costs into a trust fund for public art.
- » Establish a partnership with local and regional artists, including painters, sculptors, and muralists and commission these artists to create public art to be placed in the Golden Triangle.
- » Assess the Study Area and determine where public art projects can have the greatest visual impact within the Study Area.
- » Commission public art projects that emphasize the area’s past role as an entertainment center for the surrounding region.

Recommendation: Establish uniform design guidelines for and install wayfinding signage within the Golden Triangle.

- » Establish signage types, such as sign directories, site location signage, and auto-oriented signage that will be located within the Golden Triangle.
- » Develop templates for each sign type that establishes shapes, sizes of sign faces, color schemes, and maximum sizes for height and width of sign lettering.
- » Assess existing circulation patterns and signage to determine the most appropriate locations for wayfinding signage and site identification signs.

Recommendation: Design and install site identification signage along the major thoroughfares bordering the Golden Triangle, including Route 70, Route 38, Haddonfield Road and Cuthbert Boulevard.

- » Identify appropriate locations to locate signage identifying the Golden Triangle and key destinations.
- » Establish and implement a consistent sign theme for directional and locational signage for the Golden Triangle.

Natural Resources Element

Recommendation: Implement a series of stream corridor cleanup programs to remove trash and debris from existing stream corridors.

- » Form a partnership with existing retail businesses, office building tenants, and neighborhood groups to initiate a volunteer-based stream corridor cleanup program.
- » Solicit monetary and equipment donations from area businesses and office building tenants in order to offset the cost of conducting a stream corridor cleanup program.
- » Reach out to area schools to determine if any environmental or service clubs would consider donating time and manpower to the stream corridor cleanup program.

Recommendation: Evaluate the feasibility of reducing parking and implementing a shared parking scenario within the Executive Campus that may offer the opportunity to increase stream corridor buffers, reduce impervious coverage, and provide more open space through a reduction in the number of existing parking spaces.

- » Tabulate the number of existing parking stalls within the Executive Campus.
- » Conduct a parking assessment of the existing parking lots within the Executive Campus to determine the percentage of existing parking spaces that are occupied on a typical business day.
- » Determine whether a reduction in the number of existing parking spaces can still accommodate the parking needs of the uses present in the Executive Campus.
- » If it is determined that a parking stall reduction is feasible, remove those parking stalls located closest to existing stream corridors in order to afford increased buffering and reduce stream pollution.

Recommendation: Consider adding Township-owned and privately-owned undeveloped land within the Golden Triangle exhibiting significant environmental constraints that may preclude development to the Recreation and Open Space Inventory (ROSI) maintained by the New Jersey Department of Environmental Protection (NJDEP).

- » Assess existing development constraints, including wetlands, floodplains, and the presence of threatened and endangered species on undeveloped properties within the Golden Triangle to determine suitability for future development.
- » Apply for NJDEP Green Acres grant funding to fund the acquisition of privately-owned, undeveloped properties that exhibit significant environmental constraints.
- » Update the Open Space, Conservation and Natural Resource Element of the Township Master Plan to include any preserved properties within the Golden Triangle.

Recommendation: Evaluate the potential of improving the aesthetics of existing retention ponds and incorporating these retention ponds into the proposed greenways within the Golden Triangle;

- » Assess existing retention ponds in the Golden Triangle and determine if adequate land exists to create a passive recreation park oriented around the ponds.
- » If more than one pond is deemed appropriate for development as a passive recreation facility, consider where a passive recreation facility would have the most benefit to residents and visitors.
- » If no retention pond is deemed appropriate for development as a passive recreation facility, consider installing landscaping to enhance aesthetics, create water bodies that are more natural in appearance, and provide increased filtration of pollutants.

Recommendation: Provide a network of formal trails within existing open space areas and stream corridors within the Golden Triangle.

- » Assess the presence of informal walking trails within the undeveloped areas of the Golden Triangle.
- » Consider formalizing informal trails to the extent feasible.
- » Provide signage and trail markings along formalized trails to orient users to their location within the Golden Triangle.

Recommendation: Utilize existing and preserved open space as a tool to educate the public on native flora and fauna and environmental stewardship.

- » Provide signage along trails that educates users about environmental sustainability, existing wildlife, and preservation efforts within the Township.
- » Incorporate a historic element into potential signage that describes the area's prehistoric conditions, early inhabitants, and colonial settlers.
- » Form a partnership with Camden County to implement similar types of signage in Cooper River Park.

Recommendation: Evaluate the potential of providing incentives to developers who plan to develop projects using sustainable building techniques and minimize the impacts of development on the natural environment.

- » Evaluate the efficacy of providing density bonuses to developers who incorporate higher levels of LEED standards in building and site design or minimize the impacts of development by redeveloping previously developed land, clustering Greenfield development to preserve open space, or installing alternative energy systems to offset anticipated energy demands.
- » Provide zoning provisions in the Golden Triangle that encourage mixed-use, walkable development to reduce carbon emissions and promote public health.
- » Provide information about Federal tax credits for the installation of alternative energy systems to developers and homeowners within the Study Area.

Action Plan Matrix

The action plan matrix categorizes actions by geographic sub-area and identifies the priority level for each individual action. Actions that will spur the redevelopment within the Study Area and will provide the framework for the implementation of the remaining actions contained herein have been identified as “high priority” actions. Actions intended to enhance the availability of amenities and infrastructure within the Study Area have been identified as “medium priority” actions, while actions intended to improve the aesthetics of the Golden Triangle have been identified as low priority actions.

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Entire Study Area			
Establish requirements in the development regulations for a variety of multi-modal transportation connections, including bus stops and shelters, pedestrian pick-up areas, bicycle racks and storage areas, and taxi ranks proximate to the train station.	Entire Study Area	Land Use	High
Incorporate requirements in the ordinance for bicycle and pedestrian accessibility and use consistent with LEED and LEED-ND standards.	Entire Study Area	Land Use	High
Evaluate the feasibility of constructing a publicly-owned entertainment facility such as a community recreation center or performing arts center on one or more of the underutilized parcels within the Study Area.	Entire Study Area	Land Use	Low
Consider establishing a public-private partnership with large-scale business owners in the Township in an effort to offset the cost of construction, operation and maintenance of a community facility within the Golden Triangle.	Entire Study Area	Land Use	Medium
If a publicly-owned entertainment use within the Golden Triangle is deemed infeasible, develop strategies to encourage the development of privately-owned entertainment uses within the Golden Triangle.	Entire Study Area	Land Use	Medium
Limit new large-scale retail commercial development to areas proximate to Route 70.	Entire Study Area	Land Use	Medium
Rezone parcels that do not front on Route 70 to prohibit large scale, “big box” development and permit mixed-use, transit-oriented development.	Entire Study Area	Land Use	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Revise the Township Land Development Ordinance to establish a new mixed-use zoning category that provides the opportunity to for appropriately scaled mixed-use development to occur along the proposed east-west thoroughfare.	Entire Study Area	Design	High
Use form-based zoning techniques to implement appropriate building massing and location along the street.	Entire Study Area	Design	High
Examine past building forms and architectural features once present in the Golden Triangle and identify desirable architectural elements to be incorporated into future development in the Study Area.	Entire Study Area	Design	Medium
Establish an architectural design vocabulary that, in connection with the form-based code will guide the physical appearance of future development and redevelopment.	Entire Study Area	Design	Medium
Assess existing right-of-way widths for existing roadways within the Golden Triangle.	Entire Study Area	Design	High
Determine likely right-of-way widths for proposed roadways within the Golden Triangle.	Entire Study Area	Design	High
Develop street cross-sections for each identified and anticipated right-of-way width that establishes and depicts the width of cartways, bike lanes, curbs, planting strips and sidewalks.	Entire Study Area	Design	High
Using the developed street cross-sections, develop and incorporate a “complete streets” ordinance that establishes required right-of-way dimensions into the Township Land Development Ordinance.	Entire Study Area	Design	High
Provide street furniture, trash receptacles and bike racks along existing pedestrian and bicycle facilities within the Study Area	Entire Study Area	Design	Medium
Establish locations where it is anticipated that street furniture, trash receptacles and bike racks will be most needed	Entire Study Area	Design	Medium
Choose one type of bench, trash receptacle and bike rack that will be placed throughout the Study Area.	Entire Study Area	Design	Medium
Assess existing station facilities along all public transit routes that traverse the Golden Triangle to determine the number of shelter facilities existing within the Study Area.	Entire Study Area	Design	High
Establish a partnership with New Jersey Transit aimed at providing attractive and functional shelter facilities where no facilities exist.	Entire Study Area	Design	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Determine whether any existing station facilities within the Study Area need to be rehabilitated.	Entire Study Area	Design	High
Amend the Township Stormwater Management Ordinance to permit the use of bioswales as a tool to mitigate stormwater runoff and manage groundwater pollution.	Entire Study Area	Design	High
Establish a list of appropriate plant species that should be utilized in the construction of bioswales within the Study Area. The list of plant species should take into account the speed of water uptake and abilities to filter pollutants out of stormwater runoff.	Entire Study Area	Design	High
Develop and adopt a public art ordinance that requires developers to contribute a certain percentage of project construction costs into a trust fund for public art.	Entire Study Area	Design	Medium
Establish a partnership with local and regional artists, including painters, sculptors, and muralists and commission these artists to create public art to be placed in the Golden Triangle.	Entire Study Area	Design	Medium
Assess the Study Area and determine where public art projects can have the greatest visual impact within the Study Area.	Entire Study Area	Design	Medium
Commission public art projects that emphasize the area's past role as an entertainment center for the surrounding region.	Entire Study Area	Design	Medium
Establish signage types, such as sign directories, site location signage, and auto-oriented signage that will be located within the Golden Triangle.	Entire Study Area	Design	Medium
Develop templates for each sign type that establishes shapes, sizes of sign faces, color schemes, and maximum sizes for height and width of sign lettering.	Entire Study Area	Design	Medium
Assess existing circulation patterns and signage to determine the most appropriate locations for wayfinding signage and site identification signs.	Entire Study Area	Design	Medium
Identify appropriate locations to locate signage identifying the Golden Triangle and key destinations.	Entire Study Area	Design	Medium
Establish and implement a consistent sign theme for directional and locational signage for the Golden Triangle.	Entire Study Area	Design	Medium
Form a partnership with existing retail businesses, office building tenants, and neighborhood groups to initiate a volunteer-based stream corridor cleanup program.	Entire Study Area	Natural Resources	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Solicit monetary and equipment donations from area businesses and office building tenants in order to offset the cost of conducting a stream corridor cleanup program.	Entire Study Area	Natural Resources	High
Reach out to area schools to determine if any environmental or service clubs would consider donating time and manpower to the stream corridor cleanup program.	Entire Study Area	Natural Resources	High
Assess the existing stream corridor buffers within the Golden Triangle to determine whether existing buffers meet ordinance requirements.	Entire Study Area	Natural Resources	Medium
If necessary, consider increasing the stream corridor buffer requirements in the Township Ordinance.	Entire Study Area	Natural Resources	Medium
Explore incentives to promote clean-up and enhancement of stream corridors within the Golden Triangle area as part of development and redevelopment.	Entire Study Area	Natural Resources	Medium
Assess existing development constraints, including wetlands, floodplains, and the presence of threatened and endangered species on undeveloped properties within the Golden Triangle to determine suitability for future development.	Entire Study Area	Natural Resources	Medium
Apply for NJDEP Green Acres grant funding to fund the acquisition of privately-owned, undeveloped properties that exhibit significant environmental constraints.	Entire Study Area	Natural Resources	Medium
Update the Open Space, Conservation and Natural Resource Element of the Township Master Plan to include any preserved properties within the Golden Triangle.	Entire Study Area	Natural Resources	High
Assess existing retention ponds in the Golden Triangle and determine if adequate land exists to create a passive recreation park oriented around the ponds.	Entire Study Area	Natural Resources	Low
If more than one pond is deemed appropriate for development as a passive recreation facility, consider where a passive recreation facility would have the most benefit to residents and visitors.	Entire Study Area	Natural Resources	Low
If no retention pond is deemed appropriate for development as a passive recreation facility, consider installing landscaping to enhance aesthetics, create water bodies that are more natural in appearance, and provide increased filtration of pollutants.	Entire Study Area	Natural Resources	Low
Assess the presence of informal walking trails within the undeveloped areas of the Golden Triangle.	Entire Study Area	Natural Resources	Medium
Consider formalizing informal trails to the extent feasible.	Entire Study Area	Natural Resources	Medium

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Provide signage and trail markings along formalized trails to orient users to their location within the Golden Triangle.	Entire Study Area	Natural Resources	Medium
Provide signage along trails that educates users about environmental sustainability, existing wildlife, and preservation efforts within the Township.	Entire Study Area	Natural Resources	Low
Incorporate a historic element into potential signage that describes the area's prehistoric conditions, early inhabitants, and colonial settlers.	Entire Study Area	Natural Resources	Low
Evaluate the efficacy of providing density bonuses to developers who incorporate higher levels of LEED standards in building and site design or minimize the impacts of development by redeveloping previously developed land, clustering Greenfield development to preserve open space, or installing alternative energy systems to offset anticipated energy demands.	Entire Study Area	Natural Resources	Medium
Provide zoning provisions in the Golden Triangle that encourage mixed-use, walkable development to reduce carbon emissions and promote public health.	Entire Study Area	Natural Resources	High
Provide information about Federal tax credits for the installation of alternative energy systems to developers and homeowners within the Study Area.	Entire Study Area	Natural Resources	Medium
Train Station TOD			
Amend zoning designations within the Golden Triangle area to implement the Land Use Element of the Plan. Evaluate the applicability of a multi-family residential overlay north of the Cherry Hill Train Station	Train Station TOD	Land Use	High
Rezone the parcels surrounding the Train Station to permit higher density transit-oriented mixed-use development surrounding the station	Train Station TOD	Land Use	High
Engage the owners of Shop Rite to facilitate the relocation of the store from the rear of the Pavilions Shopping Center to the space formerly occupied by Home Depot.	Train Station TOD	Land Use	High
Provide the opportunity for the future development of additional pad sites along the Pavilions Shopping Center's frontage on Route 70.	Train Station TOD	Land Use	High
Provide zoning provisions to encourage the development of dense, mixed-use, transit-oriented development fronting on the proposed east-west street crossing the railroad right of way and adjoining the Cherry Hill Train Station.	Train Station TOD	Land Use	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Use form-based zoning techniques to direct building massing and form and create a “main-street” character along the new street adjoining the Cherry Hill Train Station.	Train Station TOD	Land Use	High
Request that the New Jersey Department of Transportation (NJDOT) perform a diagnostics assessment to determine the feasibility of constructing an at-grade railroad crossing south of the Cherry Hill Train Station platform.	Train Station TOD	Circulation	High
Improve one or more of the existing access drives present in the Pavilions Shopping Center to create a formal roadway linking King Avenue to the proposed at-grade railroad crossing.	Train Station TOD	Circulation	Medium
Incorporate the pedestrian/bicycle path north from the railroad overpass to the Cherry Hill Train Station as part of the design standards and requirements for zoning in this area.	Train Station TOD	Circulation	High
Ensure that there is adequate land available in the vicinity of the Cherry Hill Train Station to allow for the expansion of existing station facilities, such as parking.	Train Station TOD	Circulation	High
Provide sufficient space for an adjoining public plaza or similar public space as part of the train station complex.	Train Station TOD	Circulation	Medium
Construct an attractive and functional passenger shelter on the Cherry Hill Station platform.	Train Station TOD	Design	Medium
Cuthbert Corridor			
Determine the feasibility of acquiring portions of Block 66.01, Lots 1 and 2, and Block 595.01, Lot 2 and subsequently constructing a connection to Cuthbert Boulevard that permits left and right turns.	Cuthbert Corridor	Circulation	Medium
If land acquisition and route altering is determined to be infeasible, improve the existing King Avenue/Cuthbert Boulevard intersection to improve safety and traffic flow.	Cuthbert Corridor	Circulation	Medium
King Avenue Office Redevelopment			
Evaluate existing zoning designations on the Lee’s Stone site to ensure that existing zoning provisions are consistent with the Township’s vision for the Golden Triangle and the future of the site. If necessary, amend existing redevelopment plans as appropriate to ensure consistency with the vision.	King Avenue Office Redevelopment	Land Use	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
If appropriate, publish a Request for Qualifications (RFQ) to solicit proposals from redevelopers to initiate redevelopment of the Lee's Stone site.	King Avenue Office Redevelopment	Land Use	Low
Improve King Avenue to create a formal, dedicated roadway from South Cornell Avenue to Cuthbert Boulevard.	King Avenue Office Redevelopment	Circulation	High
Construct roadway improvements on King Avenue to provide a complete street that, when connected to adjacent roadways, provides an east-west connection across the Study Area.	King Avenue Office Redevelopment	Circulation	High
Tabulate the number of existing parking stalls within the Executive Campus.	King Avenue Office Redevelopment	Natural Resources	Medium
Conduct a parking assessment of the existing parking lots within the Executive Campus to determine the percentage of existing parking spaces that are occupied on a typical business day.	King Avenue Office Redevelopment	Natural Resources	Medium
Determine whether a reduction in the number of existing parking spaces can still accommodate the parking needs of the uses present in the Executive Campus.	King Avenue Office Redevelopment	Natural Resources	Medium
If it is determined that a parking stall reduction is feasible, remove those parking stalls located closest to existing stream corridors in order to afford increased buffering and reduce stream pollution.	King Avenue Office Redevelopment	Natural Resources	Medium
Kenilworth and Woodland Neighborhoods			
Assess existing pedestrian facilities in the Kenilworth and Woodland Neighborhoods to determine the most direct way to connect these neighborhoods to the new park/greenway proposed in within the Study Area and to the retail uses and main street area proposed in plan.	Kenilworth and Woodland Neighborhoods	Circulation	High
Solicit additional feedback as necessary from neighborhood residents to determine the most desired route and design for the connection.	Kenilworth and Woodland Neighborhoods	Circulation	High
Improve and enhance any existing informal walking trails or connections that link the existing neighborhoods to retail uses.	Kenilworth and Woodland Neighborhoods	Circulation	High

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Garden State Park/Haddonfield Road Corridor			
If it is determined that an at-grade railroad crossing south of the Cherry Hill Station platform is feasible, initiate a dialogue with Turnberry Cherry Hill, LLC regarding the design of a roadway that connects the existing Pavilions Shopping Center to Garden Park Boulevard on Block 55.01, Lot 3. The intent would be to continue the main-street mixed-use concept in this area of the site.	Garden State Park/Haddonfield Road Corridor	Circulation	High
If the at-grade railroad crossing is constructed north of the Cherry Hill Station platform, utilize the roadway connection approved as part of the development application for Garden State Park to connect the crossing to Garden Park Boulevard.	Garden State Park/Haddonfield Road Corridor	Circulation	Low
If the at-grade crossing is constructed south of the Cherry Hill Station platform, initiate a dialogue with Turnberry Cherry Hill, LLC to gain permission to construct a formal, dedicated roadway through Block 55.01, Lot 3 from the at-grade crossing to Garden Park Boulevard.	Garden State Park/Haddonfield Road Corridor	Circulation	High
South of Route 70/Cooper River			
Evaluate various traffic calming measures such as bump outs, raised intersections, textured pavement, and speed tables to determine which measure, or group of measures will provide the greatest benefit to increasing pedestrian safety at the intersection of Route 70 and South Cornell Avenue.	South of Route 70/Cooper River	Circulation	High
Initiate a dialogue with NJDOT in an effort to encourage NJDOT to install traffic calming measures at the subject intersection.	South of Route 70/Cooper River	Circulation	High
Install sidewalks along the segment of South Cornell Avenue that is located between Route 70 and Cooper River Park.	South of Route 70/Cooper River	Circulation	Medium
Initiate a dialogue with Conrail and NJ Transit to determine any anticipated safety concerns with collocating a pedestrian/bicycle bridge along the existing rail bridge.	South of Route 70/Cooper River	Circulation	Low
Initiate a dialogue with Subaru USA to determine the feasibility of constructing a pedestrian/bicycle path connecting the proposed pedestrian/bicycle bridge to Cooper River Park via an access easement.	South of Route 70/Cooper River	Circulation	Low
Form a partnership with Camden County to implement similar types of signage in Cooper River Park	South of Route 70/Cooper River	Natural Resources	Low

Table 2: Golden Triangle Vision Plan Action Matrix

Action	Area of Implementation	Element of Vision Plan	Priority of Action
Create an east-west pedestrian/bicycle linkage under the railroad bridge at Cooper River Park.	Start of Route 70/ Cooper River	Circulation	Medium

Real Estate and Land Use Market Analysis

[to be added]



11 Tindall Road
Middletown, NJ 07748

Phone: 1.732.671.6400
Fax: 1.732.671.7365
www.tandmassociates.com