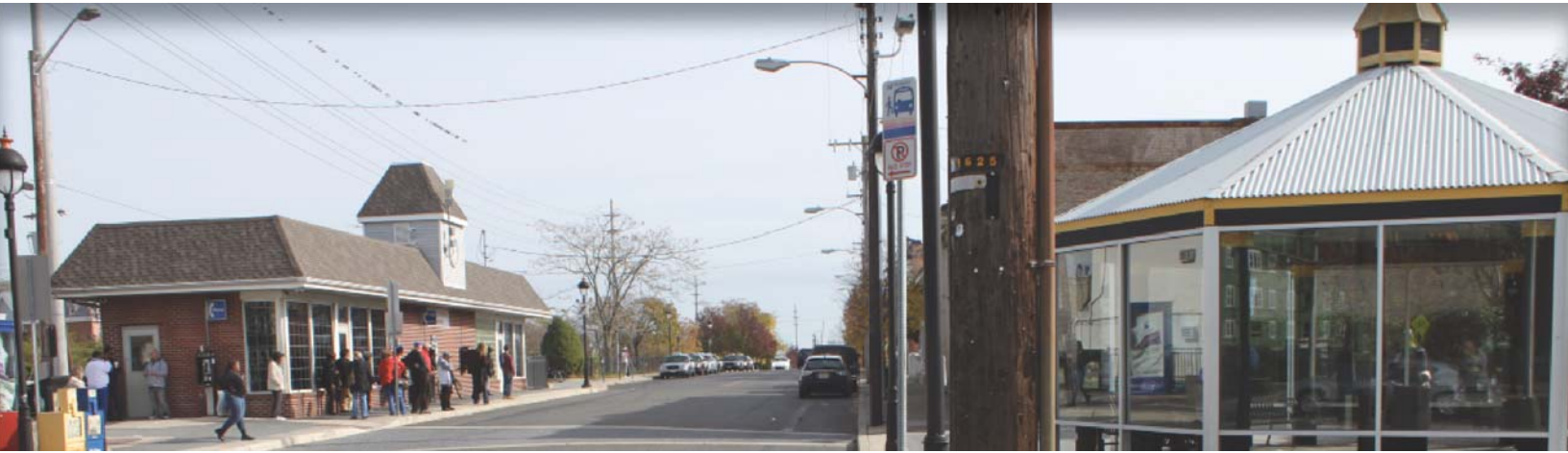


COMPLETE STREETS IN SOUTH JERSEY: ◆ LESSONS LEARNED ◆



Prepared by:
Cross County Connection
Transportation Management Association
June 2015



Complete Streets in South Jersey: Lessons Learned

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Cross County Connection Transportation Management Association was formally incorporated in 1989 through the efforts of a group of southern New Jersey business leaders, local government officials, and representatives from the New Jersey Department of Transportation (NJDOT) and New Jersey Transit Corporation (NJ TRANSIT) to address mobility issues in the region and reduce the number of vehicles on state and local roadways. Cross County Connection is a non-profit organization that partners with NJDOT, NJ TRANSIT, Federal Highway Administration (FHWA), Delaware Valley Regional Planning Commission (DRVPC), South Jersey Transportation Planning Organization (SJTPO), North Jersey Transportation Planning Authority (NJTPA), and its members to provide solutions to complex transportation problems for counties, municipalities, employers and commuters in Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties.

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EXECUTIVE SUMMARY

New Jersey is a leader in the Complete Streets movement. As of December 2014, New Jersey Department of Transportation (NJDOT), 111 municipalities, and seven counties throughout the state have adopted Complete Streets policies to routinely consider the needs of all roadway users, regardless of age, ability, or mode, in transportation projects.

Existing Complete Streets resources tend to focus on best practices regarding policy adoption and implementation. The purpose of *Complete Streets in South Jersey: Lessons Learned* was to learn about local examples of Complete Streets initiatives in South Jersey to serve as case studies and success stories for other communities interested in Complete Streets.

More specifically, the goals of *Complete Streets in South Jersey: Lessons Learned* are:

- To identify and highlight local examples of Complete Streets implementation projects and best practices employed by communities in the region
- To learn about common motivations, challenges, and concerns regarding Complete Streets among communities in South Jersey
- To provide resources and recommendations to New Jersey municipalities, counties, and state agencies regarding the adoption and implementation of Complete Streets policies

To accomplish these goals, Cross County Connection interviewed representatives from the following fifteen municipalities and one county throughout its southern New Jersey service area, which consists of Atlantic, Burlington, Cape May, Cumberland, Gloucester, and Salem Counties:

Atlantic City	North Wildwood
Buena Borough	Ocean City
Camden City	Pleasantville City
Camden County	Somers Point City
Cherry Hill Township	Vineland City
Haddon Heights	Woodbine Borough
Hammonton Town	Woodbury City
Medford Township	Woolwich Township

The information and experiences with Complete Streets policy adoption and implementation presented in this report are based on interviews with representatives from these communities, as well as relevant plans and policies that were discussed in these meetings. The interview questions, which can be found in Appendix A, addressed the following topics:

- Bicycle, pedestrian, and transit planning and safety initiatives prior to adopting a Complete Streets policy
- Motivations for adopting a Complete Streets policy
- Parties involved with drafting and adopting the Complete Streets policy
- Resources consulted while drafting and implementing the policy

- Important factors to passing the resolution and/or challenges encountered
- Public outreach and/or staff training associated with the Complete Streets policy
- Complete Streets implementation projects
- Next steps
- Performance measures
- Advice for other communities

Major findings from the study include:

- **Incentives** such as earning 20 points towards Sustainable Jersey certification and an extra point on NJDOT grant applications for having a Complete Streets policy have been effective at encouraging communities to adopt policies; however, program administrators may want to provide additional incentives or provisions to further encourage implementation.
- **NJDOT's Complete Streets Checklist** is a very effective implementation tool, and communities that utilize it have been successful at implementing projects. Communities that seek to more effectively implement their Complete Streets policies should be encouraged to train staff on employing the use of this checklist.
- **Resources** such as New Jersey Bicycle and Pedestrian Resource Center's Complete Streets Policy Compilation, NJDOT's Complete Streets Workshops and publications, and Sustainable Jersey guidance on Complete Streets are widely utilized by communities while drafting and implementing Complete Streets policies.
- **Planning** was a crucial element for implementing Complete Streets in many communities, and developing bicycle and/or pedestrian master plans has been valuable process for several communities that participated in the study; however, developing such plans is not necessary for communities to identify and implement Complete Streets projects.
- **Partnerships** are very effective ways to leverage resources and implement Complete Streets projects. Valuable partnerships can take a variety of forms and may involve multiple government departments, environmental commissions, advisory boards, green teams, county staff and officials, NJDOT, Transportation Management Associations, Metropolitan Planning Organizations, community groups, advocates, and others.
- **Exemptions** and the exemption review process are among the most important aspects of a Complete Streets policy to discuss with relevant staff and officials while drafting a policy.
- **Political concerns** and challenges can be overcome through education and communication.

Not only are the findings of *Complete Streets in South Jersey: Lessons Learned* intended to serve as a resource to communities that are currently implementing their Complete Streets policies, but it is also hoped that the projects and success stories in this document may potentially inspire other municipalities and counties to pursue their own Complete Streets initiatives.

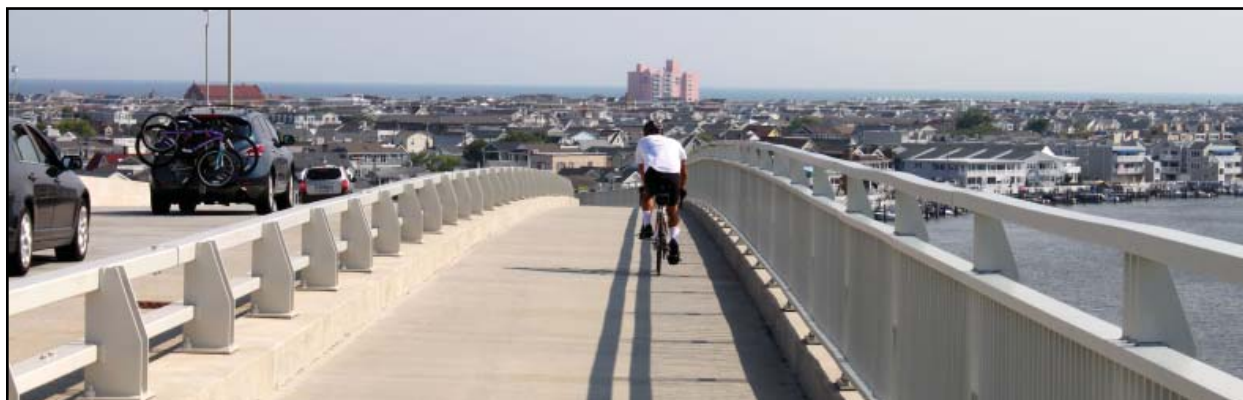
1. INTRODUCTION

Throughout the twentieth century, land use and development patterns in the United States contributed to the rise of many auto-oriented communities. As reliance on automobiles increased, transportation planning and roadway design tended to focus on the needs of motorists, often at the expense of users of other modes of travel. The resulting car-centric streets often lacked facilities for pedestrians, bicyclists, transit users, and others that travel without a motor vehicle. After decades of the continuation of this trend, there is now a strong desire among many Americans to reverse the patterns that led to the creation of our auto-oriented culture. According to a survey conducted by Transportation for America, approximately 66% of Americans want more transportation options, and nearly 73% feel that they have no choice but to drive as much as they do.¹ This sentiment is also evident throughout New Jersey, where alternative modes of travel are rising in popularity, and there is a growing movement to consider the transportation needs of all roadway users to improve safety, increase mobility, and enhance livability.



What are Complete Streets?

The concept and practice of routinely balancing the needs of all roadway users in transportation projects is known as Complete Streets. Complete Streets can also be conceptualized more broadly as roadways that accommodate the needs of its users, which depends greatly on local context. Potential roadway users include pedestrians, bicyclists, transit riders, motorists, children, older adults, persons with disabilities, in-line skaters, skateboarders, emergency responders, goods movement, and more. Complete Streets considers all modes of travel and individuals of all ability levels. Streets may be difficult to navigate for certain populations, particularly young children, individuals in wheelchairs, and older adults facing physical or cognitive impairments. “Completing” the streets is therefore an exercise in improving safety, enhancing mobility, and creating an equitable transportation system. Municipalities, county governments, and transportation agencies may need to rethink their approach to transportation planning and roadway design to more effectively embrace these principles.



Route 52 Causeway Multi-Use Path

¹ National Future of Transportation Survey, 2010

It is important to stress that Complete Streets are not defined by a specific design prescription. The look of a “complete” street will vary greatly depending on local context. For example, a “complete” street in a downtown business district may include wide sidewalks, transit shelters, benches, curb ramps, and high-visibility crosswalks, while a “complete” roadway in a quiet residential neighborhood may only feature sidewalks in key locations and design treatments intended to reduce vehicle speeds. However, Complete Streets address many elements of roadway design, some of which are shown in Figure 1.

Figure 1: Common Elements of Complete Streets

Sidewalks	Bicycle lanes
Crosswalks	Bicycle route signage
Curb ramps	Sharrows
ADA accessibility	Bicycle parking
Curb extension	Multi-use paths
Refuge islands	Paved shoulders
Benches	On-street parking
Transit stops	Narrowed lanes
Transit shelters	Pedestrian-scale lighting
Traffic calming measures	Traffic signals and signage

Benefits of Complete Streets

Municipalities that implement Complete Streets may enhance safety, livability, and walkability in their communities, which can promote economic development and may even increase property values. Communities that adopt a Complete Streets policy are also awarded one point on NJDOT Local Aid infrastructure grant applications and 20 points towards Sustainable Jersey certification.

Pedestrians can safely and conveniently access nearby shops, restaurants, and parks when streets are designed to accommodate them. Without amenities such as sidewalks or marked crosswalks in crucial locations, pedestrians may be hesitant to take a trip or unable to reach a destination by foot, often leaving them with no choice but to drive.

Bicyclists may feel safer when riding on streets with accommodations such as bicycle lanes, bicycle route signs, or sharrows. These design treatments reinforce the right of bicyclists to travel on roadways and remind motorists to be conscious of their presence. Providing designated space for bicyclists on a roadway may also enhance safety by reducing potential conflicts with passing and turning vehicles.

Transit riders can more easily access transit stops when the surrounding areas are designed with these users in mind. For example, providing sidewalks adjacent to a bus stop can allow riders to more easily access the service. Additionally, incorporating elements such as pedestrian-scale lighting, benches, or transit shelters can provide riders with a comfortable, secure place to wait for the next bus or train.

Children can safely play in their neighborhoods and walk to school when roadways are designed to calm traffic and balance the needs of all roadway users. Physical activity is necessary for children to stay healthy, yet incomplete streets often prevent children from walking to school or riding a bicycle on their street. Designing residential roads for slower vehicle speeds and providing appropriate pedestrian accommodations can enable children to safely be physically active.

Senior citizens who may no longer drive can maintain an active lifestyle and independence when they are safely able to walk nearby destinations. Providing amenities such as continuous sidewalks, marked crosswalks, and ADA-compliant curb ramps where needed is crucial to enable seniors to “age in place.”

People with disabilities can travel safely and independently when roadways are designed for everyone. An individual may be unable to drive because of a disability, yet he or she may be able to run errands or access local amenities if pedestrian accommodations were available. It is important for communities to strive to develop a connected pedestrian network that is accessible for people with disabilities, especially those who are vision impaired or use a wheel chair.

Motorists also benefit from the enhanced safety of Complete Streets. As vehicle speeds are reduced in traffic calmed areas, accidents may become less common and less severe, especially those involving pedestrians and bicyclists. Additionally, the behavior of pedestrians and bicyclists is typically more predictable when these users are accommodated. All motorists are also pedestrians at some point and may even take advantage of new opportunities to walk and bike.

What is a Complete Streets Policy?

Communities incorporate the principles of Complete Streets into roadway design by first adopting a Complete Streets policy. Such a policy directs transportation planners, engineers, and other government officials to consider and balance the needs of all roadway users in every transportation project. The intent of such a policy is not to immediately rebuild or retrofit the entire transportation network, but rather to examine ways to incorporate Complete Streets design elements into projects when practical and feasible to do so. For example, having a Complete Streets policy may lead to determining that a roadway with unnecessarily wide lanes could potentially be restriped to incorporate bicycle lanes during routine resurfacing project at a relatively low cost.

NJDOT identifies six key elements of an effective Complete Streets policy in *Making Complete Streets a Reality: A Guide to Implementation*:

Purpose and Intent: Complete Streets policies typically begin with a statement of purpose and intent, which describes the goal, vision, and desired outcome of the policy. This section most often takes the form of a series of “whereas” statements that are typically found in resolutions. As a component of the purpose and intent section, a community may want to cite the benefits associated with Complete Streets. It is also important to stress the importance of local context with regards to the applicability of the policy

Definition of Users and Modes: A Complete Streets policy must also define the roadway users and modes that will be considered in the implementation of the policy. These may include some of the users that have already been discussed, such as pedestrians, bicyclists, transit users, motorists, persons of all ages and abilities, and more. Depending on local context, roadway users such as equestrians, farm vehicles, and freight and goods movement may also be considered.

Types of Improvements: A Complete Streets policy should also address the types of transportation improvements that the policy will address. A variety of transportation projects present opportunities to incorporate Complete Streets. Types of improvements that may be specified include new construction, reconstruction, rehabilitation, resurfacing, maintenance, operations, and private development.

Design Standards: A Complete Streets policy should also reference design standards that will be adhered to when implementing the policy. This section could simply state that the latest local and national standards will be used, or it may refer specifically to individual design guides, including the New Jersey Roadway Design Manual, AASHTO's Guide for the Development of Bicycle Facilities, AASHTO's Guide for the Planning, Design, and Operation of Pedestrian Facilities, the Manual of Uniform Traffic Control Devices, the ADA Standards for Accessible Design, NACTO's Urban Bikeway Design Guide, and others. New Jersey state law requires communities to conform with accepted design standards when implementing transportation projects.

Exemptions: Determining exemptions and the exemption review process is one of the most crucial components of a Complete Streets policy, since it directly affects the implementation of the policy. Cost is one of the most commonly employed exemptions. Exemptions to a Complete Streets policy may be granted in a situation when providing Complete Streets elements would add a disproportionately large cost to a project. Policies often set a cost threshold to determine exemption eligibility. For example, a project may be exempt from a community's Complete Streets policy if the cost of implementing Complete Streets elements would increase project costs by a certain percentage. Additional considerations, other than costs, used to determine if a project may be exempt include contextual sensitivity, the safety or timing of a project, and user restrictions. It is also crucial to outline an exemption review and approval process to ensure smooth implementation of the policy. Exemption reviewers may be an individual, such as a department head, engineer, or Mayor, or may be an entity such as a committee or governing body. In the discussion of each community's experience with Complete Streets in Chapter 2, cost exemptions and the exemption reviewer will be discussed, as these are typically components of a Complete Streets policy that most directly influence implementation of the policy.

Implementation Plan: Steps to implement a Complete Streets policy should also be included in an effective policy. These steps may include reviewing and updating existing policies and procedures to support and comply with the Complete Streets policy. It may also include modifying laws and ordinances, master plans, and zoning and subdivision codes. Developing performance measures to track progress is another effective way to help implement a Complete Streets policy. Many Complete Streets policies outline performance metrics such as miles of sidewalks and bikeways, crash statistics, bicycle and pedestrian counts, and more.

After adopting a Complete Streets policy, an effective way to begin implementing Complete Streets is to employ the use of NJDOT's Complete Streets checklist. This checklist was developed to assist Project Managers and Designers with examining the applicability and feasibility of implementing Complete Streets in the earliest stages of the project design process. The checklist involves assessing existing conditions and examining ways to incorporate elements of Complete Streets into a project, such as bicycle, pedestrian, and transit accommodations. This checklist can

be helpful in determining whether a street is complete or incomplete under existing circumstances, as it guides an assessment of existing conditions and local context. A copy of this checklist can be found in Appendix C.



For additional information about developing a Complete Streets policy and Implementation Plan, please consult NJDOT's *Making Complete Streets a Reality: A Guide to Implementation* and NJDOT's *A Guide to Creating a Complete Streets Implementation Plan*, which are both available on NJDOT's website.

Complete Streets in New Jersey

New Jersey Department of Transportation (NJDOT) adopted a Complete Streets policy in December 2009 to routinely consider the needs of all roadway users of all ages and abilities in the planning, design, construction, maintenance and operation of state-owned roadways. NJDOT was among the first state DOTs to adopt an internal Complete Streets policy and won numerous awards that recognized the quality of its model policy. NJDOT has since implemented its Complete Streets policy on several occasions, including in the design and construction of the Route 52 Causeway. The causeway spans the Great Egg Harbor Bay, connecting the communities of Ocean City and Somers Point, and features a ten-foot wide multi-use path to accommodate non-motorized travelers.

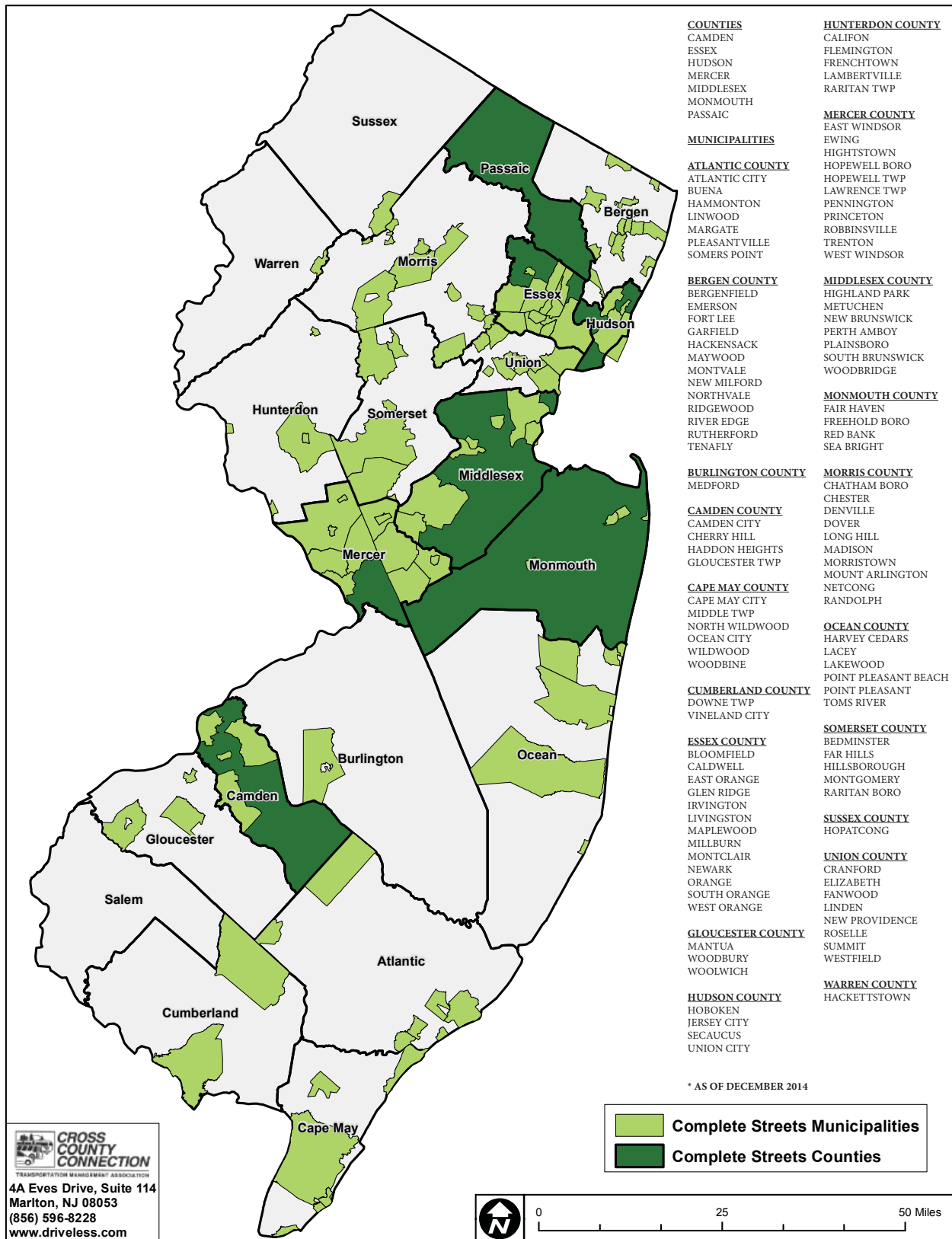
As of December 2014, 111 municipalities and seven counties in New Jersey, shown in Map 1, have joined NJDOT in the effort to develop an interconnected, multi-modal transportation network by adopting Complete Streets policies. Twenty-three of these municipalities and one county are located in Cross County Connection's southern New Jersey service area, which includes Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties. As over ninety-one percent of roads in the state are under municipal and county jurisdiction, local and county governments must follow NJDOT's lead to create a meaningful commitment to enhancing safety and mobility in the state.

Purpose and Goals

The goals of *Complete Streets in South Jersey: Lessons Learned* are:

- To identify and highlight local examples of Complete Streets implementation projects and best practices employed by communities in the region
- To learn about common motivations, challenges, and concerns regarding Complete Streets among communities in South Jersey
- To provide resources and recommendations to New Jersey municipalities, counties, and state agencies regarding the adoption and implementation of Complete Streets policies

Map 1: Complete Streets Municipalities and Counties in New Jersey



The information and experiences with Complete Streets policy adoption and implementation presented in this report are based on interviews with representatives from these communities, as well as relevant plans and policies that were discussed in these meetings. The interview questions addressed the following topics:

- Bicycle, pedestrian, and transit planning and safety initiatives prior to adopting a Complete Streets policy
- Motivations for adopting a Complete Streets policy
- Parties involved with drafting and adopting the Complete Streets policy
- Resources consulted while drafting and implementing the policy
- Important factors to passing the resolution and/or challenges encountered
- Public outreach and/or staff training associated with the Complete Streets policy
- Complete Streets implementation projects
- Next steps
- Performance measures
- Advice for other communities

A full list of interview questions can be found in Appendix A.

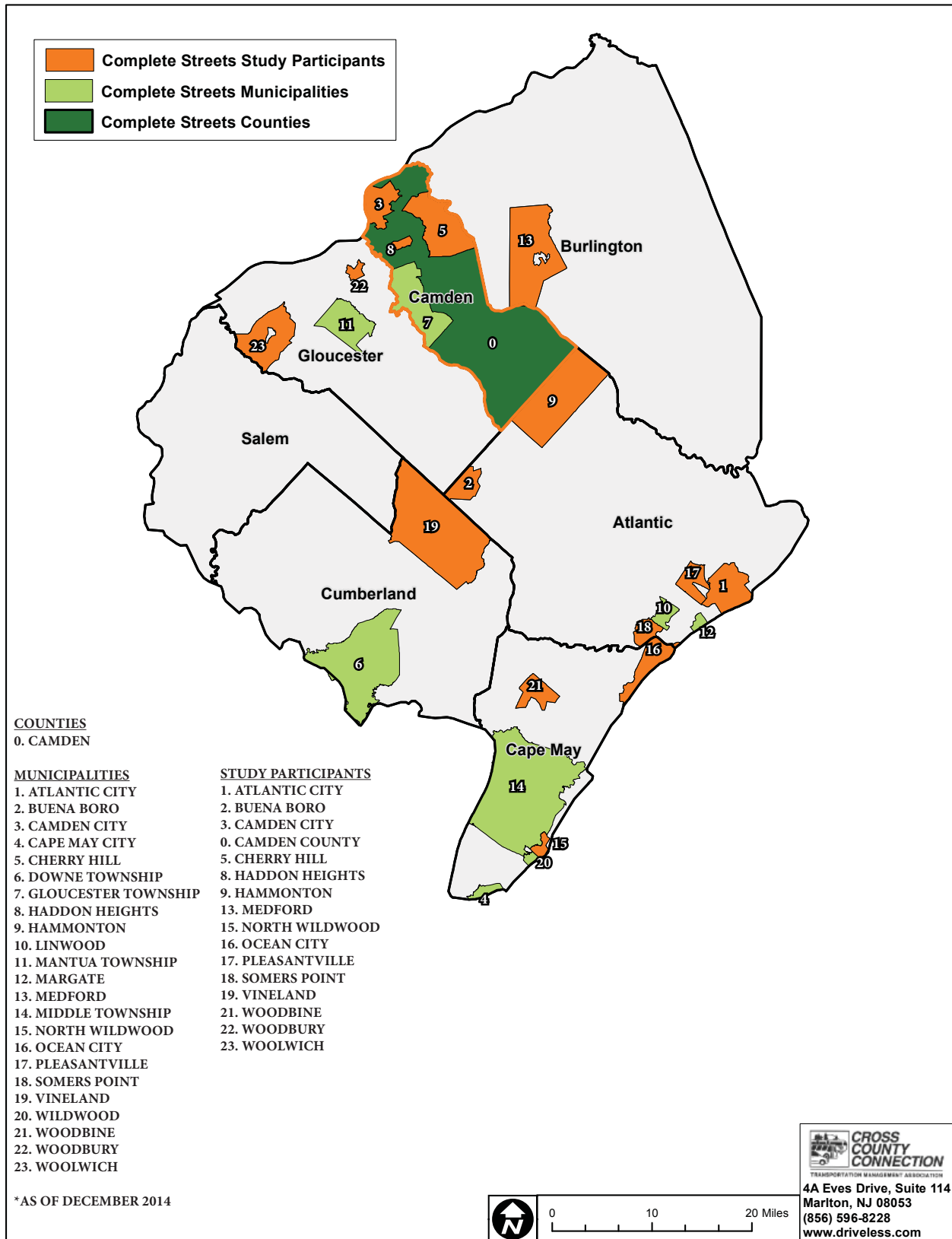
Cross County Connection TMA released a previous iteration of this report in 2011. At the time, there were only seven municipalities and one county in New Jersey that had adopted a Complete Streets policy. There is now more than three times that amount in Cross County Connection's coverage area alone. As a result, those twenty-three municipalities and one county are the focus of *Complete Streets in South Jersey: Lessons Learned*. Cross County Connection spoke with representatives from 16 of these 24 communities, which are shown in orange on Map 2. However, every community was contacted numerous times and asked to participate throughout the course of the project.

This report first focuses on the individual experiences of each community in Chapter 2, then discusses similarities, differences, and lessons learned in Chapters 3 and 4. Chapter 5 summarizes the overall findings and provides an overview of the resources included in the appendices, such as sample Complete Streets policies, NJDOT's Complete Streets checklist, funding resources, and a list of technical support providers.

Acknowledgements

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Map 2: Complete Streets Municipalities and Counties in South Jersey and Study Participants



2. COMMUNITY COMPLETE STREETS EXPERIENCES

While twenty-three municipalities and one county in the region have adopted a Complete Streets policy as of December 2014, sixteen volunteered to participate in the study. Every community, however, was contacted numerous times throughout the course of the study to request their participation. The initial Complete Streets adopters are a diverse group, ranging from large cities to small resort communities. Table 1 depicts details about each community and attempts to provide local context by classifying each as urban, suburban, rural, shore, or Pinelands communities. Due to the complex and ever-changing nature of the built environment in New Jersey, more than one classification was often applied to a community. These categorizations are not official classifications, nor were they defined with a prescribed methodology. Rather, site visits and field notes informed the classifications. For example, a municipality that is characterized by single-family homes and strip commercial development along a major arterials may be considered solely suburban, whereas a community with single-family homes and plentiful open space and farm land may be considered suburban/rural. Shore and Pinelands were added to the classifications to indicate whether a community is in the Pine Barrens or adjacent to the Atlantic Ocean, as these geographic areas have their own unique character and set of planning implications. Despite their differences, these fifteen municipalities and one county share the mission of improving the safety and health of their residents through enhancing the range of transportation options in their communities. This chapter chronicles each community's experiences with Complete Streets, including progress with implementation.

Table 1: Study Participants

Community	County	Character	Year Adopted	Participant
Atlantic City	Atlantic	Urban/Shore	2011	Director of Planning & Development
Buena Borough	Atlantic	Suburban/Rural	2014	Councilman
Camden City	Camden	Urban	2013	Green Team Member
Camden County	Camden	Urban/Suburban/Rural	2013	Director of Planning
Cherry Hill	Camden	Suburban	2014	Director of Community Development
Haddon Heights	Camden	Suburban	2014	Environmental Commission Chair
Hammonton	Atlantic	Suburban/Rural/Pinelands	2013	Bicycle Advisory Committee Chair
Medford	Burlington	Suburban/Rural/Pinelands	2012	Township Manager
North Wildwood	Cape May	Urban/Shore	2012	Administrative Assistant
Ocean City	Cape May	Urban/Shore	2011	City Engineer
Pleasantville	Atlantic	Urban/Suburban	2011	Economic Development Director and Grant Consultant
Somers Point	Atlantic	Suburban/Shore	2012	City Engineer
Vineland	Cumberland	Urban/Suburban	2011	City Planner and Health Educator
Woodbine	Cape May	Suburban/Rural/Pinelands	2012	Mayor and Borough Engineer
Woodbury	Gloucester	Urban/Suburban	2012	Director of Economic Development and City Engineer
Woolwich	Gloucester	Suburban/Rural	2013	Director of Community Development

Atlantic City

Overview

Located on Absecon Island in Atlantic County, Atlantic City is a major resort destination, known for its casinos, conventions, boardwalk, and beaches. The densely populated city features an impressive skyline scattered with tall buildings. As shown in Table 2, the municipality has a population of 39,588, making it the 2nd largest municipality in the County and the 55th largest in the state. The Atlantic City Expressway, the White Horse Pike (US 30), and the Black Horse Pike (US 40/322) provide vehicular access to the City. The municipality is also the transportation hub of Atlantic County as NJ TRANSIT's 501, 502, 504, 505, 507, 508, and 509 bus services originate in the City, and NJ TRANSIT's Atlantic City Rail Line provides service from the Atlantic City Rail Terminal to Philadelphia's 30th Street Station and destinations in Atlantic and Camden Counties along the route. Many residents are transit riders, walkers, and bicyclists, as roughly 26.79% of residents commute to work via public transportation, 19.02% walk, and 2.36% bicycle.²

Table 2: Atlantic City Complete Streets Overview

Interviewee	Director of Planning & Development
County	Atlantic
Character	Urban/Shore
Population (2010 US Census)	39,588
Area	10.75 square miles
Population Density	3,680 persons / square mile
Complete Streets Policy Date	December 7, 2011
Bike/Pedestrian Plan	Yes (2013)
Existing Infrastructure	Atlantic City Boardwalk, extensive sidewalk network
Motivations	Provide for substantial population of pedestrians, bicyclists, and transit users, enhance safety, Sustainable Jersey certification, Local Aid applications
Cost Exemption	20%
Exemption Reviewer	City Engineer
Implementation Projects	Atlantic Avenue Pedestrian Safety Study
Next Steps	Continue to implement Bicycle and Pedestrian Master Plan and pursue grant opportunities

Motivations and Previous Efforts

Improving mobility and safety for car-free individuals was a major motivation for Atlantic City to adopt a Complete Streets policy. As discussed, a large portion of Atlantic City residents walk, bicycle, and take public transit during their commute to work. The presence of pedestrian and bicyclists is also evident on Atlantic Avenue, the City's main north-south street and central business district. The bustling Atlantic City Boardwalk is also a hub of pedestrian activity and provides recreational cycling opportunities during designated hours. Additionally, sidewalks exist on many streets throughout the City. Other factors that contributed the adoption of the City's Complete Streets policy were the desire to enhance safety, tourism, and quality of life, obtain points for Sustainable Jersey certification, and earn an extra point on NJDOT grant applications.

Drafting and Adopting the Policy

The City's Planning Department and Grant Consultant initiated the conversation about Complete Streets and helped to draft Atlantic City's policy, which was adopted on December 7, 2011. In

² U.S. Census Bureau,, 2013 American Community Survey 5-Year Estimates (2013) <factfinder2.census.gov>

addition to some commonly used exemptions, the City set the disproportionate cost exemption to 20% and designated the City Engineer as the individual that reviews and grants exemptions. In other words, if the cost of providing Complete Streets elements would amount to more than 20% of total project costs, the City Engineer could determine that the project is exempt from the policy.

Implementation Projects

Atlantic City developed its Bicycle and Pedestrian Master Plan through NJDOT's Local Bicycle and Pedestrian Planning Assistance program in 2013. The plan is guiding the implementation of the City's bicycle and pedestrian network and Complete Streets policy. Atlantic City has several Complete Streets implementation projects in progress. The boardwalk in the northern part of the City was devastated by Superstorm Sandy, and the City has prioritized its reconstruction. Atlantic City has applied for both state and federal grants to repair this portion of the boardwalk and install on-street bicycle lanes on the nearby streets to create a bike "loop". The City was also recently awarded a grant from NJDOT for a conceptual streetscape plan of a 10-block segment of Atlantic Avenue. The project also calls for a detailed bid-level plan of the 1700 block of Atlantic Avenue, with an emphasis on pedestrian safety. While neither of these projects have been constructed yet, these initiatives are among the City's first Complete Streets implementation efforts.

Challenges

The presence of high-speed, high-volume roadways in areas with significant pedestrian activity has been a challenge for Atlantic City. These roadways also have a wide variety of users, including, jitneys, NJ TRANSIT buses, motorists, pedestrians, bicyclists, seniors, and persons with disabilities. Pedestrian safety improvements on Atlantic Avenue aim to address these issues.

Next Steps

The City has incorporated Complete Streets concepts into the development review process in the past and plans to continue to do so. Currently, the City considers granting a density bonus to residential planned unit developments that provide pedestrian and bicycle facilities, among other elements. Atlantic City also plans to continue implementing its Bicycle and Pedestrian Master Plan and pursuing grant funding opportunities.



Vibrant section of the Atlantic City Boardwalk near South Kentucky Avenue

Buena Borough

Overview

Buena Borough is a 7.6 square mile municipality located in the southwestern corner of Atlantic County. The Borough has a population of 4,603, as shown in Table 3, and contains the communities of Landisville and Minotola. These neighborhoods are more densely developed than the community as a whole, which is predominantly rural in nature. Major roadways in Buena include U.S. 40 (Harding Highway), which crosses through the center of the Borough, and Route 54, which parallels its eastern edge. There are also several county roadways that traverse the municipality, although the majority of roads are under local ownership. There is no public transportation in Buena Borough.

Motivations and Previous Efforts

The primary motivations for adopting a Complete Streets policy in Buena Borough were to enhance conditions for bicyclists and pedestrians, earn points towards Sustainable Jersey certification, and gain a competitive edge on Local Aid grant applications. Prior to adopting the policy, Buena Borough had constructed a 2-mile off-road bicycle path along an abandoned railroad right-of-way and installed bicycle lanes on a segment of South Boulevard, which connect to the path.

Drafting and Adopting the Policy

Buena was interested in Complete Streets and invited Cross County Connection TMA to present to Borough Council and other stakeholders about the Safe Routes to School (SRTS) program and Complete Streets. The Borough was interested in pursuing these initiatives and soon after adopted a Complete Streets policy on October 14, 2014, as well as resolutions of support for the SRTS program. The Borough Engineer utilized Vineland's policy as a template and tailored it to the Borough's needs. The policy outlines a 5% cost exemption but does not specify the individual who reviews potential exemptions.

Implementation Projects

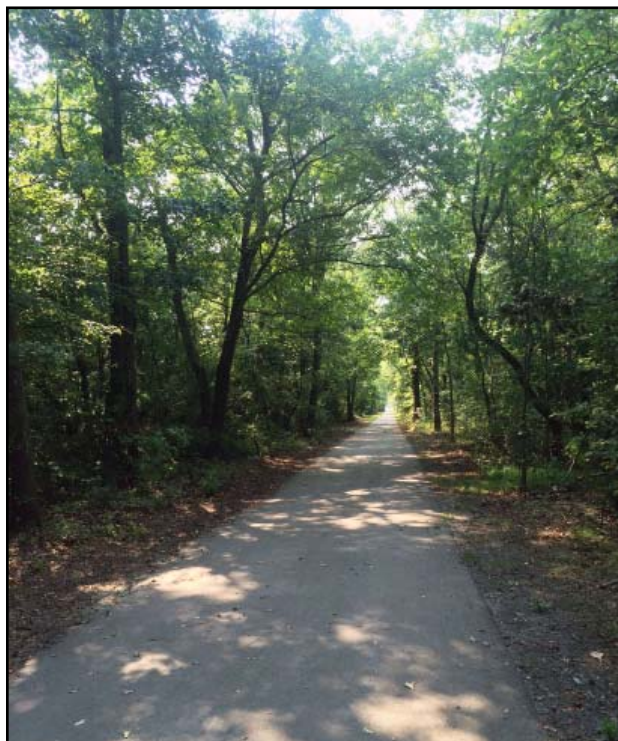
Buena Borough has not implemented any Complete Streets projects since adopting its Complete Streets policy; however, only several months had passed since its adoption at the time that this report was published. The Borough plans to utilize NJDOT's Complete Streets checklist in roadway projects to examine if there are ways to routinely incorporate bicycle and pedestrian infrastructure.

Table 3: Buena Borough Complete Streets Overview

Interviewee	Councilman
County	Atlantic
Character	Suburban/Rural
Population (2010 U.S. Census)	4,603
Area	7.6 square miles
Population Density	607.4 persons / square mile
Complete Streets Policy Date	October 14, 2014
Bike/Pedestrian Plan	No
Existing Infrastructure	Buena Bike Path, South Boulevard bike lanes
Motivations	Improve conditions for bicyclists and pedestrians, Sustainable Jersey certification, Local Aid applications
Cost Exemption	5%
Exemption Reviewer	Not Specified
Implementation Projects	None
Next Steps	Bicycle and pedestrian study, Cleary Travel Plan

Next Steps

Buena expressed interest in developing a School Travel Plan for the Cleary School, as well as pursuing other bicycle and pedestrian planning efforts to develop an implementation strategy. Cross County Connection conducted a bicycle and pedestrian audit of the Borough's primary communities, Landisville and Minotola, to develop a bicycle and pedestrian study and school travel plan for the Borough, which will include recommendations to enhance their bicycle and pedestrian transportation network.



Wooded section of the Buena Bike Path in the western part of the Borough



Segment of the Buena Bike Path in the center of Landisville, adjacent to Northwest Boulevard



Bicycle lanes on South Boulevard, which connect to the eastern terminus of the Buena Bike Path

Camden City

Overview

Camden City, the county seat of Camden County, is located across the Delaware River from Philadelphia, PA. The City is the 12th most populous municipality in New Jersey with 77,344 residents (see Table 4) and is home to several large institutions and employers, including Cooper Hospital, Rutgers University, and Campbells Soup. Camden also contains multiple rail stations for two of the regions primary transit services, NJ TRANSIT's River LINE light rail and Port Authority Transit Corporation's (PATCO) Speedline, and is home to the Walter Rand Transportation Center, which is the hub of NJ TRANSIT bus service in the region.

Motivations and Previous Efforts

The primary motivations for adopting a Complete Streets policy in Camden were to obtain points for Sustainable Jersey certification, enhance safety, and accommodate the City's large portion of zero-car households. Camden featured an extensive sidewalk network and several bicycle facilities prior to adopting its Complete Streets policy, including the 1.5 mile Camden Central Waterfront trail. Camden had also implemented various pedestrian improvements, such as a streetscaping project at the intersection of River Avenue and 25th Street in the Cramer Hill neighborhood. Several bicycle and pedestrian planning initiatives were also underway before the City adopted its Complete Streets policy, including the Camden GreenWay and Connect the Circuit, in partnership with Rails to Trails Conservancy, the Bicycle Coalition of Greater Philadelphia, and Cooper's Ferry Partnership. The Rails to Trails Conservancy also worked with several partners and sponsors to develop the Camden Youth Cycling, Learning, & Exercising program (CYCLE), which teaches children about the importance of healthy and active lifestyles, provides them with necessary skills to safely ride a bicycle, and encourages them to become stewards of the Camden GreenWay.

Drafting and Adopting the Policy

Camden adopted its Complete Streets policy on June 13, 2013. The Green Team, which consists of stakeholders from the Tri-State Transportation Campaign, Cooper's Ferry Partnership, the

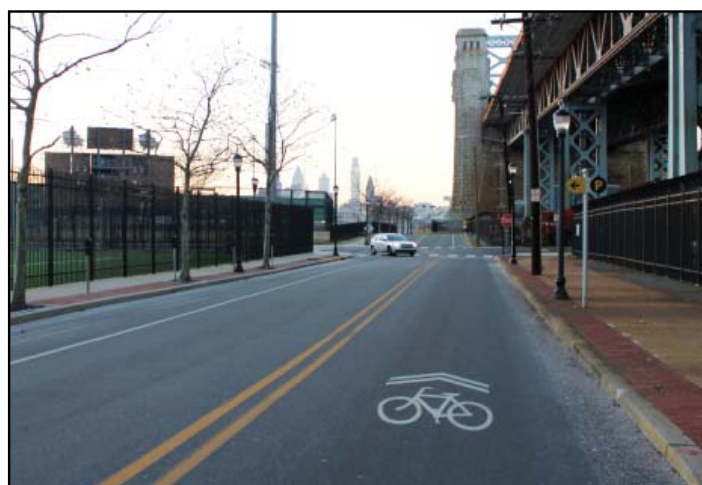
Table 4: Camden City Complete Streets Overview

Interviewee	Green Team Member/Stakeholder
County	Camden
Character	Urban
Population (2010 US Census)	77,344
Area	10.34 square miles
Population Density	8,669.6 persons / square mile
Complete Streets Policy Date	June 13, 2013
Bike/Pedestrian Plan	Camden GreenWay and Circuit Plan
Existing Infrastructure	Extensive sidewalk network, Camden Central Waterfront Trail, streetscaping improvements at River Avenue and 25th Street, PATCO and RiverLINE stations
Motivations	Sustainable Jersey, safety, large percentage of zero-car households, densely populated
Cost Exemption	20%
Exemption Reviewer	City Council and Planning Director
Implementation Projects	Pearl Street sharrows, MLK Boulevard bike lanes, Pine Street sidepath and sidewalks, Sustainability Ordinance to incorporate Complete Streets into the development process
Next Steps	Implement interim on-street bikeways, develop performance measures, apply for NJDOT's Local Bicycle and Pedestrian Planning Assistance Program

City's Economic Development Department, Camden County Municipal Utilities Authority, NJ Conservation Foundation, and other local community organizations, initiated the conversation about Complete Streets. The Green Team consulted other municipal policies on the Alan M. Voorhees Transportation Center's (VTC) website, NJDOT's Complete Streets policy, and Sustainable Jersey guidance to draft the resolution and obtained feedback from stakeholders to adapt the policy to suit the City. The cost exemption was set to 20%, and the policy specifies that City Council and the Planning Director review exemptions. There were no major challenges to adopting the policy since there was a general acknowledgment of the importance of bicycle and pedestrian safety in Camden; however, education about the Complete Streets policy, as well as its costs and implications, was necessary for those who were unfamiliar with the concept. The Bicycle Coalition of Greater Philadelphia and the Tri-State Transportation Campaign publicized the adoption of Camden's Complete Streets policy in their respective blogs, and the topic of Complete Streets is periodically discussed in meetings with community groups.

Implementation Projects

Camden City and Philadelphia obtained a \$23 million TIGER grant to build ten new sections of multi-use trails in 2010. While this grant was obtained in 2010, projects in Camden were not completed until 2013 and functioned as the City's initial Complete Streets implementation projects. Each project features a different bikeway design treatment: sharrows were installed on Pearl Street, bicycle lanes on MLK Boulevard, and sidewalks and a wide sidepath for bicycle and pedestrian travel on Pine Street. Camden also adopted a



Sharrows and improved sidewalks on Pearl Street

Sustainability Ordinance in February 2015, which requires developers to submit an Environmental Impact and Benefit Assessment (EIBA) to be reviewed by the City's Planning and Zoning Boards. These boards then determine the extent to which applicants can provide environmental and public health benefits, including bicycle and pedestrian improvements, as part of a proposed project. This ordinance explicitly references Camden's Complete Streets policy, which will be provided to developers with other application materials. The primary challenge that Camden has faced with implementing Complete Streets has been limited time and resources; however, as mentioned, numerous stakeholders and advocacy groups have partnered with the City to leverage resources. The development of performance measures, such as bicycle counts, are also currently in progress.

Next Steps

Cooper's Ferry Partnership is working with Camden City to implement a series of on-street bikeways throughout Camden, which will serve as interim routes until larger portions of the Camden GreenWay are developed. Cooper's Ferry Partnership and the Tri-State Transportation Campaign are also helping the city apply to NJDOT's Local Bicycle and Pedestrian Planning Assistance program to compile and expand upon existing planning efforts.

Camden County

Overview

Camden County is one of seven counties in the state that has adopted a Complete Streets policy. The County is located in southern New Jersey on the Delaware River and borders Burlington County, Gloucester County, Atlantic County, and Philadelphia. As shown in Table 5, Camden County has a population of 513,657, making it the 8th largest county in New Jersey. The County contains 37 municipalities that range from densely populated cities, such as Camden City, to small golf course communities, like Tavistock Borough and Pine Valley Borough. Camden County is occupied by 2,321.5 persons per square mile, making it almost twice as densely populated as New Jersey as a whole. It is also the most densely settled county in southern New Jersey. Camden County features an extensive network of major roadways, including two US highways (US 30 and US 130), ten state highways (NJ 38, NJ 41, NJ 42, NJ 47, NJ 70, NJ 73, NJ 90, NJ 143, NJ 154, and NJ 168) three interstates (I-76, I-295, and I-676), and two limited-access toll roads (New Jersey Turnpike and Atlantic City Expressway). There are 2,282.6 miles of public roadway in Camden County, with approximately 17.5% under county jurisdiction. The Walt Whitman, Ben Franklin, and Betsy Ross Bridges also provide vehicular access across the Delaware River to Philadelphia, Pennsylvania, while PATCO, NJ TRANSIT's Atlantic City Rail Line, NJ TRANSIT's River LINE light rail, and numerous NJ TRANSIT bus routes serve communities through the County and provide service to destinations throughout the region.

Table 5: Camden County Complete Streets Overview

Interviewee	Planning Director
Municipalities	37
Character	Urban/Suburban/Rural
Population (2010 US Census)	513,666
Area	221.26 square miles
Population Density	2321.5 persons / square mile
Complete Streets Policy Date	December 19, 2013
Bike/Pedestrian Plan	Yes (2014)
Existing Infrastructure	Kings Highway bicycle lanes in Cherry Hill, PATCO and River LINE stations, multiple NJ TRANSIT bus routes
Motivations	Better serve the non-motorized population and provide safer transportation options to the aging population, pedestrians, bicyclists, and others
Cost Exemption	"Excessively disproportionate"
Exemption Reviewer	County Engineer
Implementation Projects	Springdale Road, Grove Street (in progress)
Next Steps	Continue to utilize the Complete Streets checklist

Motivations and Previous Efforts

Prior to adopting a Complete Streets policy, Camden County was in the process of initiating a bike share program, which functions as a lending library of bicycles. The County had also undertaken an access management study of North and South Park Drives, which examined ways to better accommodate pedestrians and bicyclists. Additionally, the County, in partnership with the Delaware Valley Regional Planning Commission (DVRPC), has developed a Multi-Use Trails and Bicycling Element of its new Master Plan, which was adopted in October 2014. The primary motivation for initiating the Complete Streets policy was to better serve the non-motorized population utilizing County Highways and provide safer transportation options for the aging population, pedestrians, bicyclist, and other non-motorized users.

Drafting and Adopting the Policy

Camden County adopted its Complete Streets policy on December 19, 2013. To draft the policy, the Planning Director visited VTC's Complete Streets Policy Compilation website to review other county policies throughout the state, then took components of each and tailored them to Camden County. The cost exemption in Camden County's policy is open-ended and simply states that a project may qualify as exempt if the "cost of accommodation is excessively disproportionate to the cost of the project." The County Engineer reviews potential exemptions. There were no political challenges to passing the resolution since it was clear to the Board of Chosen Freeholders that the policy was simply enabling them to conduct an investigation during all streets projects to examine if there is a way to enhance accessibility for pedestrians and bicyclists. Engineering and Planning staff were also trained on using the Complete Streets checklist developed by NJDOT.

Implementation Projects

Camden County utilizes NJDOT's Complete Streets Checklist in all projects and has implemented one Complete Streets implementation project since adopting its policy in December 2013. The County partnered with Cherry Hill to reconstruct a portion of Springdale Road to include bicycle lanes and a sidewalk on the north side of the street. Camden County has also redesigned Grove Street (CR 644) in Haddonfield as a component of a municipal project to replace portions of the water and sewer main. Bicycle lanes will be installed where feasible, shoulders will be widened where there is not enough space to create a bike lane, new ADA ramps will be installed at each corner, crosswalks will be repainted, and sidewalks will be installed on both sides of the roadway where they previously did not exist. A center median island will also be installed on the northern portion of Grove Street to provide traffic calming benefits and beautify the corridor.

Next Steps

Camden County's next steps are to continue applying the policy to all road projects by utilizing the Complete Streets checklist to conduct a thorough investigation. The County also applied for a Transportation Alternatives Program (TAP) grant to construct a cycle track on North Park Drive. There have been no challenges or issues with implementing the policy or using the checklist so far.



New sidewalk and bicycle lanes on Springdale Road (CR 673)

Cherry Hill Township

Overview

Cherry Hill Township is the 14th most populous municipality in New Jersey with 71,045 residents (see Table 6). The Township is located in northwestern Camden County on the border with Burlington County. NJ 38 and NJ 70 are the two primary arterial roadways in Cherry Hill, and while these roadways are major commercial corridors, high speeds and high traffic volumes act as barriers to bicycle and pedestrian travel. NJ TRANSIT's Atlantic City Rail Line and numerous NJ TRANSIT bus routes serve communities throughout the municipality and provide access to destinations throughout the region. PATCO's Woodcrest Station is also located in Cherry Hill.

Motivations and Previous Efforts

Cherry Hill Township received bicycle and pedestrian planning assistance from NJDOT to complete its Bicycle and Pedestrian Master Plan in 2013. Establishing a Complete Streets policy was an objective of the plan, and the planning process initiated the discussion about adopting the policy. Sustainable Cherry Hill also supported Complete Streets to obtain Sustainable Jersey points. Additionally, the Township's Environmental Board, which is involved with the development of trails in the municipality (primarily unpaved paths for hiking, nature walks, and mountain biking) wanted to provide safer ways for people to get to the trails without driving. Prior to adopting its Complete Streets policy, the Township had constructed bicycle lanes on Kings Highway in partnership with Camden County and had implemented bicycle routes on several roadways. Cherry Hill also contains a series of off-road multi-use trails, including the Cooper River Park Trail, and NJ 70 features numerous transit shelters for riders of NJ TRANSIT's 406 bus service.

Drafting and Adopting the Policy

Cherry Hill Township adopted its Complete Streets policy on March 24, 2014. The Deputy Director of the Department of Community Development authored the policy by examining several model resolutions and consulting resources provided by NJ Future, NJDOT, and VTC. Representatives from VTC also spoke to the Township about Complete Streets. Cherry Hill's policy was modeled after those of Montclair and other municipalities that are comparable in size. The policy was finalized by Cherry Hill's Complete Streets Technical Committee, which is comprised of representatives from the Police, Public Works, Community Development, and Engineering Departments, as well

Table 6: Cherry Hill Township Complete Streets Overview

Interviewee	Deputy Director of Community Development
County	Camden
Character	Suburban
Population (2010 US Census)	71,045
Area	24.24 square miles
Population Density	2,948 persons / square mile
Complete Streets Policy Date	March 24, 2014
Bike/Pedestrian Plan	Yes (2013)
Existing Infrastructure	Kings Highway bicycle lanes, Cooper River Park Trail, various on-street bicycle routes
Motivations	Support planning efforts, Sustainable Jersey, provide travel alternatives
Cost Exemption	15%
Exemption Reviewer	Complete Streets Technical Advisory Committee
Implementation Projects	Springdale Road bicycle lanes and sidewalks
Next Steps	Continue to work with Camden County and utilize Complete Streets checklist

as the Mayor's Office. This committee also reviews and grants exemptions to the policy. Creating an independent body, such as a Complete Streets Technical Advisory Committee, is a unique arrangement that can be particularly effective in guiding the implementation of a Complete Streets policy since it encourages collaboration among a number of Township Departments. The policy specifies a cost exemption of 15%, instead of 20%, so the Township could examine overages before committing to the full 20%, which is a threshold used by many other municipalities in the state. The only concerns about the policy before its adoption were safety, cost, and contextual sensitivity.

Implementation Projects

Cherry Hill has a strong relationship with Camden County, and both have been working together to implement their Complete Streets policies. Even before the adoption of its Complete Streets policy, the Township reached out to the County before they repaved Kings Highway to see if bicycle lanes could be installed. The County paid for repaving, while Cherry Hill covered the costs restriping. The Township also recently partnered with the County to install bicycle lanes and a sidewalk on Springdale Road (from Kresson to Evesham Roads). The Township also submitted an application for a Transportation Alternatives Program (TAP) grant for the design of a bicycle lane on Kresson Road and the construction of the 2nd phase of the Springdale Road project. The partnership with the County has been valuable to implementing the Complete Streets policy thus far. Cherry Hill also developed a Complete Streets policy plan, which includes a priority action agenda and project checklist, to facilitate the implementation of its Complete Streets policy.

Next Steps

Cherry Hill intends to continue to utilize the Complete Streets checklist on all roadway projects and coordinate with Camden County when necessary. They are also incorporating the concepts of Complete Streets into the development review process by requiring the construction of bicycle lanes on Cooper Landing Road and Chapel Avenue for the Kennedy Hospital redevelopment project. The Township has not currently measured progress, but the Department of Community Development may conduct a crash analysis one or two years after the adoption of the policy to see if safety has improved. The Township will also utilize DVRPC's cyclical bicycle count program to monitor utilization of bicycle infrastructure.



Cherry Hill and Camden County partnered to install bicycle lanes on Kings Highway before either entity had adopted a Complete Streets policy



Newly installed sidewalk and bicycle lanes on Springdale Road (CR 673)

Haddon Heights Borough

Overview

Haddon Heights Borough is located in northwestern Camden County, adjacent to Audubon Borough, Mt. Ephraim, Barrington Borough, and Haddonfield. The small suburban community has a population of 7,473 (see Table 7) and is relatively densely populated compared to other communities in the County. Haddon Heights was developed primarily in a grid pattern, with several major roadways passing through the eastern and western portions of the Borough. The Black Horse Pike (NJ 168) is the western border of the municipality, while the White Horse Pike (US 30) runs north to south through the eastern edge of the community. The Borough also features a pedestrian-friendly downtown along Station Avenue, which is home to numerous shopping and dining opportunities. Several NJ TRANSIT bus routes provide service to the Borough.

Table 7: Haddon Heights Complete Streets Overview

Interviewee	Environmental Commission Chair
County	Camden
Character	Suburban
Population (2010 US Census)	7,473
Area	1.57 square miles
Population Density	4,764.1 persons / square mile
Complete Streets Policy Date	October 21, 2014
Bike/Pedestrian Plan	No
Existing Infrastructure	Haddon Lake Park Multi-Use Trail
Motivations	Sustainable Jersey, assist with future planning efforts
Cost Exemption	20%
Exemption Reviewer	Not Specified
Implementation Projects	None
Next Steps	Update Master Plan, implement a Complete Streets project in targeted areas

Motivations and Previous Efforts

Prior to adopting a Complete Streets policy, there were no existing bicycle or pedestrian planning efforts or safety programming in Haddon Heights. However, Sustainable Haddon Heights recently surveyed bicyclists at the local farmers market to learn about how people traveled to the market and obtain input on other issues related to bicycling. The Environmental Commission initiated the conversation about Complete Streets, and obtaining points for Sustainable Jersey was a primary motivation to adopt the policy. Adopting a Complete Streets policy has also initiated a discussion about updating the Borough's Master Plan and including a section about bicycle and pedestrian travel in the circulation element.

Drafting and Adopting the Policy

Haddon Heights adopted its Complete Streets policy on October 21, 2014. The Environmental Commission utilized resources on Sustainable Jersey's website to draft the policy, which was then reviewed by the Planning Board and Borough Engineer at a Planning Board meeting. This was an effective strategy because the Borough Engineer was available to answer any questions from the Board about Complete Streets. Additionally, support from both the Environmental Commission and Planning Board made it easier to obtain approval from Borough Council. There were several concerns about binding language in sample policies, which were rephrased to be less restrictive. The Borough may consider making the policy more binding eventually, such as by adopting the policy as an ordinance. The cost exemption was set to 20%, but there is no specified procedure for

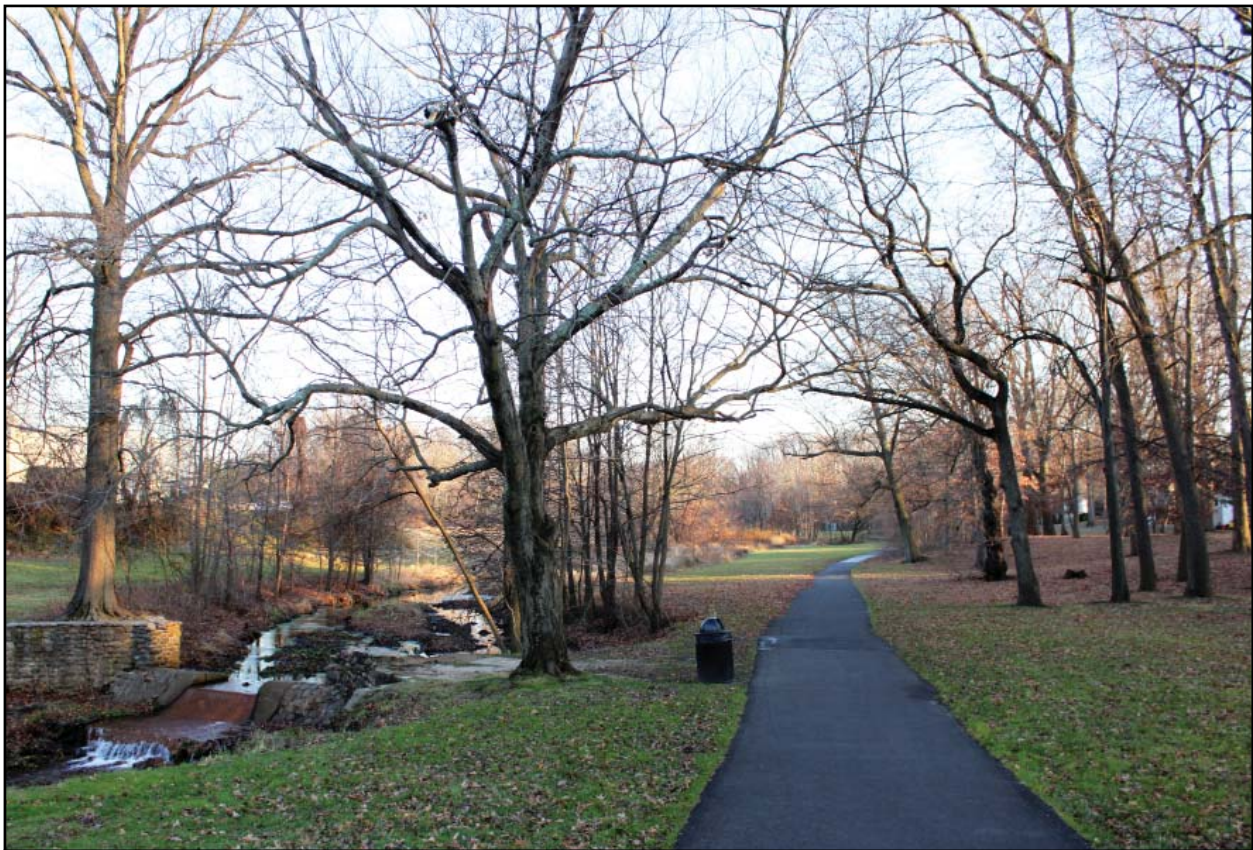
granting exemptions.

Implementation Projects

While no Complete Streets projects have been implemented since the Borough adopted its Complete Streets policy in October 2014, the Borough has identified priority areas for pedestrian improvements. These areas include intersections on the White Horse Pike (US 30) near the High School and Station Avenue and the crossing of County Road 551 at Haddon Lake Park on the border of Audubon.

Next Steps

As mentioned, Haddon Heights intends to utilize the Complete Streets policy as a way to initiate discussions about updating its Master Plan and planning for bicyclists and pedestrians. The Borough also plans to coordinate with Camden County and other appropriate agencies on future projects. Haddon Heights has not measured progress yet, but the Police Department may examine before and after crash statistics once projects have been implemented.



Haddon Lake Park Multi-Use Trail

Hammonton Town

Overview

Hammonton is located in the northwest corner of Atlantic County, bordering Mullica Township, Folsom Borough, and Hamilton Township in Atlantic County, Washington Township and Shamong Township in Burlington County, and Waterford Township and Winslow Township in Camden County. The 41.4 square mile community has a population of 14,791, making it the sixth most populous municipality in Atlantic County (see Table 8). Hammonton features a walkable downtown that is characterized by a grid pattern, with numerous shops and restaurants lining Bellevue Avenue. Outside of this downtown area and the adjacent residential neighborhoods, the municipality is predominantly rural and is occupied by both farmland and sections of Wharton State Forest in the Pinelands. NJ TRANSIT's Atlantic City Rail Line serves Hammonton and provides access to Atlantic City, Philadelphia, and other communities in Atlantic and Camden Counties. NJ TRANSIT's 554 bus route also serves the municipality.

Table 8: Hammonton Complete Streets Overview

Interviewee	Bicycle Advisory Committee Chair
County	Atlantic
Character	Suburban/Rural/Pinelands
Population (2010 US Census)	14,791
Area	41.42 square miles
Population Density	361.8 persons/square mile
Complete Streets Policy Date	November 18, 2013
Bike/Pedestrian Plan	No
Existing Infrastructure	Bellevue Avenue to AC Rail Station bike path, walkable downtown corridor on Bellevue Avenue, sidewalks in many residential neighborhoods, Atlantic City Rail Line Station
Motivations	Sustainable Jersey, enhance conditions for all road users
Cost Exemption	None
Exemption Reviewer	None
Implementation Projects	Fairview Avenue and 4th Street intersection improvements
Next Steps	Coordination with bicycle advisory committee, staff training, install more bicycle racks at the train station

Motivations and Previous Efforts

Prior to adopting a Complete Streets policy, Hammonton had constructed a bicycle path from Bellevue Avenue to the Atlantic City Rail Line Station to create a connection between the commercial district and the transit station. The Town also secured a Safe Streets to Transit grant to extend this path east to 9th Street. The municipality has also worked with NJ TRANSIT to install several bicycle racks at the train station, which are widely used in warmer weather. Obtaining points for Sustainable Jersey certification and further enhancing conditions for bicyclists, pedestrians, and transit users were motivations for Hammonton to adopt a Complete Streets policy.

Drafting and Adopting the Policy

Hammonton adopted its Complete Streets policy on November 18, 2013. A Councilman initiated the conversation about Complete Streets and utilized model policies and resources on Sustainable Jersey's website to draft the Town's policy. Hammonton's Complete Streets policy does not provide specific details about cost exemptions or the exemption process, but it includes a variety of factors to consider in projects. Town Council was supportive of the initiative and passed the policy with unanimous approval.

Implementation Projects

Hammonton recently improved the intersection of Fairview Avenue and 4th Street, which is located near Hammonton Middle School and Sooy Elementary School. This intersection is now a four-way stop, whereas previously only traffic on 4th Street was required to stop. The two additional stop signs installed on Fairview Avenue include flashing LED warning lights. The two existing stop signs on 4th Street were also retrofitted to include warning lights as part of the project. These improvements, as well as the presence of sidewalks and high-visibility crosswalks at this intersection, have improved safety for motorists and pedestrians around these schools.

Next Steps

The Town of Hammonton created a bicycle advisory committee to help guide the implementation of its Complete Streets policy, oversee the development of a Safe Routes to School program, and facilitate the creation of a comprehensive bikeway network throughout the Town, with connections to neighboring municipalities and counties. The committee's first meeting was in January 2015. The Town also plans to provide training for staff regarding Complete Streets implementation, and intends to install additional bicycle racks at the Atlantic City Rail Line Station.

Additionally, the Town intends to examine opportunities to improve pedestrian safety on Pratt Street, which is located several blocks from Bellevue Avenue and downtown Hammonton, when it will be reconstructed in the spring.



Multi-use path that connects Bellevue Avenue to Hammonton's Atlantic City Rail Line Station



Intersection improvements at 4th Street and Fairview Avenue

Medford Township

Overview

Medford is located in Burlington County at the northwestern edge of the Pinelands. The Township has a population of 22,813 (see Table 9), making it the 5th largest municipality in the County. The Marlton Pike (NJ 70) runs east to west across the northern part of the Township and provides access to Camden and Ocean Counties. There is currently no public transportation in Medford.

Motivations and Previous Efforts

Prior to the adoption of the Township's Complete Streets policy, Medford developed a Bicycle and Pedestrian Master Plan in 2002 through NJDOT's Local Bicycle and Pedestrian Planning Assistance program. Facilitating the implementation of this plan was a motivation for the Township to adopt a Complete Streets policy. Medford also features a walkable downtown and previously installed bicycle lanes on Dixontown Road.

Drafting and Adopting the Policy

Medford adopted a Complete Streets policy on October 16, 2012. The former Township Manager was introduced to the concept of Complete Streets by the owner of Action Wheels Bicycle Shop, who sent him a sample policy. The Township Manager consulted other municipal Complete Streets policies to draft Medford's. The concept was presented to the Township Council, the Municipal Engineer, and Municipal Attorney, who were receptive of the idea. The only concern was cost, which was accounted for in the cost exemption condition in the resolution. Medford's cost exemption is set to 5% and specifies that this threshold only applies to projects that are funded with local tax dollars, as opposed to projects funded by other sources. Medford Township Council reviews and grants exemptions.

Implementation Projects

Medford Township has implemented one Complete Streets project. Fairview Road, from Jackson Road to Woods Drive, was recently repaved with narrower travel lanes. This created a wider shoulder for use by bicyclists, or potentially, pedestrians. The project also provides traffic calming benefits. The Township also constructed a high-visibility zebra crosswalk with pedestrian signage and ADA-compliant curb ramps at Fairview Road and Woods Drive to provide safer access to Cranberry Pines Elementary School.

Table 9: Medford Township Complete Streets Overview

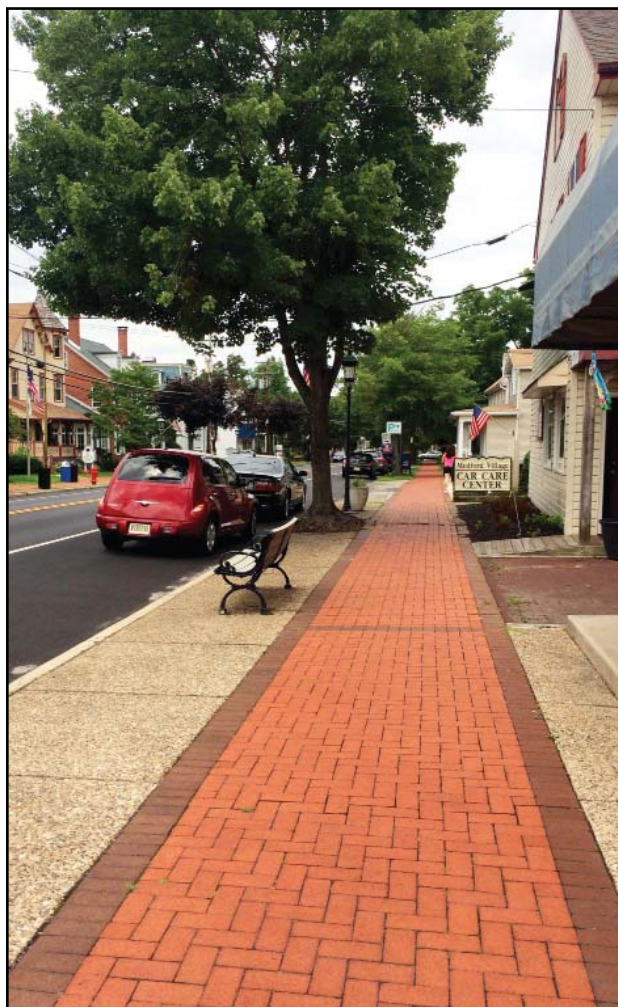
Interviewee	Township Manager (former)
County	Burlington
Character	Suburban/Rural/Pinelands
Population (2010 US Census)	22,813
Area	39.93 square miles
Population Density	591.8 persons / square mile
Complete Streets Policy Date	October 16, 2012
Bike/Pedestrian Plan	Yes (2002)
Existing Infrastructure	Main Street pedestrian facilities, Dixontown Road bike lanes
Motivations	Implement bicycle and pedestrian plan, build upon existing network
Cost Exemption	5% if the project would have to be funded with local tax dollars
Exemption Reviewer	Borough Council
Implementation Projects	Fairview Road crosswalk and shoulders
Next Steps	Incorporate into relevant planning documents and the municipal code

Next Steps

Medford intends to incorporate their Complete Streets policy into relevant planning documents, such as in the next master plan update or reexamination. The Township may also consider incorporating aspects of the policy into its development code to have private sources assist with constructing bicycle and pedestrian infrastructure.



High-visibility zebra crosswalk and ADA-compliant curb ramps on Fairview Road at Woods Drive



Walkable Main Street/Stokes Road



Narrowed travel lanes on Fairview Road

North Wildwood City

Overview

North Wildwood is located in Cape May County on the Atlantic Ocean. As shown in Table 10, the City has a population of 4,041, making it the 7th largest municipality in the County. The Beach Creek Bridge provides access to the City from Middle Township, where there are entrances to US 9 and the Garden State Parkway. NJ TRANSIT's 552 bus service travels through the entirety of the municipality along New Jersey Avenue and provides access to other destinations in Atlantic and Cape May counties, such as Atlantic City, Cape May, and Wildwood.

Motivations and Previous Efforts

Before adopting a Complete Streets policy, North Wildwood had constructed a boardwalk, a waterfront path that permits bicycles, and an extensive sidewalk network. The City has also made improvements to their beaches, boardwalks, and streets to make them more accessible for residents and visitors with disabilities. Additionally, the City built a seawall that features a pedestrian walkway. As a shore community, many residents and visitors of North Wildwood walk and bike, and the City's primary motivation to adopt the policy was to enhance safety for these individuals. North Wildwood was also motivated to adopt a Complete Streets policy by the incentive to obtain an extra point on NJDOT grant applications.

Drafting and Adopting the Policy

North Wildwood adopted a Complete Streets policy on October 2, 2012. The Mayor and Council were the primary parties involved in adopting the policy. The current Mayor, who was Council president at the time that the policy was introduced, received information about Complete Streets from NJDOT. Adopting the policy made sense to them since a large portion of the population walked and biked already. The City Engineer helped City Council draft the policy, which specifies a 5% cost exemption and requires City Council to review exemptions.

Table 10: North Wildwood City Complete Streets Overview

Interviewee	Administrative Assistant
County	Cape May
Character	Urban/Shore
Population (2010 US Census)	4,041 (60,000 seasonal per municipally prepared estimate)
Area	2.13 square miles
Population Density	2,305.8 persons / square mile
Seasonal Density	28,000 persons / square mile
Complete Streets Policy Date	October 2, 2012
Bike/Pedestrian Plan	No formal plan
Existing Infrastructure	Boardwalk, seawall, extensive sidewalk network
Motivations	Safety, provide for the many residents and tourists that walk and bike, Local Aid applications
Cost Exemption	5% that would have to be funded with local tax dollars
Exemption Reviewer	City Council
Implementation Projects	Surf Avenue bicycle lanes, ADA improvements on Central Avenue and Kennedy Boulevard, various beach access points, and other pedestrian and bicycle beachfront improvements
Next Steps	Continue ADA improvements on Central Avenue, Surf Avenue, and throughout the city

Implementation Projects

North Wildwood has implemented a major Complete Streets project - the Surf Avenue bicycle lanes and pedestrian improvements. North Wildwood won an award for this project from NJDOT for Complete Streets implementation at the 2013 Complete Streets Summit. This 1.3 mile bikeway stretches from 1st to 26th Avenue and provides a safe way to traverse the entire length of the City by bicycle. Improved crosswalks, sidewalks, and curb ramps were also installed throughout the corridor. The municipality is also actively working to make the City friendlier to North Wildwood's large senior population. The City is making progress on installing ADA-compliant curb ramps throughout the municipality, particularly along Central Avenue and Kennedy Boulevard. Additionally, City Hall, the courthouse, and the recreation center have recently been retrofitted to be handicap accessible. The main challenge North Wildwood has faced with implementing its Complete Streets policy is funding, and the City has sought grants whenever possible.

Next Steps

North Wildwood's immediate next steps are to continue implementing ADA improvements on Central Avenue, Surf Avenue, and throughout the City.



Seawall pedestrian path



Bike lanes and high-visibility crosswalks on Surf Ave



Crosswalks and ADA improvements on Central Ave

Ocean City

Overview

Ocean City is located on the Atlantic Ocean at the northeastern tip of Cape May County. The family-oriented resort community is the 4th largest municipality in the County, with a population of 11,637, as depicted in Table 11. The Route 52 Causeway provides access from Ocean City to Somers Point and the mainland, where US 9 and the Garden State Parkway can be accessed. NJ TRANSIT's 509 bus provides service from the Ocean City Transportation Center to Atlantic City and destinations in between.

Motivations and Previous Efforts

Ocean City was implementing Complete Streets before the term was coined. The City has been building bicycle infrastructure since the 1970s and includes provisions for bicycle and pedestrian facilities in site planning and development ordinances. Since implementation was already occurring in Ocean City, a major motivation to adopt a Complete Streets policy was to obtain an extra point on NJDOT Local Aid grant applications.

Table 11: Ocean City Complete Streets Overview

Interviewee	City Engineer
County	Cape May
Character	Urban/Shore
Population (2010 US Census)	11,701
Area	10.797 square miles
Population Density	1,847.7 persons / square mile
Complete Streets Policy Date	October 13, 2011
Bike/Pedestrian Plan	No
Existing Infrastructure	Haven Avenue bicycle boulevard and cycle track, extensive sidewalk network
Motivations	Formalize existing efforts, extra point on NJDOT Local Aid applications
Cost Exemption	"Excessively disproportionate"
Exemption Reviewer	Mayor
Implementation Projects	HAWK Signal on 9th Street, sharrows on 9th Street, West Avenue bicycle lanes
Next Steps	Enforcement and education, participation in certification programs

Drafting and Adopting the Policy

Ocean City adopted a Complete Streets policy on October 13, 2011 and was named a Bicycle Friendly Community by the League of American Bicyclists in Fall 2012. The conversation about adopting a Complete Streets policy was introduced during the Route 52 Causeway project, which is one of NJDOT's showcase Complete Streets implementation efforts. The City Engineer consulted a sample resolution to develop the municipality's Complete Streets policy. There were no political challenges to adopting the policy since the City was already routinely constructing bicycle and pedestrian infrastructure. The Mayor reviews exemptions to the policy, such as the disproportionate cost condition.

Implementation Projects

Ocean City recently installed a High-Intensity Activated Crosswalk (HAWK) signal at the intersection of 9th Street and Haven Avenue, which was partially funded through NJDOT's Safe Streets to Transit grant program. The signal and new crosswalk are designed to help bicyclists and pedestrians cross the busy gateway to the City. The City has also implemented sharrows and bicycle lanes on several streets to facilitate cross-city bicycle travel. Ocean City has not faced any challenges to implementing Complete Streets, but several community members were initially

opposed to replacing vehicle parking spaces with bicycle parking. However, many businesses are now requesting the installation of bicycle parking. Four bicycle parking areas have currently been installed throughout the community, and the City has requests for three more.

Next Steps

Ocean City’s Complete Streets policy has already been incorporated into the development review process as well as municipal planning and guidance documents. The primary next step with implementing the policy and enhancing conditions for bicyclists and pedestrians is continuing enforcement activities. Many bicyclists and pedestrians are not aware of the laws that pertain to them, and many motorists are not aware of laws that relate to bicyclists and pedestrians. Enforcement is key to delivering this message, especially with an influx of tourists in the summer months. The City has been measuring progress with Complete Streets by applying for various designation programs, such as the League of American Bicyclists’ Bicycle Friendly America (BFA) program, which recognizes communities and businesses that are bicycle-friendly. Ocean City is currently a bronze-level Bicycle Friendly Community and is aiming to obtain silver or gold certification. The City also intends to apply for Walk-Friendly Community designation, a program which is sponsored by the Federal Highway Administration (FHWA).



Cycle-track on Haven Avenue, adjacent to parked vehicles, physically separates bicyclists from motorists and pedestrians



HAWK signal on 9th Street



Bicyclists and pedestrians on Haven Avenue

Pleasantville City

Overview

The City of Pleasantville is located in Atlantic County on Lakes Bay. Pleasantville is the fifth most populous municipality in the County with a population of 20,249 (see Table 12). U.S. 9, the Atlantic City Expressway, and the Black Horse Pike pass through the City and provide access to Atlantic City and other destinations throughout the region. NJ TRANSIT's 553 bus provides service to Bridgeton, Millville, and Vineland while the 507, 508, and 509 buses provide service through Atlantic County to Cape May County.

Motivations and Previous Efforts

Pleasantville contained several existing bicycle and pedestrian facilities prior to the adoption of Complete Streets. For example, the final two-miles of the Pleasantville to Somers Point Bike Path are located in Pleasantville, where the facility connects to on-street bicycle lanes on Devins Lane and Washington Avenue.

The City's Grant Writer introduced the topic of adopting a Complete Streets policy as a way to be more competitive on NJDOT grant applications and address bicycle and pedestrian safety issues in the City, as there are currently a substantial number of crashes. Participation in the Sustainable Jersey program was not a motivation for adopting the policy, but rather an outcome of having the policy.

Drafting and Adopting the Policy

Pleasantville adopted a Complete Streets policy on November 21, 2011. The Mayor, Council, Grant Consultant, and City Engineer were all involved in the discussion. A sample Complete Streets policy was used to draft Pleasantville's policy, which outlines a cost exemption of 20% but does not specify an exemption reviewer. The Mayor and City Council were supportive of the concept of Complete Streets, and therefore there were no challenges to adopting the policy.

Implementation Projects

Several Complete Streets projects are in progress in Pleasantville. In downtown Pleasantville, the City is using a Transit Village grant from NJDOT to construct ADA and streetscape improvements on 1st Street. The City intends to undertake a similar project on Washington Avenue between Main Street and 2nd Street, which is also in the downtown area. A redevelopment project across the street from the Pleasantville bus station, which will be completed in June 2015, will also incorporate

Table 12: Pleasantville City Complete Streets Overview

Interviewee	Economic Development Director & Grant Consultant
County	Atlantic
Character	Urban/Suburban
Population (2010 US Census)	20,249
Area	7.29 square miles
Population Density	3,556.5 persons / square mile
Complete Streets Policy Date	November 21, 2011
Bike/Pedestrian Plan	Yes (2013)
Existing Infrastructure	Pleasantville Bike Path, extensive sidewalk network
Motivations	Safety, Local Aid applications
Cost Exemption	20%
Exemption Reviewer	Not Specified
Implementation Projects	Various bicycle and pedestrian infrastructure improvements downtown
Next Steps	Reexamine Master Plan and continue to pursue grant funding opportunities

pedestrian improvements. Additionally, Pleasantville recently applied for a NJDOT Bikeways grant to install LED lighting on the Pleasantville Bike Path, which would enable the facility to be used at night and enhance safety and security. The City has also attempted several times to obtain funding to construct a pedestrian bridge over the Atlantic City Expressway to connect the High School and Middle School to the neighborhoods where many students live. There are currently numerous walkers who must walk on Route 9 to get to school, which lacks sidewalks in some areas. The City also developed a Bicycle and Pedestrian Master Plan in 2013 through NJDOT’s Local Bicycle and Pedestrian Planning Assistance Program to help guide the implementation of Complete Streets. The main challenges with implementing the policy so far have been obtaining funding for projects; however, the Complete Streets policy has acted as a means to increase the City’s competitiveness on NJDOT grant applications.

Next Steps

The City will be applying for a planning grant related to disaster preparedness in the wake of Hurricane Sandy, which if awarded would be used to reexamine the City’s Master Plan. The reexamination would include information about the Complete Streets policy and its goals. Progress with implementing the policy is not formally being measured, but the police department keeps track of bicycle and pedestrian-related accidents, which may be used to evaluate safety.



The Pleasantville Bike Path as it approaches the trail overpass across the Black Horse Pike



New transit shelter at Pleasantville bus terminal



Bicycle lanes on West Jersey Avenue

Somers Point

Overview

Somers Point is located at the southern edge of Atlantic County, across Great Egg Harbor Bay from Ocean City in Cape May County. The City has a population of 10,795, which is shown in Table 13, and is more densely populated than other shore communities such as Ocean City and North Wildwood, in terms of year round population. The City is primarily residential with its primary commercial corridor along Route 9 and Bethel Road in the center of the municipality. NJ TRANSIT's 507 and 509 buses provide transit service to the municipality.

Motivations and Previous Efforts

Prior to adopting a Complete Streets policy, Somers Point had constructed a 1.25 mile segment of the Somers Point Bike Path, which continues north through Linwood and Northfield and terminates in Pleasantville. NJDOT's new Route

52 Causeway, which connects the municipality to Ocean City and includes a multi-use path, was opened several months before the City adopted its Complete Streets policy. A major motivation to adopt the policy was to enhance safety for children who walk to school. The City also participates in the Safe Routes to School (SRTS) program to further advance this objective. Obtaining an extra point on NJDOT Local Aid grant applications was also an incentive that motivated the City to pursue a Complete Streets policy.

Drafting and Adopting the Policy

Somers Point adopted its Complete Streets policy on September 13, 2012. City Council, the Public Works Committee, the City Engineer, and City Administrator were involved in the discussion about Complete Streets. The City Engineer reviewed sample resolutions and worked with the group to draft the City's policy. The policy does not specify a cost exemption, nor does it specify who grants exemptions; instead, it simply lists a variety of factors that should be considered when implementing Complete Streets, such as project timing, local support, social or environmental constraints, funding resources, and right-of-way limitations. The primary concern about adopting the Complete Streets policy was that conducting the examination in the design phase would significantly increase project costs. The City Engineer explained to City Council that the added cost of examining the feasibility of including additional bicycle and pedestrian facilities in the project design would be negligible since factors such as ADA compliance and missing sidewalks are already considered in this phase.

Table 13: Somers Point City Complete Streets Overview

Interviewee	City Engineer
County	Atlantic
Character	Suburban/Shore
Population (2010 US Census)	10,795
Area	5.16 square miles
Population Density	2,678.8 persons / square mile
Complete Streets Policy Date	September 13, 2012
Bike/Pedestrian Plan	Yes (2014)
Existing Infrastructure	Somers Point Bike Path, Route 52 Causeway (NJDOT)
Motivations	Local Aid applications, safety for students walking to school
Cost Exemption	Not Specified
Exemption Reviewer	Not Specified
Implementation Projects	Spot sidewalk improvements
Next Steps	Complete and implement bicycle and pedestrian master plan

Implementation Projects

Somers Point has been conducting spot sidewalk improvements throughout the municipality, including sidewalk repairs and filling gaps in the pedestrian network. The City has also secured a \$171,000 Federal grant, through the NJDOT administered Transportation Alternative Program (TAP), to extend the bike path to connect to the Route 52 Causeway. The primary challenge with implementing the policy has been dealing with the existing right-of-way on many roadways. Oftentimes, there is not enough room to install bicycle lanes or sidewalks, and in many instances, the City would have to seek easements to construct sidewalks on private property. While the City has not received any feedback specifically about the Complete Streets policy from the public, residents are generally in favor of the bicycle and pedestrian projects that have been implemented.

Next Steps

Somers Point developed a bicycle and pedestrian circulation study through NJDOT's Local Bicycle and Pedestrian Planning Assistance program in 2014. The document will guide the implementation of bicycle and pedestrian facilities throughout the municipality to help connect and complete the network.



Route 52 Causeway multi-use path, which provides a link between Somers Point and Ocean City

Vineland City

Overview

Vineland is the largest municipality in Cumberland County with a population of 60,854 (see Table 14). After a period of decline, the downtown area along Landis Avenue has experienced revitalization with the construction of a new transportation center, courthouse, post office, and elementary school. While the City has a relatively dense core, the edges of the municipality are predominantly rural and contain many farms. NJ TRANSIT's 408 and 553 buses provide local service throughout southern New Jersey, while the 313 bus provides service to Camden and Philadelphia.

Motivations and Previous Efforts

Roughly thirty years before adopting a Complete Streets policy, Vineland coordinated with Cumberland County to install bicycle route signs throughout the municipality. Additionally, NJDOT had installed bicycle lanes and sidewalks on Delsea Drive, which connect to Millville in the southwestern part of the municipality. The City had also added requirements for bicycle parking in its Land Use Ordinance in 2008. Further, the City currently participates in the Safe Routes to School program. A primary motivation for adopting a Complete Streets policy was to obtain points for the Sustainable Jersey program, which was brought to the City's attention by a citizen advocate.

Drafting and Adopting the Policy

Vineland adopted a Complete Streets policy on September 27, 2011, making the City the second adopter of Complete Streets in the region after Linwood. After attending one of NJDOT's Complete Streets workshops, Vineland's City Planner examined the Complete Streets policies of other New Jersey communities and drafted the City's policy. The policy outlines a 5% cost exemption but does not specify an exemption reviewer. The governing body was supportive of the initiative, and there were no challenges to adopting the policy.

Implementation Projects

The City constructed bicycle lanes on Elmer and Wood Streets as an initial Complete Streets implementation project. These streets run parallel to Landis Avenue, the primary east-west street in the City that passes through the downtown area. Elmer and Wood Streets are one-way roads that travel in opposite directions. Installing bicycle lanes on these streets has enabled cyclists to

Table 14: Vineland City Complete Streets Overview

Interviewee	City Planner, Health Educator
County	Cumberland
Character	Urban/Suburban
Population (2010 US Census)	60,724
Area	69.03 square miles
Population Density	887.5 persons / square mile
Complete Streets Policy Date	September 27, 2011
Bike/Pedestrian Plan	No
Existing Infrastructure	Existing sidewalk network in residential neighborhoods and downtown on Landis Avenue, bicycle lanes on Delsea Drive
Motivations	Sustainable Jersey
Cost Exemption	5%
Exemption Reviewer	Not Specified
Implementation Projects	Elmer and Wood Street bicycle lanes, sidewalks and share the road signage at Shop Rite
Next Steps	Continue to pursue grant opportunities and incorporate bicycle and pedestrian facilities into the planning process

avoid riding on Landis Avenue, which features angled parking and higher traffic volumes. The installation of bike lanes on these streets was also intended to calm traffic by reducing the size of the travel lane. These streets had a history of speeding and crashes, and motorists would occasionally treat these roads like they had two-lanes, as opposed to one wide lane. The City plans to examine crash data to see if the new configuration has improved



safety. These bike lanes were funded by a grant from the Robert Wood Johnson Foundation through the New Jersey Partnership for Healthy Kids, which is an initiative to prevent childhood obesity that currently operates in Vineland, Camden, New Brunswick, Newark, and Trenton.

Two recent redevelopment plans included the provision of bicycle and pedestrian infrastructure. The Newcomb Hospital redevelopment plan has yet to begin construction, but the U-Pull-It redevelopment plan has been implemented. The site, which is now occupied by a Shop Rite grocery store, was constructed with sidewalks that provide access from the street into the parking lot, share the road signs at the entrance to the lot, and bicycle parking. The City is also partnering with the Board of Education to construct sidewalks on Mill Road near the Wallace School, which has a large number of walkers but lacks pedestrian infrastructure.

One challenge that the City has faced is mixed support for bicycle-related projects from the public. Additionally, while the City Administration supports installing sidewalks, particularly around schools, and pursuing bicycle and pedestrian-specific grants, such as the Transportation Alternatives Program (TAP) and Safe Routes to School (SRTS), the governing body has been reluctant to devote funding that could be used for other roadway improvements to pedestrian or bicycle infrastructure.

Next Steps

Vineland plans to continue incorporating sidewalks into plans that come before the planning and zoning board as well as other redevelopment plans. The City will also continue to pursue various grant funding opportunities, both health and transportation-related, to advance its Complete Streets initiative. The City is in the process of developing travel plans for every school in the municipality in preparation for the next round of SRTS infrastructure grant applications.

Woodbine Borough

Overview

Woodbine is located in Cape May County next to Upper Township and Dennis Township. The Borough is relatively small compared to the other communities that participated in this study with a population of 2,472 (see Table 15). NJ TRANSIT's 313 bus provides service to destinations in Cape May, Wildwood, Vineland, Millville, Camden, and Philadelphia.

Motivations and Previous Efforts

Prior to adopting a Complete Streets policy, Woodbine Borough had obtained Sustainable Jersey bronze certification, implemented a Safe Routes to School (SRTS) program at Woodbine Elementary, created a School Travel Plan with Cross County Connection's assistance, implemented a multi-use trail along the entire length of Dehirsch Avenue, and became an eligible center of place so the Borough could utilize the Centers of Place grant program. The municipality also developed a Bicycle and Pedestrian (and equestrian) Master Plan through the NJDOT Local Bicycle and Pedestrian Planning Assistance Program in 2008. Additionally, the Borough distributed Woodbine Walks, Bikes, and Gallops brochures to the community after the adoption of the plan to spread the word about existing bicycle routes and trails. The Borough had also constructed the three-mile Woodbine Rail Trail, which parallels Dehirsch Avenue throughout almost the entirety of the municipality, as well as on-street bicycle lanes on Heilprin Avenue prior to the adoption of its Complete Streets policy. Adopting a Complete Streets policy was a logical next step as it would help to provide a necessary service to the community and would assist with promoting the Borough as a recreational attraction. The municipality adopted the policy around the same time that courtesy busing to the schools was being cut, so it was crucial to provide an alternative, especially since the Borough has limited public transportation and contains a relatively high percentage of zero-car households. Additionally, connecting the Borough's bicycle network to Belleplaine State Forest, which borders Woodbine and features has an extensive off-road trail network, was a way to promote economic development and tourism.

Drafting and Adopting the Policy

Woodbine adopted a Complete Streets policy on December 6, 2012. Woodbine's Mayor learned about Complete Streets at an event hosted by Sustainable Jersey, where representatives from the Voorhees Transportation Center (VTC) at Rutgers spoke about the topic. The Borough viewed

Table 15: Woodbine Borough Complete Streets Overview

Interviewee	Mayor, Borough Engineer
County	Cape May
Character	Suburban/Rural/Pinelands
Population (2010 US Census)	2,472
Area	8.02 square miles
Population Density	308.2 persons / square mile
Complete Streets Policy Date	December 6, 2012
Bike/Pedestrian Plan	Yes (2008)
Existing Infrastructure	Dehirsch Avenue multi-use path, Woodbine Rail Trail, Heilprin Avenue bicycle lanes
Motivations	Promote recreation and tourism, provide travel options in an area with limited public transportation
Cost Exemption	5%
Exemption Reviewer	Borough Council
Implementation Projects	Dehirsch Avenue pedestrian improvements
Next Steps	Continue to implement bicycle and pedestrian master plan, traffic calming measures on Dehirsch Avenue

adopting a Complete Streets policy as a “no brainer.” The Borough’s grant writer reviewed sample policies and drafted one for Woodbine. The main consideration was the cost exemption, which is reviewed by Borough Council and was set at 5%. The municipality did not conduct any formal outreach or training regarding Complete Streets, but the planning board, zoning board, and Chamber of Commerce were involved in the discussion and made aware of the policy’s implications.

Implementation Projects

Implementing Woodbine’s Complete Streets policy has been an act of implementing the Borough’s Bicycle and Pedestrian Master Plan. The Borough attempts to incorporate Complete Streets projects during routine roadwork and has received several grants from NJDOT. Woodbine Borough has also implemented several spot improvements to enhance safety for pedestrians and transit riders, such as installing a flashing pedestrian crossing sign at the corner of Madison Avenue and Dehirsch Avenue, adjacent to a stop for NJ TRANSIT’s 313 bus service. The signal constantly flashes to alert motorists to the presence of pedestrians. Woodbine applied for the 2014 SRTS and TAP grants and stated that if both grants were awarded, nearly 90% of the proposed network in the Bicycle and Pedestrian Master Plan would be implemented after those projects are constructed. The Borough also intends to incorporate language about the Complete Streets policy into their Master Plan, which is in the process of being updated. Despite Woodbine’s successes, funding remains the biggest challenge to implementing its policy. The Borough is also now noticing that some of its older bicycle and pedestrian infrastructure, such as the first phase of the multi-use trail on Dehirsch Ave, needs to be resurfaced. This poses a challenge because bicycle and pedestrian grant funding is typically for constructing new projects, as opposed to repairing or maintaining existing infrastructure.

Next Steps

Woodbine’s next steps are to continue implementing the Complete Streets policy and Bicycle and Pedestrian Master Plan as funding becomes available. The Borough hopes to connect their trails to Dennis Township and implement traffic calming measures on Dehirsch Avenue as vehicles enter the Borough’s downtown. The speed limit is 50mph as it approaches the more densely populated part of the Borough, and reducing speeds would enhance safety for motorists as well as pedestrians and bicyclists. While Woodbine has not received feedback about its Complete Streets policy, it has received positive feedback from the community about implementation projects.



Streetscaping improvements on Dehirsch Avenue



Flashing pedestrian crossing sign on Dehirsch Avenue

Woodbury City

Overview

Woodbury City is located in northern Gloucester County and borders Deptford, West Deptford, and Woodbury Heights. Woodbury has a population of 10,174, as shown in Table 16, and is the county seat. NJ TRANSIT's 401, 402, 410, and 412 buses provide service to the City, throughout the county, and to Camden County and Philadelphia, while the 455 and 463 buses provide service to destinations such as the Cherry Hill Mall and Rowan College at Gloucester County. Several of these routes also connect to NJ TRANSIT's River LINE light rail service and PATCO in Camden.

Motivations and Previous Efforts

Woodbury began constructing bicycle and pedestrian infrastructure as state and federal grant funds became available for these activities, in particular Community Development Block Grant (CDBG) funds for infrastructure. The City obtained a Transportation Enhancements (TE) grant for a three-phase multi-use trail project, the second phase of which is now being implemented. Woodbury also worked with NJ TRANSIT to install a transit shelter outside of Inspira Medical Center. Sustainable Jersey certification was a primary motivation to adopt the Complete Streets policy, but considering pedestrians in roadway projects has been regular practice for the City because it is densely populated and features a walkable core. Additionally, there is no busing in the City and many students walk to school. The City has also made a habit of thinking long-term when reconstructing roadways because the infrastructure beneath the roads is over 100 years old in some areas. There have been instances where the City coordinated the replacement of sewer infrastructure with resurfacing projects to take precautionary measures and ensure that infrastructure both above and below the roadway is in state of good repair.

Drafting and Adopting the Policy

Woodbury adopted a Complete Streets policy on November 13, 2012. The City's former Economic Development Director initiated the conversation about Complete Streets as a way to obtain points for Sustainable Jersey, and the administration was supportive of the idea. The policy's cost exemption is 20%, which must be reviewed and approved by the Planning/Zoning Board Engineer. The City has not conducted staff training regarding the policy, but there have been internal conversations to make implementation function smoothly.

Table 16: Woodbury City Complete Streets Overview

Interviewee	Economic Development Director, City Engineer
County	Gloucester
Character	Urban
Population (2010 US Census)	10,174
Area	2.06 square miles
Population Density	5,064 persons / square mile
Complete Streets Policy Date	November 13, 2012
Bike/Pedestrian Plan	No
Existing Infrastructure	North Broad Street bicycle lanes, existing sidewalks throughout the city
Motivations	Sustainable Jersey, long-term thinking
Cost Exemption	20%
Exemption Reviewer	Planning/Zoning Board and Engineer
Implementation Projects	Multi-use trail in Stewart Park, bicycle lanes on E Red Bank Avenue
Next Steps	Incorporate Complete Streets into Master Plan, continue to expand the bicycle and pedestrian network, particularly near the proposed the Glassboro-Camden Line station

Implementation Projects

Woodbury has implemented several Complete Streets projects. Before adopting the policy, the City obtained a Transportation Enhancements (TE) grant for a three-phase multi-use trail project. The first phase, which includes an off-road trail around a park that leads to a boat landing and community garden, has been completed. The City also constructed a bike lane adjacent to the trail on East Red Bank Road, and installed flashing pedestrian signals outside of Inspira Medical Center and the High School. The City also worked with NJDOT to implement a Complete Streets project on North Broad Street (Route 45). While this roadway is the backbone of the historic downtown, it previously posed pedestrian safety concerns with high speed traffic traveling in four lanes. To promote redevelopment goals, balance transportation needs, and address local concerns about pedestrian safety, NJDOT conducted a traffic study to determine if it was possible to reduce the formerly four-lane road to three lanes (one travel lane in each direction and a center turn lane). The study concluded that this new design was feasible, and the 0.8 mile segment of roadway was reconstructed in 2012 to include fewer, narrower lanes, bicycle lanes, improved curb ramps and crosswalks, and curb extensions.

Next Steps

When Woodbury's Complete Streets policy was adopted by City Council, a consultant was asked by the Combined Planning & Zoning Board Administrator to write a memorandum about how to incorporate the policy into the City's code and Master Plan. The document lists specific text to add to the development ordinance and language to include in the Circulation Element of the Master Plan. This information will be incorporated into the updated Master Plan when it is revised in 2016. A copy of the memorandum is located with the City's policy in Appendix D. Woodbury also plans to connect the bikeways on East Red Bank Road to the Broad Street bike lanes and eventually extend the bikeway across Broad Street to the Inspira Medical Center. The City also intends to continue improving bicycle and pedestrian infrastructure near the site of the proposed Glassboro-Camden Line train station. The City is also encouraging transit-oriented development (TOD) and redevelopment in that area and received a TCDI grant to study the feasibility of constructing a Transportation Hub at the proposed redevelopment site at the corner of Red Bank Road and N. Broad Street. Woodbury will also complete phase two of the TE-funded bike trail and initiate phase three, which will be near the West Deptford border in the western portion of the municipality.



New bicycle lanes and crosswalks on Route 45 (North Broad Street) in Downtown Woodbury



Recently constructed multi-use trail in Stewart Park

Woolwich Township

Overview

Woolwich Township was the fastest growing community in the northeastern United States before the recession, with its population tripling between 2000 and 2010. Woolwich is currently the 10th largest municipality in Gloucester County with a population of 10,200 (see Table 17). US 322 passes through the municipality, providing access to Atlantic County to the east and Delaware County, PA to the west, and Exit 2 of the New Jersey Turnpike is accessible from within the Township. Additionally, NJ TRANSIT's 401 bus route provides service to Camden and Philadelphia to the north and destinations in Salem County to the south.

Motivations and Previous Efforts

Despite Woolwich's massive population growth, the formerly predominantly rural community has exercised sound planning and embraced the principles of smart growth. The Township initiated a Transfer of Development Rights (TDR) program to target growth in the Route 322 corridor while preserving other parts of the community. Additionally,

several developments in the municipality are Planned Unit Developments (PUD), which promote the Township's land use goals. These residential neighborhoods have sidewalks and are generally walkable; however, the rural roads that connect these neighborhoods now handle much higher volumes of traffic than anticipated and feature a large portion of truck traffic, which pose challenges to pedestrian and bicycle circulation. Center Square Road (CR 620) is one of the few larger roadways that contains sidewalks to enable safe travel for pedestrians. Additionally, the Township has installed several multi-use trails in its parks, such as Locke Ave and High Hill Park. Enhancing safety and rethinking the transportation network were Woolwich's major motivations to adopt a Complete Streets policy.

Drafting and Adopting the Policy

Woolwich Township adopted its Complete Streets policy on May 20, 2013. Interest in Complete Streets was sparked when Woolwich's Mayor heard about Complete Streets from the Mayor of a nearby community that recently adopted a Complete Streets policy. The Director of Community Development also supported the initiative. The most important factors to passing the resolution

Table 17: Woolwich Township Complete Streets Overview

Interviewee	Community Development Director
County	Gloucester
Character	Suburban/Rural
Population (2010 US Census)	10,200
Area	21.23 square miles
Population Density	487.8 persons / square mile
Complete Streets Policy Date	May 20, 2013
Bike/Pedestrian Plan	In Progress
Existing Infrastructure	Multi-use trails in Locke Ave and High Hill park, sidewalks on Center Square Road and throughout residential neighborhoods
Motivations	Enhance safety, promote smart growth and livability
Cost Exemption	15%
Exemption Reviewer	Township Committee
Implementation Projects	Upcoming 2015 projects: open space acquisitions that involve trails, design and construction of trail head on High Hill Road
Next Steps	Complete Open Space and Recreation Plan, develop Circulation Element of Master Plan with bicycle and pedestrian component to guide implementation efforts

were the general recognition of the need for good planning. The Complete Streets policy was also a tool to reaffirm the Township's commitment to active transportation. No formal training was conducted regarding the policy; however, the Township's Community Development Director spoke to the Joint Land Use Board, Environmental Commission, and other committees to discuss the policy and its implications. A 15% cost exemption is outlined in the policy, and exemptions are reviewed by the Township Committee.

Implementation Projects

While Woolwich Township has not implemented any projects since the adoption of the Complete Streets policy in May 2013, the municipality has several projects slated for 2015, including the design and construction of a trail head and parking lot on High Hill Road, as well as several major open space acquisitions that will involve trails. The construction of two of these trails will enable residents within the Township's largest residential area, the Weatherby Development, to access parkland on High Hill Road by foot or bicycle. Woolwich has also been pursuing various planning initiatives. The Township obtained funding through DVRPC's 2015 Transportation and Community Development Initiative (TCDI) grant program to develop a new Circulation element as a component of a larger Township Master Plan Reexamination effort. The Township has not revisited their master plan since before the recession and intends to reconsider the land use and transportation elements since their projections for population growth have drastically changed. The Township will also be developing the bicycle and pedestrian component of this plan through NJDOT's Local Bicycle and Pedestrian Planning Assistance Program.

Next Steps

Woolwich's immediate next steps are to complete their Open Space and Recreation Plan, which features a trail component. This will inform the reexamination of the Land Use and Transportation Master Plan, particularly the bicycle and pedestrian component. Woolwich will also be implementing its first Complete Streets implementation project in 2015, as previously mentioned. The main challenges the Township faces are coordinating with multiple jurisdictions (Gloucester County and NJDOT), funding, and determining how to prioritize and phase projects.



Sidewalks, high-visibility crosswalks, and signage in a residential school zone in Woolwich Township



Multi-use trail in High Hill Park in Woolwich Township



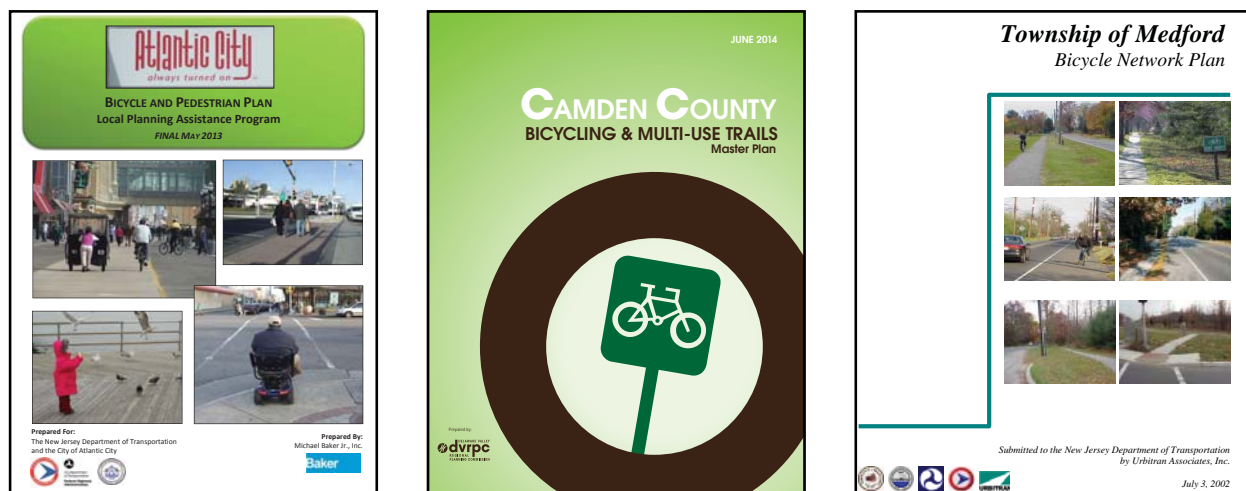
Sidewalks, crosswalks, and pedestrian signage in a Planned Unit Development (PUD) in Woolwich Township

CHAPTER 3. COMMON THEMES

Prior Activities

Planning Efforts

Among communities that participated in *Complete Streets in South Jersey: Lessons Learned*, there was widespread acknowledgment of the value of planning. Many communities that were interviewed for the project had undertaken planning initiatives or were in the process of undertaking them at the time that they adopted their Complete Streets policies: Atlantic City, Cherry Hill, Medford, Pleasantville, and Woodbine had developed bicycle and pedestrian master plans prior to adopting their Complete Streets policies; Somers Point developed a bicycle and pedestrian master plan after adopting its Complete Streets policy; Camden County, in partnership with DVRPC, was developing a Multi-Use Trails and Bicycling Element of its new Master Plan at the time that its Complete Streets policy was adopted by the Board of Chosen Freeholders; and Woolwich Township will be developing a bicycle and pedestrian component of the Circulation Element of its Master Plan through NJDOT's Local Bicycle and Pedestrian Planning Assistance Program in 2015.



While developing a bicycle and/or pedestrian master plan is certainly not a prerequisite for adopting a Complete Streets policy, nor is it necessary to implement Complete Streets projects, these documents can effectively guide and inform the process. NJDOT's Local Bicycle and Pedestrian Planning Program and the resulting planning documents have been a valuable asset to communities throughout the state, including several that participated in this study. Not only have these plans effectively guided the implementation of municipal bicycle and pedestrian transportation networks, in some instances, they have also served as the catalyst to the adoption of a Complete Streets policy.

Existing Infrastructure

The implementation of bicycle and pedestrian infrastructure was a routine occurrence in municipalities such as North Wildwood, Ocean City, and Woodbine prior to the adoption of their Complete Streets policies. Ocean City had been implementing bicycle infrastructure since the 1970s, North Wildwood already featured an extensive sidewalk network and waterfront boardwalk, and Woodbine Borough had developed an expansive network of multi-use trails. In these communities, adopting a Complete Streets policy was a way to formalize efforts that were already commonplace.



Multi-Use Path on the median of Dehirsch Avenue in Woodbine

Other communities had implemented one or two bicycle and pedestrian projects prior to adopting a Complete Streets policy and viewed the policy as a way to expand upon these efforts. Buena Borough had constructed a two-mile bicycle path, which connects to bicycle lanes on South Avenue, while Hammonton had constructed an off-road multi-use path to provide access to the Atlantic City Rail Line Station from downtown. In communities such as these, adopting a Complete Streets policy served as a means to initiate regular discussions about the feasibility of implementing similar projects.

Safety Programs

Woodbine Borough participated in the Safe Routes to School (SRTS) program prior to adopting its Complete Streets policy and participated in events such as International Walk to School Day. All other study participants that developed SRTS programs, such as Vineland and Somers Point, implemented the program after adopting their Complete Streets policy. Camden City participated in a youth safety program other than SRTS. The Camden Youth Cycling, Learning, and Exercising (CYCLE) program teaches local school children about bike safety and healthy lifestyles and encourages the continued use of the Camden GreenWay trail network.

Motivations

Safety

Safety was one of the most commonly cited motivations for adopting a Complete Streets policy. In Somers Point, filling in gaps in their sidewalk network and making roadways safer for children who walk to school was a primary objective of the City's Complete Streets initiative. In North Wildwood, safety was a motivation due to the influx of tourists in the summer months, many of whom walk or bike to the beach, and the presence of a large senior population. Woolwich Township also cited safety as a key motivation when adopting its Complete Streets policy because of the need to improve safety on high-volume rural roads for roadway users other than motorists.



Facilitating safe travel to the beach for seasonal tourists was a primary motivation for North Wildwood to adopt a Complete Streets policy

Grant Applications

NJDOT awards municipalities that have adopted a Complete Streets policy with an extra point on grant applications for various programs administered through its Division of Local Aid and Economic Development. This incentive has been effective, as many communities cited the extra point on NJDOT grant applications as a motivating factor for adopting a Complete Streets policy, including Buena Borough, North Wildwood, Ocean City, Pleasantville, and Somers Point. In the case of Ocean City, a community that was implementing bicycle and pedestrian infrastructure for years before formalizing the routine through a policy, the extra point was a primary motivation.

Sustainable Jersey Certification

Communities that participate in the Sustainable Jersey certification program can earn 20 points towards certification by adopting a Complete Streets policy. This was another significant incentive, and in some instances, was the means through which a community learned about Complete Streets. For Haddon Heights, Hammonton, Woodbury, and Vineland, earning points for Sustainable Jersey introduced the idea of pursuing a Complete Streets policy. Awarding Sustainable Jersey certification points for fulfilling the Complete Streets action item has proven to be an effective way to introduce communities to the concept of Complete Streets and encourage them to adopt Complete Streets policies.

Resources Utilized to Draft a Policy

Sample Policies

Nearly every study participant consulted the Complete Streets policies of other municipalities and counties in New Jersey when drafting their own resolutions. Having access to local examples was a valuable asset for these communities. The Alan M. Voorhees Transportation Center's (VTC) Complete Streets Policy Compilation, hosted on the New Jersey Bicycle and Pedestrian Resource Center's website (www.njbikeped.org), was cited as a useful resource on several occasions.

NJDOT's Complete Streets Workshops

Several communities learned about Complete Streets while at NJDOT's Complete Streets workshops and were provided with helpful resources and training at the events. While most communities interviewed for this project did not mention attending these workshops in 2012, several attended the second round of Complete Streets workshops that were offered by NJDOT throughout the winter of 2014. These workshops have been effective at promoting Complete Streets throughout the state and have provided crucial training to municipal and county staff and officials.

Sustainable Jersey Resources

Sustainable Jersey hosts a variety of resources on its website for communities that intend to obtain points for the Complete Streets action item. These resources include an overview of Complete Streets and a list of local, state, federal, and non-profit resources regarding the elements of a Complete Streets policy and best practices. These resources were also consulted by several communities throughout the development of their policies, primarily those that were motivated to pursue Complete Streets as a component of Sustainable Jersey.

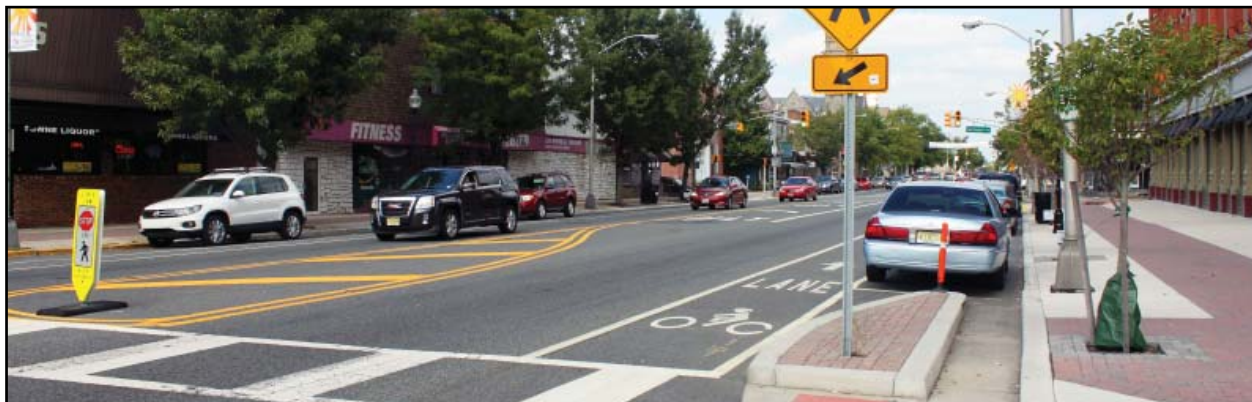
Implementation Strategies

NJDOT's Complete Streets Checklist

NJDOT's Complete Streets Checklist is among the most useful tools to help communities conduct a routine examination during transportation projects. This checklist, which can be found in Appendix C, helps communities assess existing conditions and explore opportunities to provide accommodations for bicyclists, pedestrians, and transit users. Both Camden County and Cherry Hill routinely exercise the use of this checklist and partnered to implement a Complete Streets project within the first year of adopting their policies. Other communities, such as Somers Point, conduct similar examinations to determine if there is a way to incorporate such infrastructure improvements.

Partnerships

Partnerships are also very valuable when implementing Complete Streets. Effective partnerships can take many forms, such as coordination between different municipal departments, collaboration between a municipality and a county, or a working relationship between a government entity and local advocacy and community groups. NJDOT and Woodbury City collaborated on a Complete



A partnership between NJDOT and Woodbury resulted in a new look and enhanced safety for pedestrians and bicyclists on Route 45

Streets project on Route 45. This roadway is the main street and backbone of the historic downtown yet the former four-lane design was not accommodating to pedestrians. To promote redevelopment goals, balance transportation needs, and address local concerns about pedestrian safety, NJDOT conducted a traffic study to determine if it was possible to reduce the formerly four-lane road to three lanes (one travel lane in each direction and a center turn lane). The study concluded that this new design was feasible, and the 0.8 mile segment of roadway was reconstructed in 2012 to include fewer, narrower lanes, bicycle lanes, improved curb ramps and crosswalks, and curb extensions.

In Vineland, the Health Department and the Department of Public Works partnered to pursue a health-related grant to implement bicycle lanes on Elmer and Wood Streets. Additionally, the City and the Board of Education are partnering to fund the construction of sidewalks near Thomas W. Wallace Junior Middle School, where there is currently a lack of pedestrian facilities to serve children that walk to school.

Camden County and Cherry Hill collaborated to install bicycle lanes and a sidewalk on Springdale Road and previously worked together to install bicycle lanes on Kings Highway. In the Kings Highway project, the County paid to repave the roadway, which is under county jurisdiction, and the Township covered the costs of restriping. Regular communication and coordination such as this can help municipalities and counties effectively leverage their limited resources to advance Complete Streets projects.

Camden City receives support from numerous local advocacy and community organizations, private foundations, and neighboring communities to advance its Complete Streets initiative. Camden partnered with the City of Philadelphia to submit a TIGER grant application in 2010, which was awarded and funded several of the City's Complete Streets projects. Cooper's Ferry Partnership, Tri-State Transportation Campaign, The Bicycle Coalition of Greater Philadelphia, NJ Conservation Foundation, and others have also been involved in the planning and implementation of the City's bicycle and pedestrian network and creating connections to the region's trail network.

Planning Process and Development Review

Incorporating Complete Streets principles into relevant planning documents and the development review process are effective ways to implement a Complete Streets policy. At the time that this study was conducted, Somers Point was the only participant that had incorporated language about its Complete Streets policy into its Master Plan. The City reexamined its Master Plan in 2014, which involved the preparation of a bicycle and pedestrian circulation element that references the policy numerous times. The lack of other communities having language in their Master Plan about Complete Streets is likely because all of them passed their Complete Streets policies within the past four years, and Master Plans are only required to be reexamined every ten years. Woolwich Township obtained a Transportation and Community Development Initiative (TCDI) grant from DVRPC in 2014 to prepare a new Circulation element of its Master Plan, which will address Complete Streets. Similarly, Haddon Heights, Pleasantville, Woodbury, and Woodbine indicated that they plan to reexamine their Master Plans in the near future and incorporate Complete Streets principals into the document.



Vineland required the construction of bicycle and pedestrian facilities and bicycle parking in a redevelopment plan for the site of the recently constructed Shop Rite grocery store on Landis Avenue

Several communities had incorporated Complete Streets into the development review process. Vineland required the construction of sidewalks, the inclusion of share the road signs, and the installation of bicycle parking at a new Shop Rite grocery store that was part of a redevelopment plan. Similarly, in Pleasantville, a developer is in the process of constructing a project across the street from the bus terminal and is being required to improve pedestrian infrastructure adjacent to the property. Likewise, Cherry Hill Township is working with Kennedy Hospital to incorporate bicycle lanes on Cooper Landing Road and Chapel Avenue during the redevelopment of the site.

Performance Measures

Most communities intend to implement performance measures, but few have measured progress since adopting their Complete Streets policy. Since several communities are still working to implement their first Complete Streets project, performance measures may not provide a benefit until a change in the built environment has occurred. Numerous communities indicated plans to gauge progress after implementing several projects, such as by tracking bikeway and sidewalk mileage, examining crash data, and conducting bicycle counts.

Camden City, Ocean City, and Woodbine measure progress with Complete Streets. Woodbine tracks the percentage of its proposed bicycle network that has been implemented, while rather than measuring specific statistics, Ocean City utilizes recognition programs, such as the Bicycle Friendly Community program (BFC), as a way to measure progress. Ocean City has obtained recognition as a Bronze-level BFC and intends to earn Silver or Gold-level certification, as well as Walk-Friendly Community designation. Camden City is currently working with DVRPC to implement a bicycle count program to monitor rates of bicycling in the City.

Public Outreach

The adoption of Complete Streets in several communities was publicized by external organizations. The Bicycle Coalition of Greater Philadelphia and the Tri-State Transportation Campaign published blog articles about the adoption of Camden City's Complete Streets policy, and Cross County Connection ran stories about Cherry Hill and Camden County's Complete Streets policies in its monthly government services newsletter. While no community specifically publicized its Complete Streets policy, the public was welcome to attend every council meeting in which the Complete Streets policies were adopted, and in many cases, residents were present at these meetings. Feedback from

the public about Complete Streets has not been related to the policy, but rather it has been about implementation projects. It is likely that most residents are more interested in the final products (e.g. bike lanes, sidewalks, crosswalks, etc.) than the processes that create them (e.g. Complete Streets policies, checklists, and routine examinations).

Complete Streets Implementation Projects

Most communities that participated in the study have implemented an initial Complete Streets implementation project. In this section, these projects are categorized as grant-funded and routine accommodation. Grant-funded projects are those that were implemented with a bicycle, pedestrian, or transit-specific grant, such as Transportation Enhancements (TE) and Safe Streets to Transit, while routine accommodation projects refer to those that are part of larger construction projects that were funded with Municipal Aid, County Aid, or local funds. Implementation of routine accommodation projects involves conducting an examination of a roadway to see if there is a way to provide facilities for bicyclists, pedestrians, transit users, and others as a component of larger construction projects, such as repaving and resurfacing. Grant-funded bicycle and pedestrian implementation efforts tend to be larger in scale and scope than the routine implementation of bicycle and pedestrian facilities as components of larger projects.

Grant-Funded

Vineland City installed bicycle lanes on Wood Street and Elmer Street through a grant provided by the NJ Partnership for Healthy Kids, which is an initiative to combat obesity in select communities throughout New Jersey. These one-way streets parallel Landis Avenue and the City's central business district and provide bicyclists with an alternative, less congested route. These 1.01 mile bikeways also enhance access to several NJ TRANSIT bus stops and provide traffic calming benefits by narrowing these roadways, which previously experienced issues with speeding.



Elmer Street bicycle lane in Vineland

Woodbury City obtained a Transportation Enhancements (TE) grant in 2012 to develop a multi-use trail in Stewart Park. The path circles the park and provides access to a boat landing and community garden. There is also a portion of the trail that cuts through the adjacent YMCA parking lot that is marked with striping. This project is the first part of a three-phase initiative to enhance bicycle and pedestrian connections between retail and recreation areas throughout the City. The facility is also located near the proposed site of the Red Bank Avenue Glassboro-Camden Line (GCL) light rail station.



Stewart Park Trail in Woodbury City

Ocean City obtained a Safe Streets to Transit grant to construct a High-Intensity Activated Crosswalk (HAWK) signal on 9th Street. When a pedestrian or bicyclist activates the signal with a push button, the traffic light flashes red and stops oncoming traffic to allow pedestrians and bicyclists to cross the street. This is one of very few instances that a HAWK signal has been employed in New Jersey, as the technology is relatively new. The facility is intended to provide a safe way to cross a busy thoroughfare and reach the Ocean City Transportation Center and the Ocean City Bike Path on Haven Avenue, which experiences high volumes of bicycle traffic.



HAWK signal in Ocean City

Routine Accommodation

Routine accommodation projects are often smaller in scale and scope than Complete Streets initiatives that were funded with a grant specifically intended for the project. These projects typically involved the utilization of NJDOT's Complete Streets checklist, or less formal examinations to assess if there was a low or no cost way to incorporate Complete Streets elements into a larger project. Routine accommodation projects can also be small, spot improvements in targeted areas. The following projects are examples of what communities can accomplish without obtaining large, competitive infrastructure grants.

Camden County utilizes NJDOT's Complete Streets Checklist. The County has implemented two routine accommodation projects, one of which was constructed before the adoption of its Complete Streets policy. Camden County partnered with Cherry Hill in 2013 to install bicycle lanes on a 0.75 mile segment of Kings Highway as a component of a repaving project. The County paid to repave the roadway while Cherry Hill covered the cost of restriping the new configuration. The County also partnered with Cherry Hill in 2014 to reconstruct a portion of Springdale Road to include bicycle lanes and a sidewalk.



Kings Highway bicycle lane in Cherry Hill

Medford Township conducted an examination of Fairview Road during a repaving project to see if there is a low or no cost way to add amenities for bicyclists and pedestrians. This segment of roadway, between Jackson and Hopewell Roads, did not feature enough space to include designated bicycle lanes; however, travel lanes were narrowed to provide additional space for bicyclists and pedestrians in the



New striping pattern, marked crosswalk, and ADA curb ramps on Fairview Road in Medford

shoulder. This configuration may also provide traffic calming benefits. A crosswalk with ADA-compliant curb ramps was also installed at the intersection of Fairview Road and Woods Drive to provide safer access to Cranberry Pines Elementary School.

Woodbine Borough has implemented several spot improvements to enhance safety for pedestrians and transit riders throughout the Borough. Woodbine installed a flashing pedestrian crossing sign at the corner of Madison Avenue and Dehirsch Avenue, adjacent to a stop for NJ TRANSIT's 313 bus service. The signal constantly flashes to alert motorists to the presence of pedestrians and transit riders crossing the street. The use of signage in targeted areas can be a simple, effective way to enhance safety.



Flashing pedestrian crossing sign on Dehirsch Avenue in Woodbine

Challenges and Concerns

Cost and Exemptions

The cost of Complete Streets was a concern among staff and elected officials in several communities. These concerns primarily revolved around the additional expenses associated with constructing infrastructure for bicyclists and pedestrians. Complete Streets policies typically include a cost exemption to address this concern. This exemption specifies the threshold at which the cost of providing accommodations for bicyclists and pedestrians is disproportionately large, and may indicate a circumstance in which the community should be exempt from providing the infrastructure. The most common cost exemptions address increases in project costs ranging from 5% to 20% of total projects costs, while other communities have an open-ended statement, such as a “disproportionate amount.” Cost was a concern during initial discussions about Complete Streets in Medford and Cherry Hill, and both communities addressed this concern through a cost exemption clause in their policies. Medford set its threshold at 5% while Cherry Hill set the exemption at 15%.

In Somers Point, concerns about cost had less to do with building the infrastructure than it did with conducting an additional examination in every road project. The City Engineer, however, assured municipal staff and officials that the cost of conducting such an examination during the design phase would be negligible since project designers are already required to examine implementing ADA-compliant curb ramps and consider repairing sidewalks and filling gaps in the sidewalk network.

Changes in Staff and Administration

Turnover in municipal and county staff or elected officials can greatly impact Complete Streets efforts. New planning and engineering staff may often not be aware that such a policy exists, or may not be trained on utilizing a Complete Streets checklist and reviewing exemptions. New municipal and county staff hires should be familiarized with existing procedures, policies, and planning documents to ensure the continued implementation of Complete Streets. Changes in administration can have similar impacts, and therefore having multiple departments involved with Complete Streets or creating an independent body to review exemptions can ensure that Complete Streets implementation persists.

Jurisdictions

Dealing with multiple jurisdictions when implementing Complete Streets can be an opportunity as well as a challenge. Counties and the State operate many of the larger arterials and highways that traverse municipalities, which can be barriers to developing a connected municipal bicycle and pedestrian transportation network. Coordinating with these agencies, however, can be an effective strategy to leverage resources to implement Complete Streets, especially if all parties have adopted Complete Streets policies or support the concept of Complete Streets.

As mentioned, Cherry Hill and Camden County have partnered twice in the past several years to implement bikeways on county roads. These entities leveraged their resources on the Kings Highway project by splitting the cost of the project. Similarly, Camden County and Haddonfield are partnering to reconstruct Grove Street to include improved bicycle and pedestrian accommodations. The municipality will pay for utility work and preliminary engineering, while Camden County will cover the costs of project management, and federal funds will be employed for construction costs.

CHAPTER 4. LESSONS LEARNED

Policy Considerations

Policy Language

Outlining exemptions and specifying the exemption review process was the primary topic of discussion among municipal and county staff and elected officials when developing a Complete Streets policy. To draft a Complete Streets policy, nearly every community interviewed for this project utilized resolutions from other communities in New Jersey, tailored the language to fit the context of their community, determined which projects the policy would apply to (repaving, reconstruction, maintenance, etc.), and specified the exemptions and procedures to grant them. The cost exemption is one of the most frequently discussed, likely because project costs were a common concern among these communities. This exemption specifies the threshold at which the costs of providing accommodations for bicyclists and pedestrians is disproportionately large, and can indicate a situation in which a community may be exempt from its Complete Streets policy. Some communities specify this threshold as percentage increase in project costs, while others state a percentage of total project costs. As previously discussed, the most common cost exemptions range from 5% to 20%, while some communities did not specify a percentage.

Medford employed a 5% cost increase exemption, subject to Council approval, for projects funded with local tax dollars:

In any project, should the cost of pedestrian, bicycle, and/or public transit facilities cause an increase in project cost exceeding 5% as determined by engineering estimates, that would have to be funded with local tax dollars, then, and in that event, approval by Council shall be obtained for the same prior to bidding the project.

Cherry Hill Township set the threshold higher, specified that the percentage referred to total project costs, and did not specify a funding source:

The cost of accommodations is excessively disproportionate to the cost of the project as defined at more than fifteen percent 15% of the total cost.

Camden County utilized an open-ended statement:

Cost of accommodations is excessively disproportionate to the cost of the project.

The designated individual or group that is responsible for reviewing exemptions is another important consideration while drafting a Complete Streets policy. An appropriate reviewer or group of reviewers should be involved both with the development of the Complete Streets policy, as well as its implementation. Elected officials, governing bodies, and municipal engineers are most often the entities that are provided with the authority to grant exemptions. Many communities, such as Woodbine and North Wildwood, require approval from the governing body, while others, such as Atlantic City and Camden County, have an individual staff person, such as the Municipal or County Engineer, review exemptions. Cherry Hill has a unique review process in which the

Township formed a Complete Streets Technical Advisory Committee to review exemptions. This committee is an independent body that consists of representatives from the Mayor's Office, as well as the Engineering and Public Works, Community Development, and Police Departments, to discuss the applicability of the policy on a project by project basis. The formation of a committee such as this can help to maintain involvement from all interested parties and can potentially reduce challenges with training new staff and elected officials on the topic since many Departments are involved with Complete Streets.

Several communities did not specify procedures for granting approvals in their Complete Streets policies, and they may want to revisit their policy to formalize the process that is currently in place. Full copies of the Complete Streets policies that are referenced in this report can be found in Appendix D.

Implications: Drafting a Complete Streets policy does not need to be a complicated process. While a number of elements must be included in a Complete Streets policy, communities do not need to write their policy from scratch. Municipalities and counties should look at samples from communities in their region or from towns with similar contexts and tailor crucial components to their liking. The Alan M. Voorhees Transportation Center's (VTC) Complete Streets Policy compilation has proven to be a valuable resource to municipalities and counties that are seeking sample resolutions from other communities in New Jersey. While communities should not adopt their neighbor's Complete Streets policy verbatim, the conversation about drafting the policy should focus on exemptions and other procedural issues that will affect the implementation of the policy.

Resolutions vs. Ordinances

Complete Streets policies in New Jersey are most often adopted by governing bodies in the form of a resolution. Resolutions generally state a position or policy of a community, and often deal with matters of a special or temporary character. Resolutions seldom, if ever, contain penalties and are typically the most common form of legislation employed by governing bodies. Complete Streets policies may also take a variety of other forms, including ordinances. Ordinances prescribe permanent rules of conduct or government relating to the powers of a municipality or county. Simply put, ordinances have the weight of law, while resolutions are non-binding, official statements of support. By legally being required to address the needs of all roadway users in transportation projects and changing relevant codes accordingly, municipalities may be more effective at implementing their Complete Streets policies. Hopewell Township in Mercer County is currently the only community in New Jersey that has adopted a Complete Streets policy via ordinance. This topic came up during discussions with representatives from several communities, one of which explained that the municipality did not pursue an ordinance because there is currently no pressure nor incentive to adopt the more binding form of the policy.

Implications: Neither Sustainable Jersey nor NJDOT's Local Aid programs differentiate between resolutions or ordinances when providing incentives to adopt Complete Streets policies. Program administrators may want to consider structuring future incentives to favor ordinances over resolutions since they carry the weight of law, which may result in more effective implementation of Complete Streets.

Incentives

Sustainable Jersey and Local Aid Applications

Incentives such as earning Sustainable Jersey certification points and obtaining a competitive edge on NJDOT grant applications have effectively encouraged the adoption of Complete Streets policies. While increasing the number of communities throughout the state that have Complete Streets policies is a very valuable mission, adopting a policy primarily because of one of these incentives may not necessarily facilitate the kind of routine examination that should be occurring with every transportation project, such as by utilizing NJDOT's Complete Streets Checklist. Implementation may be more effective if these communities were incentivized to create implementation plans, train staff to use tools such as NJDOT's Complete Streets checklist, or adopt more binding policies in the form of an ordinance.

Implication: NJDOT and Sustainable Jersey staff may want to consider adjusting the requirements for the Sustainable Jersey action item and obtaining the extra point on Local Aid applications. Policies may be implemented more effectively if communities were also required to develop an implementation plan or incorporate the Complete Streets checklist into their project design process, as opposed to solely adopting a Complete Streets policy, to obtain these points. Sustainable Jersey currently requires communities to provide a narrative about how the policy will be institutionalized and impacts monitored, but does not require further documentation of these steps. Further, as previously discussed, communities could be incentivized to adopt a Complete Streets policy by ordinance instead of by resolution.

Comparison with the Initial Adopters

Cross County Connection TMA released a previous iteration of this report in 2011. At the time, there were only seven municipalities (Hoboken, Lawrence Township, Linwood, Montclair, West Windsor, Red Bank, and Netcong) and one county (Monmouth) in New Jersey that had adopted Complete Streets policies. Some similarities and differences exist between the group that participated in this study and those early adopters who shared their insights in 2011.

Safety

Safety was the highest priority for the early adopters and remains a primary motivation for adopting Complete Streets policies. Enhancing safety, specifically for senior populations and school-aged children was a priority for both groups.

Motivations and Incentives

In 2011, having a Complete Streets policy was viewed favorably in transportation funding requests; however, there was not an explicit weighting mechanism in the funding application review process for Complete Streets at the time. Several communities cited NJDOT's favorable view of Complete Streets as a reason for adopting the policy in 2011, yet this motivation became much more widespread in 2014 as Complete Streets became a definitive part of selection criteria for Local Aid funding programs. In Fiscal Year 2014, 75% of Bikeways Grant recipients and 50% of Safe Streets to Transit Grant recipients had adopted Complete Streets policies, which further emphasizes how adopting a policy can enhance a community's competitiveness on grant applications.

The Sustainable Jersey program also existed in 2011 and was a primary motivation for community organizations such as the Monmouth County Transportation Council, the Linwood Environmental Commission, Sustainable Lawrence, and the Netcong Green Team to pursue Complete Streets in their communities. As discussed, Sustainable Jersey remains a primary motivation among communities pursuing Complete Streets today.

Supporters, Advocates, and Champions

The early adopters were defined by well-organized, informed, and very vocal constituencies. Citizen groups like the West Windsor Bicycle and Pedestrian Alliance and Bike & Walk Montclair helped drive safety improvements in these communities prior to the adoption of Complete Streets and worked collaboratively with staff and elected officials in the municipal government. With the exception of Bike Ocean City and several community and advocacy groups in Camden City, there was a lack of external organizations involved with Complete Streets among the second round of adopters in South Jersey. Often municipal staff or officials introduced the idea of Complete Streets, or it was suggested by a commission, green team, or consultant to obtain Sustainable Jersey certification or assist with grant applications.

CHAPTER 5. CONCLUSION

Advice from Study Participants

To Supporters, Advocates, and Champions

While Complete Streets initiatives may emerge from Green Teams, Environmental Commissions, and other citizen groups, these individuals do not typically have the authority to oversee the implementation of the Complete Streets policy. Communities that have experienced success with their Complete Streets program included relevant elected officials and staff early in the conversation, or the topic of Complete Streets arose internally,

Local advocates and champions should continue to encourage the adoption and implementation of Complete Streets policies in their communities; however, these individuals should engage municipal and/or county staff and officials that will be directly involved with the implementation early in the process. Relevant personnel must be supportive of the policy's implications and should receive training or briefing on utilizing tools such as NJDOT's Complete Streets checklist. This is crucial because these individuals will be overseeing and guiding the implementation of the policy more than a consultant, committee, or green team. After facilitating the adoption of a Complete Streets policy, citizen groups, commissions, and green team members can help continue the conversation about Complete Streets by advising the governing body on transportation issues and participating in meetings that are open to the public.

To Interested Communities

Education is crucial to the successful adoption of a Complete Streets policy. The most commonly cited advice for communities interested in Complete Streets was to stress that the policy is permissive. Elected officials may have concerns about being obligated to construct infrastructure where impractical or to retrofit the entire roadway network. This is a common misconception. A Complete Streets resolution illustrates a community's commitment to consider all road users through an examination during transportation projects. Specific procedures regarding the granting of exemptions can be written into a policy.

Municipal staff and officials, as well as other local leaders and supporters, should frame the conversation about Complete Streets policies as a procedural change. Adopting a Complete Streets policy simply adds a step to the design review process and is an exercise in smart planning that should occur for a variety of reasons, such as safety, liability, mobility, and equity. Initially discussing the construction of infrastructure or redesigning transportation networks may overwhelm government staff and officials and raise concerns about costs and contextual sensitivity.

Summary

Every community that participated in *Complete Streets in South Jersey: Lessons Learned* was unique in terms of its built environment, as well as in the circumstances that surrounded the development of their Complete Streets policies. Some of these communities were urban in nature, with walkable downtowns and plentiful transit options, while others were characterized by car-oriented rural and suburban environments. Despite their differences, these communities drafted Complete Streets policies and implemented projects that reflected their natures. Cities such as Camden City and Atlantic City had high cost exemptions clauses, since significant portions of the population walk, bicycle, and take public transit, and pursued projects that reflected these priorities, such as installing bicycle lanes and sharrows and improving the streetscape. Other communities, such as Camden County and Cherry Hill, developed mechanisms to routinely implement bicycle and pedestrian infrastructure improvements into large roadway projects through practical, low-cost methods, such as utilizing NJDOT's Complete Streets Checklist in every transportation project. An effective Complete Streets policy and program should be tailored to the unique qualities and circumstances of a community.

Having tools, plans, and guidance is also crucial for communities that want to develop a sustainable Complete Streets program. Sample policies and training workshops have enabled communities to get started with Complete Streets, while developing bicycle and pedestrian master plans has helped many outline a vision of their future transportation network and the steps required to get there. Even without attending training sessions and developing master plans, communities throughout South Jersey have effectively implemented Complete Streets projects by installing signage, narrowing lanes, and conducting informal assessments to determine if there is a way to accommodate non-motorized roadway users. Additionally, tools like NJDOT's Complete Streets Checklist can facilitate the implementation of a Complete Streets policy without having a greater plan in place.

Involving all relevant parties early in the process, utilizing available tools and resources, and understanding contextual sensitivity are key to the successful implementation of a Complete Streets policy. It is hoped that the insight from this document will aid communities throughout New Jersey with this mission.

The appendices in this document contain additional resources that municipalities and counties may choose to consult while pursuing Complete Streets initiatives. Appendix B contains information about funding programs, technical support, and design resources, Appendix C contains NJDOT's Complete Streets Checklist, and Appendix D features sample Complete Streets resolutions that were discussed throughout the study.

APPENDIX A: INTERVIEW QUESTIONS

COMPLETE STREETS IN SOUTHERN NEW JERSEY: LESSONS LEARNED

I. MOTIVATIONS

1.) Were any pedestrian or bicycle safety activities occurring in your municipality prior to the adoption of the Complete Streets policy?

2.) What were the motivations for adopting a Complete Streets policy (safety, quality of life, cost savings, etc.)? Who or what initiated the conversation about Complete Streets? Was obtaining points for Sustainable Jersey certification a driving factor?

II. DRAFTING & ADOPTING THE POLICY

3.) Who were the parties involved? What resources (manuals, training events, webinars, existing policies, subject-matter experts, etc.) were consulted in drafting the resolution and implementing the policy?

4.) What were some of the most important factors in passing the resolution/ordinance? What difficulties or concerns did you encounter passing the resolution (political, costs, perception, liability, etc.)? How were they resolved?

5.) Was there any public outreach or publicity associated with the resolution (both before and after)? Has the adoption of the policy required staff training or briefing?



III. IMPLEMENTING THE POLICY

6.) Has the resolution resulted in improvements in bicycle and pedestrian conditions? An improvement could be a change in outlook or pilot implementation projects, such as streetscape improvements or the construction of bikeways. If so, what kind of changes occurred and where/how? Were any of NJDOT's grant/aid programs utilized to fund projects?

7.) Have you faced any challenges implementing the policy? If so, what are they? Is there anything you would change about the policy to make it more useful (contain more guidance about applicability, make it more flexible, include specific provisions about costs, set performance measures)?

IV. NEXT STEPS & ADVICE FOR OTHER COMMUNITIES

8.) What are the next steps to implementing Complete Streets in the municipality? Have you created or will you create an implementation plan? Have Complete Streets been incorporated into the development review process or municipal planning and guidance documents, such as the circulation element of the master plan?

9.) Is progress in the implementation of Complete Streets in your municipality being measured? If so, what kinds of performance measures are being used (miles of bikeways and sidewalks, motor vehicle speeds, reductions in vehicle-pedestrian injuries/fatalities, etc.)?

10.) Have you received any feedback about the Complete Streets policy or implementation projects from the public or others?

11.) What advice would you give a municipality that is interested in adopting a policy and implementing Complete Streets?

APPENDIX B: FUNDING AND TECHNICAL SUPPORT

Funding for the planning, design, and construction of bicycle, pedestrian, and transit-supportive facilities is available through a variety of federal, state, and regional programs. While a significant amount of funding is available for these initiatives, prospective applicants should note the following:

- The programs listed below are competitive and receive far more funding requests than can be obligated.
- Most programs have application and reporting procedures that require significant staff commitment from applicants.
- Most of these programs distribute funds through reimbursement. Therefore, a grant recipient must have the resources to pay for a project upfront.
- Several grant programs require matching funds.

This funding guide is intended to assist municipalities in South Jersey and other interested groups with identifying appropriate funding sources for bikeway projects. Table 18, located on pages B-18 and B-19, is a funding matrix that functions as an index of these grant programs. The matrix provides general program descriptions and eligibility information to enhance the utility of this guide. While the information provided about funding programs in this document is current in 2014, the availability of funding, application deadlines, and program eligibility requirements are subject to change. Additionally, information regarding annual totals, allotments, and the percent of projects funded was obtained for the most recent years available. For more information on a specific program, please contact the program administrator or refer to the current program guidelines. For assistance determining appropriate funding sources for potential projects, contact Cross County Connection at (856) 596-8228.

State Funding

State funding for bicycle projects is provided primarily through NJDOT's Local Aid Program, which is funded by New Jersey's Transportation Trust Fund (TTF). Annually, the TTF provides \$175 million in State aid to municipalities and counties for transportation improvements.³ Funds that may be spent on the planning, design, and construction of bikeways are primarily distributed through the programs listed below.

Bikeway Grant Program

To promote bicycling as an alternative mode of transportation and to further New Jersey's goal of creating 1,000 new miles of dedicated bike paths, NJDOT provides dedicated funds for the construction of bikeways. These funds can also be used for the preliminary and final design of bicycle facilities in municipalities that are eligible for Urban Aid or are Depressed Rural Centers .

The construction of bicycle paths that are physically separated from motorized vehicle traffic are given priority in the selection process; however, the proposed construction of any bicycle facility will be considered for funding. Proposals are also evaluated based on the creation of new bikeway mileage, connectivity to existing bikeways, and community support. Additional consideration is

³ New Jersey Department of Transportation. (2014). Local Aid and Economic Development: Funding Programs. < <http://www.state.nj.us/transportation/business/localaid/funding.shtm>>

given to communities that have adopted a Complete Streets policy, are designated Transit Villages or Urban Coordinating Council (UCC) communities, or formally participate in the implementation of the State Development and Redevelopment Plan (SDRP).

In Fiscal Year (FY) 2014, 71 applicants applied for funding through the Bikeways Grant Program. Four communities received funding totaling \$1 million, including allotments up to \$360,000 for the construction of off-road bike paths and on-street bikeways.⁴

Eligible Activities: Construction

Eligible Entities: Municipalities, Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/bikewaysf.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Fax (856) 486-6771

Safe Streets to Transit

NJDOT's Safe Streets to Transit Grant Program provides funds to counties and municipalities to improve safety and accessibility for mass transit riders who walk to transit facilities, encourage mass transit users to walk to transit stations, and facilitate the implementation of projects and activities that will improve safety in the vicinity of transit facilities (approximately one-half mile for pedestrian improvements). Eligible projects include intersection safety improvements, constructing new sidewalks, crosswalks, and curb ramps, implementing traffic calming measures, and installing pedestrian signals and pedestrian-scale lighting.

In FY 2014, six applicants were awarded Safe Streets to Transit funding totaling \$1 million.⁵ Allotments for that year ranged from \$75,000 to \$280,000.

Eligible Activities: Construction

Eligible Entities: Municipalities, Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/safe.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Fax (856) 486-6771

⁴ New Jersey Department of Transportation (2014). FY 2014 Bikeways Grant Recipients. < <http://www.state.nj.us/transportation/business/localaid/documents/FY2014BKWGrantRecipients.pdf>>

⁵ New Jersey Department of Transportation (2014). *State and Federal Aid Programs for Communities* [Power Point presentation]. 2014 New Jersey Bike & Walk Summit, New Brunswick, NJ.

Municipal Aid Program

Municipal Aid funds are distributed by NJDOT to help municipalities advance a variety of transportation projects without burdening local property taxpayers. Each county is appropriated funds for their constituent municipalities based on a formula. A municipality must submit an application, detailing a potential project, to their local NJDOT District Office. NJDOT has set a goal to distribute 10% of the competitive Municipal Aid funding to bicycle and pedestrian projects. Municipal Aid funds are also often used for routine roadway resurfacing and restriping, which can incorporate bikeways to maximize the effectiveness of these funds at little additional cost.

In FY 2014, \$78.6 million in Municipal Aid projects were funded, in which 377 of 653 applications received funding. A total of 6 percent of the 377 successful applicants were awarded grants for non-traditional projects involving pedestrian safety, bikeways and streetscape projects. When evaluating municipal aid grant applications, NJDOT gives an additional point to municipalities that have adopted Complete Streets policies. Sixty-seven municipalities had done so at the time municipal aid applications were due, and all but two submitted applications. Of them, 56 were recommended for grants totaling \$15 million.⁶

Eligible Activities: Construction

Eligible Entities: Municipalities

Program Website: <http://www.state.nj.us/transportation/business/localaid/municaid.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

County Aid Program

NJDOT distributes funds for the construction of roadway and bridge improvements on county roads through the County Aid Program. These funds are distributed on a formulaic basis, which considers factors such as population and county roadway mileage.

A project must be included in a county's Annual Transportation Program (ATP) to be considered for funding. The ATP is an annual list of transportation projects that are eligible for funding and includes a brief summary of the project and the estimated cost of construction. The ATP is approved by the County's Board of Chosen Freeholders before it is submitted to the local NJDOT District Office. County Aid funds are often used for routine roadway resurfacing and restriping. Incorporating bikeways into these projects can maximize the effectiveness of these funds at little additional cost.

NJDOT awarded over \$78 million in County Aid funds in FY 2014.⁷

6 New Jersey Department of Transportation. (2014). *Christie Administration announces \$81.6 million in Local Aid grants to help control property taxes.* < <http://www.nj.gov/transportation/about/press/2014/050514.shtm>>

7 New Jersey Department of Transportation. (2013). *FY 2014 County Aid Allotments.* < <http://www.state.nj.us/transportation/business/localaid/documents/FY2014Allotments2010cesusandCenterLine.pdf>>

Eligible Activities: Construction

Eligible Entities: Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/countyaid.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Local Aid Infrastructure Fund (LAIF)

The Local Aid Infrastructure Fund is administered by NJDOT to address emergency and regional needs throughout New Jersey. Projects are selected at the discretion of the NJDOT Commissioner, and applications for funding may be submitted at any time.

High volume arterial and collector roadways that serve as bus routes are given the highest priority for funding, whereas dead end streets, parking lots, street lighting, and non-roadway related projects receive the lowest priority. Counties and municipalities may apply for funding for pedestrian safety and bikeway projects under this program. NJDOT makes \$7.5 million in Local Aid Infrastructure Funds available annually to advance pavement reconstruction and road safety projects.⁸

Eligible Activities: Construction

Eligible Entities: Municipalities, Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/descrfunding.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Local Bridges, Future Needs

NJDOT provides funds for the improvement of bridges under county jurisdiction, including preventative maintenance, rehabilitation, and replacement. The construction of a bikeway on a county-owned bridge could be incorporated into a project that is funded by the Local Bridges, Future Needs program.

In FY 2014, all twenty-one of New Jersey's counties received \$1 million in funding. \$4 million in supplementary funding was available, which was obtained by five counties. The supplementary funds were used for projects ranging from \$300,000 rehabilitation projects to \$1 million dollar bridge replacements.⁹

⁸ New Jersey Department of Transportation (2014). *State and Federal Aid Programs for Communities* [Power Point presentation]. 2014 New Jersey Bike & Walk Summit, New Brunswick, NJ.

⁹ New Jersey Department of Transportation. (2013). FY 2014 Local Bridges, Future Needs Program Awarded Projects. < <http://www.state.nj.us/transportation/about/press/2014/pdf/localbridgesfutureneeds.pdf>>

Eligible Activities: Construction

Eligible Entities: Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/localbridges.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Transit Village Grant Program

New Jersey's Transit Village Initiative is a joint program between NJDOT and NJ TRANSIT to incentivize transit-oriented development (TOD) and revitalization around New Jersey rail stations. Municipalities that are designated Transit Villages may apply for funds to be used for the construction and design of bicycle and pedestrian projects within the Transit Village area (within ½ mile of a transit station). Municipalities that are committed to TOD may be eligible for NJDOT Transit Village designation.

In FY 2014, 15 municipalities applied for funding through this program and four were awarded a total of \$1 million.¹⁰

Eligible Activities: Construction

Eligible Entities: Municipalities that are designated Transit Villages

Program Website: <http://www.state.nj.us/transportation/business/localaid/transitvillagef.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Green Acres Program

The Green Acres Program provides grants and loans for the acquisition and development of land for preservation and recreation. Funds from this program can be used to acquire open space that will be used for public outdoor recreation or conservation purposes and to build recreational facilities, such as bike paths, trails, and boardwalks.

Funding amounts vary depending on the type of project and other factors, such as whether a municipality has an open space tax. Projects are divided into the following categories:

Land Acquisition

- Planning Incentive: Local governments with an open space tax and Open Space and Recreation

¹⁰ New Jersey Department of Transportation (2014). *State and Federal Aid Programs for Communities* [Power Point presentation]. 2014 New Jersey Bike & Walk Summit, New Brunswick, NJ.

Plan (OSRP) are eligible for a 50% matching grant for land acquisition.

- Standard Acquisition: Local governments without an open space tax may qualify for a 25% grant and the balance as loan, at 2% interest over 30 years
- Urban Aid: Acquisition projects in designated Urban Aid municipalities may qualify for a 75% grant with the balance as a 30-year, 0% interest loan.

Development Projects

- Standard Development: For local governments in rural, less developed municipalities and counties, funding is available for the development projects in the form of 20-year, 2% interest loan.
- Dense/Highly Populated: For local governments in more urbanized municipalities and counties, funding is available for development projects in the form of a 25% matching grant with the balance as a 2% interest loan.
- Urban Aid: Development projects in designated Urban Aid municipalities may be eligible to receive a 50% matching grant with the balance as a 20-year, 0% interest loan.

Nonprofit Funding: Nonprofit organizations may be eligible for 50% matching grants for land acquisition or recreation development.

Eligible Activities: Construction, Other (Land Acquisition)

Eligible Entities: Municipalities, Counties, Other (Nonprofits)

Program Website: <http://www.nj.gov/dep/greenacres/>

Program Contact:

Terry Caruso, South Central Team Leader, Green Acres Program

New Jersey Department of Environmental Protection (NJDEP)

Email: Terry.Caruso@dep.state.nj.us

Phone: (609) 984-0500

Federal Funding

Federal funds for transportation projects in New Jersey are awarded through a competitive process. The process administered by NJDOT or one of two Metropolitan Planning Organizations (MPOs) within Cross County Connection's region. Delaware Valley Regional Planning Commission (DVRPC) is the MPO for Burlington, Camden, and Gloucester counties. South Jersey Transportation Planning Organization (SJTPO) is the MPO for Atlantic, Cape May, Cumberland, and Salem counties. Regardless of which agency assumes administrative lead on specific grant programs, all decisions made on the allocation of federal funds results from a collaboration between NJDOT and the local MPO.

Federal funding for transportation projects is primarily provided by programs established under the latest surface transportation legislation, titled Moving Ahead for Progress in the 21st Century Act (MAP-21). Map-21 was signed into law in July 2012 and went into effect on October 1st of the same year.

Transportation Alternatives Program (TAP)

Transportation Alternatives is a newly created program under MAP-21. The program is designed to foster more livable communities and promote alternative modes of transportation, such as bicycling and walking. The program encompasses activities that were previously funded separately by Transportation Enhancements (TE), Safe Routes to School (SRTS), and the Recreational Trails (RTP) programs.

Eligible projects for TAP funds include the provision of bicycle and pedestrian facilities and the preservation of abandoned rail corridors and the costs associated with converting them into multi-use trails. While TE funded safety and education programs, these activities are no longer eligible candidates for TAP funding.

In FY 2014, \$15.5 million was available for TAP projects throughout New Jersey.

Eligible Activities: Construction, Other

Eligible Entities: Municipalities, Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/alternatives.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Safe Routes to School (SRTS) Infrastructure Program

SRTS funds are intended to enable and encourage children in grades K-8 to walk or bicycle to school. Eligible infrastructure projects may include the design and construction of sidewalks, crosswalks, signals, traffic-calming and bicycle facilities within two miles of K-8 school.

Local and regional governments, school districts and individual schools are eligible to be project sponsors and receive direct funding. Non-profit organizations are no longer eligible to receive direct funding; however, they may partner with a Local Public Agency (LPA) that obtains and administers the grant.

In FY 2012, twenty-five of 150 applicants received a total of \$5.69 million in SRTS infrastructure funds.¹¹ In FY 2014, 24 applicants received \$6.32 million in funds.¹²

Safe Routes to School also has a non-infrastructure component, which consists of programing to educate children about safe walking and bicycling practices and encouragement activities, such as walk to school days. The non-infrastructure program is available to municipalities, schools, and school districts, and is administered by Cross County Connection in New Jersey's seven southern counties.

11 New Jersey Department of Transportation. (2012). 2012 Safe Routes to School Recommended List. < http://www.state.nj.us/transportation/business/localaid/documents/SRTS_2012_Recommended_Allotments.pdf>

12 New Jersey Department of Transportation. (2015). Safe Routes to School. < <http://www.nj.gov/transportation/business/localaid/srts.shtm>>

Eligible Activities: Construction

Eligible Entities: Municipalities, Counties, Other (School Districts)

Program Website: <http://www.state.nj.us/transportation/business/localaid/srts.shtm>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program

TIGER grants may be used to build and repair critical pieces of freight and passenger transportation networks. An intention of the program is to fund multi-modal, multi-jurisdictional projects that would not be eligible for funding through traditional DOT programs.

Since 2009, Congress has dedicated more than \$4.1 billion for six rounds to fund projects that have a significant impact on the nation, a region or a metropolitan area. In FY 2014, 72 communities in 46 states across the country were awarded \$600 million in grant funding. The Department received 797 eligible applications from 49 states, U.S. territories and the District of Columbia, an increase from the 585 applications received in 2013. Overall, applicants requested \$9 billion for needed transportation projects, or 15 times the \$600 million available for the program.

Eligible applicants for TIGER grants include state, local, and county governments, transit agencies, and metropolitan planning organizations (MPOs). Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. A 20% match is required for urban areas; however, no match is required for applicants from rural areas as defined by the U.S. Census.

Eligible Activities: Construction, Planning

Eligible Entities: Municipalities, Counties, Other

Program Website: <http://www.dot.gov/tiger>

Program Contact:

Office of Infrastructure Finance and Innovation

U.S. Department of Transportation

Email: TIGERgrants@dot.gov

Phone: (202) 366-0301

Recreational Trails Program (RTP)

The Recreational Trails program funds the development and maintenance of trails, including bicycle paths. Project costs may be funded up to an 80% federal share with a 20% local match.

In 2014, thirty-nine applications in fifteen counties were approved for a total of \$755,054 in RTP

funding.

Eligible Activities: Construction, Other

Eligible Entities: Municipalities, Counties, Other (Non-Profits)

Program Website: www.state.nj.us/dep/parksandforests/natural/trail_grants.htm

Program Contact:

John Flynn, Trails Coordinator, Green Acres Program

New Jersey Department of Environmental Protection (NJDEP)

Email: john.flynn@dep.state.nj.us

Phone: (609) 984-0628

Transportation and Community Development Initiative (TCDI)

The TCDI grant program supports smart growth efforts in communities in the Delaware Valley. These initiatives must help implement Connections 2040, the region's long-range transportation plan.

The TCDI grant program supports planning, ordinances, design, preliminary engineering, market analyses, feasibility studies, and capacity building activities that lead to public or private sector investment in smart growth. Bicycle and pedestrian plans, mobility elements, and bikeway feasibility studies are eligible activities for TCDI funding.

In FY 2015, sixteen projects in New Jersey were awarded a total of \$1,000,000.¹³

Eligible Activities: Planning

Eligible Entities: Municipalities

Program Website: <http://www.dvrpc.org/TCDI/>

Program Contact:

Karen P. Cilurso, Manager, Community Revitalization

Delaware Valley Regional Planning Commission

Email: kpcilurso@dvrpc.org

Phone: (215) 238-2876

Congestion Mitigation and Air Quality (CMAQ) Improvement Program (DVRPC)

The CMAQ program funds projects that improve air quality and reduce congestion. Bicycle projects that will lead to a reduction in the use of single occupancy vehicles are strong candidates for CMAQ funding, as opposed to those that are primarily recreational facilities. The program is flexible and features a wide range of eligible projects including bicycle paths, education and outreach programs. Recently, the CMAQ program has also been utilized to implement and operate bike share programs throughout the nation. It has also funded numerous local

¹³ Delaware Valley Regional Planning Commission. (2014). FY 2015 TCDI Projects < http://www.dvrpc.org/TCDI/pdf/FY2015_TCDI_Recipients.pdf >

transportation projects, such as a bike trail in Lawrence Township and roadway improvements in Camden City.

While matching funds are not required by the CMAQ program, project funding requests that are 80 percent or less of the total project cost will be considered more favorably in the evaluation process. Additionally, DVRPC requires applicants to directly fund all pre-construction (i.e. environmental clearance, engineering, design, utilities, right-of-way) or pre-acquisition activities (i.e. vehicle specifications, lease arrangements). The construction or acquisition phase of the project could then be funded with 100 percent CMAQ funds. For non-construction projects, such as marketing or educational programs, applicants may request funding of up to 100 percent federal CMAQ funds for any or all phases; however, project funding requests that are 80 percent or less of the total project cost will also be considered more favorably in the evaluation process for these projects.

In FY 2012, five projects in three municipalities in New Jersey obtained a total of \$2.7 million in CMAQ funding.¹⁴ In FY 2016, DVRPC plans to distribute 3.6 million in CMAQ funds for projects in Burlington, Camden, Gloucester, and Mercer Counties.¹⁵

Eligible Activities: Construction, Planning, Other (Marketing and Outreach Programs)

Eligible Entities: Municipalities, Counties

Program Website: <http://www.dvrpc.org/CMAQ/>

Program Contact:

Sean Greene, Senior Transportation Planner
Delaware Valley Regional Planning Commission
Email: sgreene@dvrpc.org
Phone: (215) 238-2860

Congestion Mitigation and Air Quality (CMAQ) Improvement Program (SJTPO)

The Congestion Mitigation and Air Quality Improvement Program (CMAQ) is a federal program that funds projects and programs that improve air quality and reduce traffic congestion. The construction of bicycle and pedestrian facilities that are not exclusively recreational (as they must reduce vehicle trips and therefore vehicle emissions), outreach promoting safe bicycle use, and other bicycle and pedestrian programs are eligible for funding.

For FY 2015, \$1.9 million in CMAQ funding is expected to be allocated in SJTPO's Transportation Improvement Program (TIP). These funds will be available for projects and programs throughout the SJTPO region via a competitive process.

Eligible Activities: Construction, Other

Eligible Entities: Municipalities, Counties, Other

14 Delaware Valley Regional Planning Commission. (2012). FY 2011-2012 DVRPC Competitive CMAQ Program Project Awards for New Jersey. < http://www.dvrpc.org/CMAQ/pdf/2012_CMAQ_NJ_Projects.pdf>

15 Delaware Valley Regional Planning Commission. (2015). Congestion Mitigation and Air Quality Improvement Program (CMAQ). < <http://www.dvrpc.org/CMAQ/>>

Program Website: <http://sjtpo.org/CMAQ.html>

Program Contact:

Andrew Tracy, Transportation Planner

South Jersey Transportation Planning Organization (SJTPO)

Email: atracy@sjtpo.org

Phone: (856) 794-1941

Local Safety Program/Highway Safety Improvement Program (HSIP)

The purpose of NJDOT's Local Safety Program is to achieve a significant reduction in fatalities and serious injuries on all public roads through a data-driven, strategic approach to improving highway safety. The program is funded through the state's apportionment of federal Highway Safety Improvement Program (HSIP) funds. Applications for highway safety improvement projects must address priorities in the State's Strategic Highway Safety Plan, with project improvements selected based on a data-driven process.

Proposals must demonstrate a location's crash history (using multi-year data) and clearly show a relationship between the types of crashes and the proposed improvements. FHWA's proven safety countermeasures, which include road diets, are recommended to be considered in all HSIP projects. Road diets may include the installation of bicycle lanes.

The program is administered locally through the region's MPOs, with each developing their own selection methodology and process. For applicants in Atlantic, Cape May, Cumberland, and Salem counties, SJTPO offers assistance during several steps of the data-driven application process, including problem identification, countermeasure selection, and benefit-cost analysis. There is no information available on similar assistance offered through DVRPC.

In FY 2015, \$1 million is available in HSIP funds.

Eligible Activities: Construction

Eligible Entities: Municipalities, Counties

Program Website: <http://www.state.nj.us/transportation/business/localaid/localsafety.shtm>
<http://sjtpo.org/HSIP.html>

Program Contact:

Division of Local Aid and Economic Development, District 4

New Jersey Department of Transportation (NJDOT)

Phone: (856) 486-6618

Jennifer Marandino, Team Leader - Capital Programming & Safety

South Jersey Transportation Planning Organization (SJTPO)

Email: jmarandino@sjtpo.org

Phone: (856) 794-1941

Other Funding Sources

Sustainable Jersey Small Grant Program

Sustainable Jersey is a statewide certification program for municipalities that want to go green, save money, and take steps to sustain their quality of life over the long-term. Participating local governments voluntarily complete and document actions to earn points toward certification.

Sustainable Jersey offers small grants ranging from \$2,000 to \$20,000 to assist communities with completing Sustainable Jersey action items. Over 100 communities have received grants since the program began in 2009. To be eligible for a Sustainable Jersey Small Grant, a community must be registered or certified with Sustainable Jersey and have an active Green Team. The funds can only be used to implement actions that earn points in the Sustainable Jersey program. Several Sustainable Jersey action items are related to providing sustainable transportation options. Safe Routes to School (10 pts), Complete Streets Program (20 pts), Bicycle and/or Pedestrian Audit (5 pts), and Bicycle and/or Pedestrian Plan (10 pts) are actions that support the planning and development of a regional bicycle network and can be funded with a Sustainable Jersey small grant.

Eligible Activities: Planning, Other

Eligible Entities: Municipalities (that are registered with the Sustainable Jersey program and have active Green Teams)

Program Website: <http://www.sustainablejersey.com/>

Program Contact:

Sustainable Jersey Small Grants Program

Email: grants@sustainablejersey.com

Phone: (609) 771-2836

Fax: (609) 637-5162

Table 18: Bicycle and Pedestrian Funding Programs

Program	Program Administrator	Funding Source	Typical Deadline (Subject to Change)	Annual Total	Allotments	Percent Funded	Eligible Projects			Eligible Entities			Program Description	Program Website
							Construction	Planning	Other	Municipalities	Counties	Other		
Bikeway Grant Program	NJDOT	State	October (FY 2015)	\$1.0 M (FY 2014)	\$185K - \$360K (FY 2014)	5.6% 4 of 71 (FY 2014)	✓			✓	✓		Funds projects that promote bicycling as an alternative mode of transportation. Priority is given to dedicated bicycle paths.	http://www.state.nj.us/transportation/business/localaid/bikewaysf.shtm
Safe Streets to Transit	NJDOT	State	October (FY 2015)	\$1.0 M (FY 2014)	\$80K - \$280K (FY 2014)	8% 6 of 75 (FY 2013)	✓			✓	✓		Provides funds for pedestrian improvements within 1/2 mile of a transit stop.	http://www.state.nj.us/transportation/business/localaid/safe.shtm
Municipal Aid	NJDOT	State	October (FY 2015)	\$78.75 M (FY 2014)	\$150K - \$1M (FY 2014)	57.7% 377 of 653 (FY 2014)	✓			✓			Funds appropriated to municipalities based on a formula for transportation projects, including the construction of bikeways.	http://www.state.nj.us/transportation/business/localaid/municipaid.shtm
County Aid	NJDOT	State	February (FY 2015)	\$78.75 M + \$4M in	\$1.6M - \$6.6M \$3.8M to Cumberland County (FY 2015)	47.6% 10 of 21 obtained supplementary funding (FY 2015)	✓				✓		Funds formulaically appropriated to every county for projects included on the Annual Transportation Program (ATP).	http://www.state.nj.us/transportation/business/localaid/countyaid.shtm
Local Aid Infrastructure Funds (LAIF)	NJDOT	State	Rolling	\$7.5 M (FY 2014)	\$30K - \$400K (FY 2014)	N/A	✓			✓	✓		Non-competitive discretionary funds to address emergency and regional transportation needs. Bikeways projects are eligible for funding.	http://www.state.nj.us/transportation/business/localaid/descrfunding.shtm
Local Bridges, Future Needs	NJDOT	State	February (FY 2014)	\$25.0 M (FY 2014)	\$1M per County & Supplemental Funds	Supplementary Funding: 23.8% 5 of 21 (FY 2014)	✓				✓		Funds for the maintenance and rehabilitation of county jurisdiction bridges.	http://www.state.nj.us/transportation/business/localaid/localbridges.shtm
Transit Village	NJDOT	State	October (FY 2015)	\$1.0 M (FY 2014)	\$120K - \$300K (FY 2014)	26.7% 4 of 15 (FY 2014)	✓			✓			Funds for the design and construction of bicycle and pedestrian projects within 1/2 mile of transit station. A community must be a designated Transit Village to be eligible for funding.	http://www.state.nj.us/transportation/business/localaid/transitvillagef.shtm
Green Acres Program	NJDEP	State	July (FY 2014)	\$100 M (FY 2014)	\$300,000 - \$975,000 (FY 2013)	N/A	✓		✓	✓	✓	✓	Grants and loans to fund land acquisition projects for preservation or recreation as well as the construction of off-road bikeways	http://www.nj.gov/dep/greenacres/
Transportation Alternatives Program (TAP)	NJDOT	Federal	May (FY 2014)	\$15.5 M (FY 2014)	\$150K - \$1M (recommended) (FY 2014)	N/A	✓		✓	✓	✓		Funds non-traditional surface transportation projects, including the design, and construction of on- and off-road bikeways.	http://www.state.nj.us/transportation/business/localaid/alternatives.shtm

Table 18 (continued): Bicycle and Pedestrian Funding Programs (as of November 2014)

Program	Program Administrator	Funding Source	Typical Deadline (Subject to Change)	Annual Total	Allotments	Percent Funded	Eligible Projects			Eligible Entities			Program Description	Program Website
							Construction	Planning	Other	Municipalities	Counties	Other		
Safe Routes to School Infrastructure Program	NJDOT	Federal	May (FY 2014)	\$5.69M (FY 2012)	\$30,000 - \$450,000 (FY 2012)	16.7% 25 of 150 (FY 2012)	✓			✓	✓	✓	Funds for infrastructure projects that facilitate walking and bicycling within 2 miles of K-8 schools.	http://www.state.nj.us/transportation/business/localaid/srts.shtm
Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants	USDOT	Federal	May (FY 2014)	\$600 M (FY 2014)	\$125K - \$25M (FY 2014)	9.0% 72 of 797 (FY 2014)	✓	✓		✓	✓	✓	Funds road, rail, transit, and port projects. A 20% match is required for applicants from urban areas while no match is required for rural areas.	http://www.dot.gov/tiger
Recreational Trails Program (RTP)	NJDEP	Federal	February (FY 2013)	\$755,054 (FY 2013)	Up to \$24,000	N/A	✓		✓	✓	✓	✓	Funds to improve access to open space and provide additional biking and hiking opportunities. A 20% match is required.	http://www.state.nj.us/dep/parksandforests/natural/trail_grants.htm
Transportation and Community Development Initiative (TCDI)	DVRPC	Federal	May	\$1 M (FY 2015) (NJ)	Up to \$100,000 (FY 2015) (NJ)	N/A		✓		✓	✓		Funds planning, analysis, or design initiatives that improve the efficiency of the regional transportation system. A 20% match is required.	http://www.dvrpc.org/TCDI/
Congestion, Mitigation, and Air Quality Program (CMAQ)	DVRPC	Federal	May	\$2.6 M (FY 2013) (NJ)	\$160,000 - \$1 M (FY 2013)	N/A	✓	✓	✓	✓	✓		Funds projects that demonstrably reduce air pollution emissions or reduce traffic congestion.	http://www.dvrpc.org/CMAQ/
Congestion Mitigation and Air Quality (CMAQ) Improvement Program	SJTPO	Federal	July (FY 2015)	\$1.9M (FY 2015)	\$30K - \$300K (FY 2012)	N/A	✓		✓	✓	✓	✓	Funds projects and programs that improve air quality and reduce traffic congestion	http://sjtpo.org/CMAQ.html
Highway Safety Improvement Program (HSIP)	SJTPO	Federal	February (FY 2015)	\$1.0M (FY 2015)	N/A	N/A	✓			✓	✓		Funds projects that contribute to a significant reduction in fatalities and serious injuries on all public roads.	http://www.sjtpo.org/HSIP.html
Sustainable Jersey Small Grant Program	Sustainable Jersey	Walmart, PSE&G	January (2013)	\$400,000 (2013)	\$2,000 - \$20,000 (2013)	34 of over 100 (2013)		✓	✓	✓			Funds to implement Sustainable Jersey action items. A municipality must be registered with the Sustainable Jersey program.	http://www.sustainablejersey.com/grants-resources/sustainable-jerseysmall-grants-program/

Technical Support

Many organizations provide support for the planning and implementation of Complete Streets and supportive programs. Below is a list of several regional, state and national organizations that may be useful in such activities.

Cross County Connection TMA

www.driveless.com

Cross County Connection is the Transportation Management Association (TMA) for New Jersey's seven southern counties (Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem). TMAs in New Jersey are non-profit organizations that are funded by the North Jersey Transportation Planning Authority (NJTPA), the Federal Highway Administration (FHWA), New Jersey Department of Transportation (NJDOT), NJ TRANSIT, and others to reduce congestion and improve quality of life by promoting alternative modes of transportation. To accomplish this, Cross County Connection administers the rideshare program for South Jersey, provides a travel-alert service, assists local governments with bicycle and pedestrian planning projects, shuttle bus planning projects, and more.

Cross County Connection is available to assist municipal and county governments with Complete Streets initiatives by providing sample resolutions, presenting to municipal and county staff and officials, conducting bicycle and/or pedestrian audits, identifying funding sources for Complete Streets projects, assisting with the development of bicycle and pedestrian master plans, and creating electronic and print bikeway maps utilizing GIS and GPS technology. For more information about how Cross County Connection can assist with bicycle planning and programming, please call (856) 956-8228.

Federal Highway Administration (FHWA)

www.fhwa.dot.gov

The Federal Highway Administration (FHWA) provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation. Among their resources are bicycle and pedestrian planning guidance documents to support the implementation of best practices. Guidance documents address planning, design, regulations, funding, traffic control signage, and more.

Delaware Valley Regional Planning Commission (DVRPC)

www.dvrpc.org

DVRPC is the Metropolitan Planning Organization (MPO) for the Delaware Valley region, which includes Camden County, Burlington County, Gloucester County, and Mercer County in New Jersey, as well as Philadelphia County, Delaware County, Chester County, Montgomery County, and Bucks County in Pennsylvania. As required by federal law and regulations, DVRPC coordinates a comprehensive, coordinated, and continuing transportation planning program for the nine-county metropolitan region. This is accomplished through the continued the implementation of the 2040 long-range transportation, growth management, and community development plan for the region, which provides the blueprint for where to focus future planning

activities and investments.

DVRPC emphasizes technical assistance and conducts high-priority studies for member county and local governments. DVRPC has developed bicycle and multi-use trail plans, conducted feasibility studies for bicycle facilities, and administers several grant programs that fund the planning and construction of pedestrian and bicycle infrastructure.

South Jersey Transportation Planning Organization (SJTPO)

www.sjtpo.org

SJTPO is the Metropolitan Planning Organization (MPO) for New Jersey's four southern-most counties, including Atlantic, Cape May, Cumberland, and Salem Counties. As required by federal law and regulations, SJTPO coordinates a comprehensive, coordinated, and continuing transportation planning program for the four-county metropolitan region and provides a forum for cooperative decision-making among responsible state and local officials, public and private transit operators, and the general public. SJTPO accomplishes this by adopting long-range regional transportation plans to guide transportation investment decisions, developing the Transportation Improvement Program (TIP) for the metropolitan area, and coordinating several grant funding programs.

New Jersey Bicycle and Pedestrian Resource Center

www.njbikeped.org

The New Jersey Bicycle and Pedestrian Resource Center assists public officials, transportation and health professionals, and the public in creating a safer and more accessible walking and bicycling environment through research, education and dissemination of information about best practices in policy and design. The Bicycle and Pedestrian Resource Center is managed by the Alan M. Voorhees Transportation Center (VTC) at Rutgers, the State University of New Jersey and is supported by the New Jersey Department of Transportation (NJDOT) with funding from the Federal Highway Administration (FHWA).

In addition to conducting research and providing information about best practices, the Bicycle and Pedestrian Resource Center inventories every Complete Streets policy in the state in the New Jersey Complete Streets Policy Compilation. Their website and blog also provide resources about Complete Streets and bicycling in New Jersey.

New Jersey Safe Routes to School Resource Center

www.saferoutesnj.org

The New Jersey Safe Routes to School Resource Center also assists public officials, transportation and health professionals, and the public in creating a safer and more accessible walking and bicycling environment through research, education and dissemination of information about best practices in policy and design. Like the Bicycle and Pedestrian Resource Center, it is also managed by the Alan M. Voorhees Transportation Center (VTC) at Rutgers, the State University of New Jersey and is supported by the New Jersey Department of Transportation (NJDOT) with funding from the Federal Highway Administration (FHWA).

The New Jersey Safe Routes to School Resource Center works with and coordinates the efforts of the SRTS Regional Coordinators at the state's eight Transportation Management Associations. Their

website is also the definitive resource for information about the Safe Routes to School program in New Jersey.

NJDOT Bicycle Resources

www.state.nj.us/transportation/commuter/bike/resources.shtm

The New Jersey Department of Transportation hosts a website dedicated to Complete Streets and has published several Complete Streets resources. NJDOT also provides resources for bicyclists and pedestrian, such as information about laws, safety tips, and regional bicycle maps. Planning resources are also available on the website, including the New Jersey Bicycle and Pedestrian Master Plan and Bicycle Compatible Roadways and Bikeways: Planning and Design Guidelines.

Rails to Trails Conservancy

www.railstotrails.org

Rails to Trails Conservancy is a nonprofit organization based in Washington D.C. whose goal is to create a nationwide network of trails from former rail lines. Rails to Trails advocates and influences policy to make trail building possible and provides information, technical assistance, and training for local trail builders. The Conservancy also provides notices about railway abandonment to help communities pursue opportunities to develop trails.

Bicycle Coalition of Greater Philadelphia

www.bicyclecoalition.org

The Bicycle Coalition of Greater Philadelphia is a nonprofit bicycle advocacy and educational organization that serves Burlington, Camden, Gloucester and Mercer Counties in New Jersey, as well as Philadelphia, Bucks, Chester, Delaware and Montgomery Counties in Pennsylvania. The Bicycle Coalition's efforts have contributed to SEPTA making its buses, trains, and subways bicycle friendly and DRPA allowing bicycle access on the Ben Franklin Bridge. They also provide educational programming, such as the Philadelphia Bicycle Ambassadors and Safe Routes Philly, as well as the now independent Neighborhood Bike Works.

South Jersey Wheelmen

www.sjwheelmen.org

The South Jersey Wheelmen is a recreational bicycling club that organizes club rides, century rides, and conventions. The bicycling club was organized in 1979 and is based in the Vineland area. Most organized rides occur in Cumberland, Gloucester, and Salem counties.

NJ Bike & Walk Coalition

www.njbwc.org

The New Jersey Bike & Walk Coalition is the statewide advocacy organization for bicyclists and pedestrians. The nonprofit organization is dedicated to protecting the rights of bicyclists and walkers, promoting bicycling and walking, educating bicyclists and walkers, and connecting communities to a smart transportation system. The New Jersey Bike & Walk Coalition hosts an annual statewide Bike & Walk Summit in collaboration with the Alan M. Voorhees Transportation Center. The organization also provide bicycle safety courses, such as Traffic Skills 101.

Design Guidance

Several guides have been published that outline design standards for bicycle and pedestrian facilities. The following resources should be consulted during the design of any bicycle or pedestrian project:

Guide for the Development of Bicycle Facilities (2012)

American Association of State Highway and Transportation Officials (AASHTO)

https://bookstore.transportation.org/item_details.aspx?id=1943

AASHTO's guide is one of the most commonly used in the design and development of bikeways. It contains design guidelines and suggested minimum dimensions to help transportation planners and engineers design facilities that are sensitive to local context and meet the needs of bicyclists as well as motorists.

A Policy on Geometric Design of Highways and Streets, 6th Edition (2011)

American Association of State Highway and Transportation Officials (AASHTO)

https://bookstore.transportation.org/collection_detail.aspx?ID=110

AASHTO's guide, commonly referred to as the "Green Book," contains the current design research and practices for highway and street geometric design. The publication is intended to be used as a comprehensive reference manual to assist in administrative, planning, and educational efforts pertaining to design formulation. Design guidelines are included for freeways, arterials, collectors, and local roads, in both urban and rural locations.

Guide for Geometric Design of Transit Facilities on Highway and Streets (2014)

American Association of State Highway and Transportation Officials (AASHTO)

https://bookstore.transportation.org/item_details.aspx?id=2215

This guide provides a comprehensive reference of current practice in the geometric design of transit facilities on streets and highways, including local buses, express buses, and bus rapid transit operating in mixed traffic, bus lanes, and high-occupancy vehicle lanes, as well as bus-only roads within street and freeway environments. It also covers streetcars and LRT running in mixed traffic and transit lanes, and within medians along arterial roadways

Urban Street Design Guide (2013)

National Association of City Transportation Officials (NACTO)

<http://nacto.org>

The focus of NACTO's Guide is the design of city streets and public spaces, and emphasizes city street design as a unique practice with its own set of design goals, parameters, and tools. Certain sections of the guide reference material from the Urban Bikeway Design Guide

Urban Bikeway Design Guide (2011)

National Association of City Transportation Officials (NACTO)

<http://nacto.org/cities-for-cycling/design-guide/>

NACTO's guide includes state-of-the-practice design treatments found in the best cycling cities in the world. Many of the treatments included in this guide are not in AASHTO's guide; however the Federal Highway Administration officially endorsed the guide in August 2013 and all but two treatments included in the document are permitted under the MUTCD.¹⁶ This guide is particularly useful when designing bikeways in urban settings.

Manual on Uniform Traffic Control Devices (2009)

Federal Highway Administration (FHWA)

http://mutcd.fhwa.dot.gov/pdfs/2009r1r2/pdf_index.htm

FHWA's manual specifies standards for traffic signs, road markings, and signals, including dimensions, colors, fonts, and materials. All traffic control devices in the US must generally conform to these standards.

Roadway Design Manual (2008)

New Jersey Department of Transportation (NJDOT)

<http://www.state.nj.us/transportation/eng/documents/RDM/>

NJDOT's roadway design manual presents the Department's current guidelines pertaining to roadway design on the State Highway system. The design guidance provides a way to uniformly and safely develop a highway system to meet the needs of all road users, including bicyclists.

¹⁶ United States Department of Transportation, Federal Highway Administration. (2013). Memorandum : Bicycle and Pedestrian Facility Design Flexibility. < http://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/design_guidance/design_flexibility.cfm>

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APPENDIX C: COMPLETE STREETS CHECKLIST

NJDOT Complete Streets Checklist

Background

The New Jersey Department of Transportation's Complete Streets Policy promotes a "comprehensive, integrated, connected multi-modal network by providing connections to bicycling and walking trip generators such as employment, education, residential, recreational and public facilities, as well as retail and transit centers." The policy calls for the establishment of a checklist to address pedestrian, bicyclist and transit accommodations "with the presumption that they shall be included in each project unless supporting documentation against inclusion is provided and found to be justifiable."

Complete Streets Checklist

The following checklist is an accompaniment to NJDOT's Complete Streets Policy and has been developed to assist Project Managers and designers develop proposed alternatives in adherence to the policy. Being in compliance with the policy means that Project Managers and designers plan for, design, and construct all transportation projects to provide appropriate accommodation for bicyclists, pedestrians, and transit users on New Jersey's roadways, in addition to those provided for motorists. It includes people of all ages and abilities. The checklist applies to all NJDOT projects that undergo the Capital Project Delivery (CPD) Process and is intended for use on projects during the earliest stages of the Concept Development or Preliminary Engineering Phase so that any pedestrian or bicycle considerations are included in the project budget. The Project Manager is responsible for completing the checklist and must work with the Designer to ensure that the checklist has been completed prior to advancement of a project to Final Design.

Using the Complete Streets Checklist

The Complete Streets Checklist is a tool to be used by Project Managers and designers throughout Concept Development and Preliminary Engineering to ensure that all developed alternatives reflect compliance with the Policy. When completing the checklist, a brief description is required for each "Item to be Addressed" as a means to document that the item has been considered and can include supporting documentation.

NJDOT Complete Streets Checklist

CONCEPT DEVELOPMENT CHECKLIST

Instructions:

For each box checked, please provide a brief description for how the item is addressed, not addressed or not applicable and include documentation to support your answer.

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<i>Existing Bicycle, Pedestrian and Transit Accommodations</i>	Are there accommodations for bicyclists, pedestrians (including ADA compliance) and transit users included on or crossing the current facility? Examples include (but are not limited to): Sidewalks, public seating, bike racks, and transit shelters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Bicycle and Pedestrian Operations</i>	Has the existing bicycle and pedestrian suitability or level of service on the current transportation facility been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Have the bicycle and pedestrian conditions within the study area, including pedestrian and/or bicyclist treatments, volumes, important connections and lighting been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Do bicyclists/pedestrians regularly use the transportation facility for commuting or recreation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Are there physical or perceived impediments to bicyclist or pedestrian use of the transportation facility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Is there a higher than normal incidence of bicyclist/pedestrian crashes within the study area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Have the existing volumes of pedestrian and/or bicyclist crossing activity at intersections including midblock and nighttime crossing been collected/provided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<i>Existing Transit Operations</i>	Are there existing transit facilities within the study area, including bus and train stops/stations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Is the transportation facility on a transit route?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Is the transportation facility within two miles of "park and ride" or "kiss and go" lots?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Are there existing or proposed bicycle racks, shelters, or parking available at these lots or transit stations? Are there bike racks on buses that travel along the facility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Motor Vehicle Operations</i>	Are there existing concerns within the study area, regarding motor vehicle safety, traffic volumes/congestion or access?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Truck/Freight Operations</i>	Are there existing concerns within the study area, regarding truck/freight safety, volumes, or access?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Access and Mobility</i>	Are there any existing access or mobility considerations, including ADA compliance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Are there any schools, hospitals, senior care facilities, educational buildings, community centers, residences or businesses of persons with disabilities within or proximate to the study area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Land Usage</i>	Have you identified the predominant land uses and densities within the study area, including any historic districts or special zoning districts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Is the transportation facility in a high-density land use area that has pedestrian/bicycle/motor vehicle and transit traffic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<i>Major Sites</i>	Have you identified the major sites, destinations, and trip generators within or proximate to the study area, including prominent landmarks, employment centers, recreation, commercial, cultural and civic institutions, and public spaces?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Streetscape</i>	Are there existing street trees, planters, buffer strips, or other environmental enhancements such as drainage swales within the study area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Existing Plans</i>	<p>Are there any comprehensive planning documents that address bicyclist, pedestrian or transit user conditions within or proximate to the study area?</p> <p>Examples include (but are not limited to):</p> <ul style="list-style-type: none"> • SRTS Travel Plans • Municipal or County Master or Redevelopment Plan • Local, County and Statewide Bicycle and Pedestrian Plans • Sidewalk Inventories • MPO Transportation Plan • NJDOT Designated Transit Village 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

PROJECT MANAGER SIGN-OFF

Statement of Compliance	YES	NO	If NO, Please Describe Why (refer to Exemptions Clause)
The Preliminary Preferred Alternative (PPA) accommodates bicyclists and pedestrians as set forth in the New Jersey Department of Transportation's Complete Streets Policy.	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

PRELIMINARY ENGINEERING CHECKLIST

Instructions:

For each box checked, please provide a brief description for how the item is addressed, not addressed or not applicable and include documentation to support your answer.

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<p><i>Bicyclist, Pedestrian, and Transit Accommodations</i></p>	<p>Does the proposed project design include accommodations for bicyclists?</p> <p>Examples include (but are not limited to):</p> <p>Bicycle facilities: bicycle path; bicycle lane; bicycle route; bicycle boulevard; wide outside lanes or improved shoulders; bicycle actuation at signals (loop detectors and stencil or other means); signs, signals and pavement markings specifically related to bicycle operation on roadways or shared-use facilities; bicycle safe inlet grates</p> <p>Bicycle amenities: Call boxes (for trail or bridge projects); drinking fountains (also for trail projects); secure long term bicycle parking (e.g., for commuters and residents); and secure short term bicycle parking.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<p>Does the proposed project design address accommodations for pedestrians?</p> <p>Examples include (but are not limited to):</p> <p>Pedestrian facilities: Sidewalks (preferably on both sides of the street); mid-block crosswalks; striped crosswalks; geometric modifications to reduce crossing distances such as curb extensions (bulb-outs); pedestrian-actuated traffic signals such as High Intensity Activated Crosswalk Beacons, Rapid Rectangular Flashing Beacons; dedicated pedestrian phase; pedestrian</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
	signal heads and pushbuttons; pedestrian signs for crossing and wayfinding, lead pedestrian intervals; high visibility crosswalks (e.g., ladder or zebra); pedestrian-level lighting; in-road warning lights; pedestrian safety fencing; pedestrian detection system; pedestrian overpass/underpass; and median safety islands for roadways with (two or more traffic lanes in each direction). Pedestrian amenities: Shade trees; public seating; drinking fountains				
	Have you coordinated with the corresponding transit authority to accommodate transit users in the project design? Transit facilities: Transit shelters, bus turnouts Transit amenities: public seating, signage, maps, schedules, trash and recycling receptacles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Bicyclist and Pedestrian Operations</i>	Does the proposed design consider the desired future bicyclist and walking conditions within the project area including safety, volumes, comfort and convenience of movement, important walking and/or bicycling connections, and the quality of the walking environment and/or availability of bicycle parking?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Transit Operations</i>	Does the proposed design address the desired/ anticipated future transit conditions within the project area, including bus routes and operations and transit station access support transit usage and users?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<i>Motor Vehicle Operations</i>	Does the proposed design address the desired future motor vehicle conditions within the project area, including volumes, access, important motor vehicle connections, appropriateness of motor vehicle traffic to the particular street (e.g., local versus through traffic) and the reduction of the negative impacts of motor vehicle traffic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Truck/Freight Operations</i>	Does the proposed design address the desired future truck conditions within the project area, including truck routes, volumes, access, mobility and the reduction of the negative impacts of truck traffic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Access and Mobility</i>	Does the proposed design address accommodations for those with access or mobility challenges such as the disabled, elderly, and children, including ADA compliance? Examples include (but are not limited to): Curb ramps, including detectable warning surface; accessible signal actuation; adequate sidewalk or paved path (length & width or linear feet); acceptable slope and cross-slope (particularly for driveway ramps over sidewalks, over crossings and trails); and adequate green signal crossing time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Land Usage</i>	Is the proposed design compatible with the predominant land uses and densities within the project area, including any historic districts or special zoning districts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Major Sites</i>	Can the proposed design support the major sites, destinations, and trip generators within or proximate to the project area, including prominent landmarks, <i>commercial</i> , cultural and civic institutions, and public spaces?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

NJDOT Complete Streets Checklist

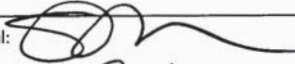
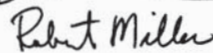
Item to be Addressed	Checklist Consideration	YES	NO	N/A	Required Description
<i>Streetscape</i>	Does the proposed design include landscaping, street trees, planters, buffer strips, or other environmental enhancements such as drainage swales?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Design Standards or Guidelines</i>	Does the proposed design follow all applicable design standards or guidelines appropriate for bicycle and/or pedestrian facilities? Examples include (but are not limited to): American Association of State Highway and Transportation Officials (AASHTO) - <i>A Policy on Geometric Design of Highway and Streets, Guide for the Development of Bicycle Facilities, Guide for the Planning, Design, and Operation of Pedestrian Facilities; Public Right-of-Way Accessibility Guide (PROWAG); Manual on Uniform Traffic Control Devices (MUTCD); Americans with Disabilities Act Accessibility Guidelines (ADAAG); National Association of City Transportation Officials (NACTO) - Urban Bikeway Design Guide; New Jersey Department of Transportation (NJDOT) - Bicycle Compatible Roadways & Bikeways Planning and Design Guidelines, Pedestrian Planning and Design Guidelines.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

PROJECT MANAGER SIGN-OFF

Statement of Compliance	YES	NO	If NO, Please Describe Why (refer to Exemptions Clause)
The Approved Project Plan (APP) accommodates bicyclists and pedestrians as set forth in the New Jersey Department of Transportation's Complete Streets Policy.	<input type="checkbox"/>	<input type="checkbox"/>	

APPENDIX D: SAMPLE COMPLETE STREETS POLICIES

New Jersey Department of Transportation (December 3, 2009)

DEPARTMENT OF TRANSPORTATION POLICY		Policy No. 703 Supersedes: 703 dated 8/7/89 Page 1 of 3
SUBJECT: Complete Streets Policy	Effective Date: 12/03/2009	Commissioner Approval:  Sponsor Approval: Robert Miller  Contact Telephone #: 530-3855

I. PURPOSE
To create and implement a Complete Streets Policy in New Jersey through the planning, design, construction, maintenance and operation of new and retrofit transportation facilities within public rights of way that are federally or state funded, including projects processed or administered through the Department's Capital Program.

II. DEFINITIONS
A Complete Street is defined as means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options.

III. BACKGROUND
The benefits of Complete Streets are many and varied:

- Complete Streets improve safety for pedestrians, bicyclists, children, older citizens, non-drivers and the mobility challenged as well as those that cannot afford a car or choose to live car free.
- Provide connections to bicycling and walking trip generators such as employment, education, residential, recreation, retail centers and public facilities.
- Promote healthy lifestyles.
- Create more livable communities.
- Reduce traffic congestion and reliance on carbon fuels thereby reducing greenhouse gas emissions.
- Complete Streets make fiscal sense by incorporating sidewalks, bike lanes, safe crossings and transit amenities into the initial design of a project, thus sparing the expense of retrofits later.

IV. POLICY
The New Jersey Department of Transportation shall implement a Complete Streets policy through the planning, design, construction, maintenance and operation of new and retrofit transportation facilities, enabling safe access and mobility of pedestrians, bicyclists, transit users of all ages and abilities. This includes all projects funded through the Department's Capital Program. The Department strongly encourages the adoption of similar policies by regional and local jurisdictions who apply for funding through Local Aid programs.

**DEPARTMENT OF TRANSPORTATION
POLICY**

Policy No. 703
Page 2 of 3

SUBJECT: NJDOT Complete Streets Policy	Effective Date: 12/03/2009
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1. Create a comprehensive, integrated, connected multi-modal network by providing connections to bicycling and walking trip generators such as employment, education, residential, recreational and public facilities, as well as retail and transit centers.
2. Provide safe and accessible accommodations for existing and future pedestrian, bicycle and transit facilities.
3. Establish a checklist of pedestrian, bicycle and transit accommodations such as accessible sidewalks curb ramps, crosswalks, countdown pedestrian signals, signs, median refuges, curb extensions, pedestrian scale lighting, bike lanes, shoulders and bus shelters with the presumption that they shall be included in each project unless supporting documentation against inclusion is provided and found to be justifiable.
4. Additionally, in rural areas, paved shoulders or a multi-use path shall be included in all new construction and reconstruction projects on roadways used by more than 1,000 vehicles per day. Paved shoulders provide safety and operational advantages for all road users. Shoulder rumble strips are not recommended when used by bicyclists, unless there is a minimum clear path of four feet in which a bicycle may safely operate. If there is evidence of heavy pedestrian usage then sidewalks shall be considered in the project.
5. Establish a procedure to evaluate resurfacing projects for complete streets inclusion according to length of project, local support, environmental constraints, right-of-way limitations, funding resources and bicycle and/or pedestrian compatibility.
6. Transportation facilities are long-term investments that shall anticipate likely future demand for bicycling and walking facilities and not preclude the provision of future improvements.
7. Address the need for bicyclists and pedestrians to cross corridors as well as travel along them. Even where bicyclists and pedestrians may not commonly use a particular travel corridor that is being improved or constructed, they will likely need to be able to cross that corridor safely and conveniently. Therefore, the design of intersections, interchanges and bridges shall accommodate bicyclists and pedestrians in a manner that is safe, accessible and convenient.
8. Design bicycle and pedestrian facilities to the best currently available standards and practices including the New Jersey Roadway Design Manual, the AASHTO Guide for the Development of Bicycle Facilities, AASHTO's Guide for the Planning, Design and Operation of Pedestrian Facilities, the Manual of Uniform Traffic Control Devices and others as related.

**DEPARTMENT OF TRANSPORTATION
POLICY**

Policy No. 703
Page 3 of 3

SUBJECT: NJDOT Complete Streets Policy	Effective Date: 12/03/2009
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9. Research, develop and support new technologies in improving safety and mobility.
10. Make provisions for pedestrians and bicyclists when closing roads, bridges or sidewalks for construction projects as outlined in NJDOT Policy #705 – Accommodating Pedestrian and Bicycle Traffic During Construction.
11. Improvements should also consider connections for Safe Routes to Schools, Safe Routes to Transit, Transit Villages, trail crossings and areas or population groups with limited transportation options.
12. Establish an incentive within the Local Aid Program for municipalities and counties to develop and implement a Complete Streets policy.
13. Improvements must comply with Title VI/Environmental Justice, Americans with Disabilities Act (ADA) and should complement the context of the surrounding community.
14. Implement training for Engineers and Planners on Bicycle/Pedestrian/Transit policies and integration of non-motorized travel options into transportation systems.
15. Establish Performance Measures to gauge success.

V. EXEMPTIONS

Exemptions to the Complete Streets policy must be presented for final decision to the Capital Program Screening Committee in writing by the appropriate Assistant Commissioner and documented with supporting data that indicates the reason for the decision and are limited to the following:

- 1) Non-motorized users are prohibited on the roadway.
- 2) Scarcity of population, travel and attractors, both existing and future, indicate an absence of need for such accommodations.
- 3) Detrimental environmental or social impacts outweigh the need for these accommodations.
- 4) Cost of accommodations is excessively disproportionate to cost of project, more than twenty percent (20%) of total cost.
- 5) The safety or timing of a project is compromised by the inclusion of Complete Streets.

An exemption other than those listed above must be documented with supporting data and must be approved by the Capital Program Committee along with written approval by the Commissioner of Transportation.

VI. AUTHORITY

N.J.S.A. Title 27

Camden City (June 13, 2013)

RESOLUTION ESTABLISHING A "COMPLETE STREETS" POLICY FOR THE CITY OF CAMDEN

WHEREAS, a "complete street" is a street that is designed for all users, including pedestrians, bicyclists, transit riders, motorists and people of all ages and abilities; and

WHEREAS, a "complete street" is defined as a means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options; and

WHEREAS, the benefits of complete streets include improving safety for pedestrians, bicyclists, transit riders, drivers, children, older citizens, non-drivers and the mobility challenged as well as those that cannot afford a car or choose to live car free; providing connections to bicycling and walking trip generators such as employment, education, residential, recreation, retail centers and public facilities; promoting healthy lifestyles; creating more livable communities and economic development opportunities; reducing traffic congestion and reliance on carbon fuels thereby reducing greenhouse gas emissions; and, saving money by incorporating sidewalks, on-street bike facilities, safe crossings and transit amenities into the initial design of a project, thus sparing the expense of retrofits later; and

WHEREAS, the City of Camden recognizes that all streets are different and is committed to creating context-sensitive street corridors that balance user needs and accommodate all road users of all ages and abilities for all trips; and

WHEREAS, the City Council wishes to reinforce its commitment to creating a comprehensive, integrated, connected street network that accommodates all road users of all abilities and for all trips;

NOW THEREFORE BE IT RESOLVED that all public streets projects, including new construction, reconstruction, retrofitting, extensive maintenance and operations, in the City of Camden, shall be designed and constructed as complete streets. This policy shall be implemented as follows:

- 1. All City streets shall be designed and constructed to include accommodations for pedestrians, bicyclists, public transit and motorists. Complete streets shall accommodate users of all ages and abilities.**
- 2. Recognizing the inter-connected multi-modal network of the street grid, the City of Camden will work with Camden County, the Delaware River Port Authority, the New Jersey Department of Transportation and other related agencies to ensure complete streets principles are incorporated in a context-sensitive manner.**
- 3. While complete streets principles are context-sensitive, complete streets features will be considered from the earliest stages of project delivery and throughout project life cycle, including project development and scoping, roadway design standards, capital programming procedures, and operation and maintenance practices. Departments shall reference the New Jersey Roadway Design Manual; the NACTO Urban Bikeway Design Guide; the AASHTO Guide for the Development of Bicycle Facilities; AASHTO Guide for the Planning, Design and Operation of Pedestrian Facilities; the Manual of Uniform Traffic Control Devices; and other design criteria as necessary, striving to balance all needs, when repaving, retrofitting, or reconstructing streets.**

4. The City of Camden Division of Capital Improvements and Project Management should make complete streets practices a routine part of everyday operations, should approach every transportation project (including new and retrofitted projects) as an opportunity to improve public streets and the transportation network for all users and should work in coordination with other departments, agencies and jurisdiction to achieve complete streets.
 - a. The Division is authorized to coordinate with Camden County to suggest the inclusion of complete streets improvements as part of County new construction, reconstruction, retrofitting, extensive maintenance and operations road projects at the earliest stages of project delivery and throughout the project life cycle to create complete streets accommodations on County roads within the City of Camden.
5. The City of Camden Planning Board and the Zoning Board of Adjustment, along with their respective planning and engineering professionals, shall incorporate this complete streets policy into its reviews of major site plans and redevelopment projects; all initial planning and design studies, environmental reviews, and other project reviews for projects requiring funding approval by the City of Camden should: 1) evaluate the effect of the proposed project on safe travel by all users, and 2) identify measures to mitigate any adverse impacts on such travel that are identified.
6. The City of Camden shall incorporate the goals and objectives of the Complete Streets Policy into the next reexamination, update, revision, amendment or adoption of the City of Camden Master Plan.
7. To facilitate timely implementation of the new policy, the following steps shall be taken:
 - a. A memorandum outlining this new policy will be distributed to all department heads within 90 days of this resolution.
 - b. NJDOT's "Complete Streets Implementation Checklist" will be reviewed within 90 days and will be used to assist in project planning, design and development of proposed alternatives, as well as construction and maintenance of publicly funded projects. This checklist can be found within the *NJDOT Complete Streets Implementation Guide* at: <http://www.state.nj.us/transportation/eng/completestreets/pdf/cscreateimplementationplan.pdf>
 - c. At least one training about complete streets will be conducted for appropriate staff within 180 days of this resolution.
 - d. Oversight of the new complete streets policy will be handled by the Public Works Director, or other appropriate cabinet officials approved by City Council.
8. Exceptions may be made to this policy under any one of the following conditions:
 - a. Bicycle and pedestrian facilities are not required where they are prohibited by law.
 - b. When the cost of incorporating a new bicycle, pedestrian, and/or public transit facilities is excessive, defined as greater than 20% of the overall project cost, the need for and/or probable use of the facility shall be considered in making the determination as to whether or not an exception should be approved at this time or held for future consideration. This determination may occur during the budget and capital improvements program approval process or when project plans and specifications are

being prepared. Exceptions due to cost increases shall be sent to City Council and Planning Director for formal approval.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Camden hereby consents that all public street projects, both new construction and reconstruction, in the City of Camden shall be designed and constructed as complete streets; and

BE IT FURTHER RESOLVED, that this resolution shall remain on file in the City Clerk's office.

Camden County (December 19, 2013)**RESOLUTION**

Res. 33-1

**RESOLUTION SUPPORTING THE ESTABLISHMENT AND ADOPTION
OF A "COMPLETE STREETS" POLICY**

WHEREAS, the County of Camden is committed to improving the quality of life of residents and visitors and to the creation of street corridors that accommodate all road users of all ages and abilities for all trips; and

WHEREAS, a "Complete Street" is defined by the New Jersey Department of Transportation under Policy No. 703 as a "means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options"; and

WHEREAS, the full integration of all modes of travel in the design of streets and highways will increase capacity and efficiency of the road network, reduce traffic congestion by improving mobility options, limit greenhouse gases, improve air quality; and

WHEREAS, the benefits of complete street include improving safety for pedestrian, bicyclist, children, older citizens, non-drivers and the mobility challenged as well as those that cannot afford a car or choose to live car free; providing connections to bicycling and walking trip generators such as employment, education, residential, recreation, retail centers and public facilities; promoting healthy lifestyles; creating more livable communities; reducing traffic congestion and the reliance on carbon based fuels; and saving money by considering the incorporation of sidewalks, bike lanes, safe crossings and transit amenities into the initial design of a project, thus sparing the expense of later retrofits; and

RESOLUTION

Res-Pg: 13-2

WHEREAS, the Board of Chosen Freeholders of the County of Camden wishes to implement a Complete Streets policy through the planning, design, construction, maintenance and operation of new and retrofit transportation facilities, to safely accommodate the access and mobility of pedestrians, bicyclists, public transit users of all ages and abilities; and

WHEREAS, it is the intent of the Board of Chosen Freeholders that to the extent practicable the Camden County Complete Streets policy shall include all roads, bridges, parks and building projects undertaken by Camden County; now, therefore,

BE IT RESOLVED by the Board of Chosen Freeholders of the County of Camden that

1. The above recitals are incorporated herein.
2. The Board consents to the establishment and adoption of the following as the Camden County "Complete Streets Policy", and those goals and objectives contained therein.
 - A. Provide safe and accessible accommodations for existing and future pedestrian, bicycle and public transit facilities.
 - B. Establish a checklist of pedestrian, bicycle and public transit accommodations such as accessible sidewalk curb ramps, crosswalks, countdown pedestrian signals, signs, curb extensions, pedestrian scale lighting, bike lanes, or bicycle markings, and shoulders for consideration in each project where county jurisdiction applied.
 - C. All County transportation projects shall be evaluated for Complete Streets inclusion with consideration of local support, environmental constraints, right-of-way availability, funding resources, and bicycle and/or pedestrian compatibility.
 - D. Complete Streets policies shall support the goals of the Camden County Master Plan.

RESOLUTION

Res. 33-3

- E. Transportation facilities constructed for long term use shall anticipate likely future demand for bicycling and walking facilities and not preclude the provision of future improvements.
- F. Bicycle and pedestrian facilities shall be designed and constructed to the best currently available guides, standards and practices from the New Jersey Department of Transportation & American Association of State Highway and Transportation Officials.
- G. Provisions shall be made for pedestrians and bicyclists when closing roads, bridges or sidewalks for construction projects consistent with NJDOT policy.
- H. Improvements shall also consider connections for Safe Routes to Schools, Safe Routes to Transit, Transit Villages, Parks and areas or population groups with limited transportation options.
- I. Improvements shall be "complete" for all mobile participants; not severely affect the operations of a mode of transportation for the benefit of another; and complement the context of the surrounding community.
- J. All municipalities, private developers and other entities must obtain prior approval from the County Engineer of any complete streets related construction on its County roadways.
- K. Exemptions to the Complete Streets policy shall be presented for final decision to the County Engineer in writing and documented with supporting data that indicates the reason for the decision and are limited to the following:
 - A. Where non-motorized users are prohibited by law.
 - B. Scarcity of population, travel and attractors, both existing and future, indicate an absence of need for such accommodations. Public Transit facilities shall not be required on streets not serving as transit routes and its need will be determine on a project basis.
 - C. Detrimental environmental or social impacts outweigh the positive effects of accommodations.

RESOLUTION

Res-Pg: 33-4

- D. Cost of accommodations is excessively disproportionate to cost of project.
- E. The safety or timing of a project is compromised by the inclusion of Complete Streets.
- F. An exemption other than those listed above must be documented with supporting data and must be approved by the County Engineer.

JAP/enc
File No. 4076-#23 Highway Misc. 2013
Files General/Highway Dept./Resolutions 2013/Resol.supporting establishment of Complete Streets -
12-18-13

CERTIFICATION
I HEREBY CERTIFY THE ABOVE TO BE A TRUE
COPY OF A RESOLUTION ADOPTED BY THE
BOARD OF CROSS-COUNTY HOLDERS OF THE
COUNTY OF CAMDEN AT A MEETING HELD

Thomas DePina
CLERK OF THE BOARD

Cherry Hill Township (March 24, 2014)

RESOLUTION 2014-3-9

RESOLUTION TO ESTABLISH AND ADOPT A COMPLETE STREETS POLICY AND TECHNICAL ADVISORY COMMITTEE

WHEREAS, Complete Streets describes a comprehensive, integrated transportation network with infrastructure and design that allows safe and convenient travel along and across streets for all users, including pedestrians, bicyclists, transit riders, emergency responders, motorists, and people of all ages and abilities; and

WHEREAS, the Township of Cherry Hill is committed to creating safe corridors that accommodate all users of the public right-of-way; and

WHEREAS, the full integration of all modes of travel in the design of streets and highways will increase the capacity and efficiency of the road network, reduce traffic congestion by improving mobility options, limit greenhouse gases, improve air quality and enhance the general quality of life; and

WHEREAS, significant accomplishments have already been achieved by incorporating pedestrian safety and traffic calming measures when public streets are improved; and

WHEREAS, the implementation of a Complete Streets policy fulfills the goals, vision, and recommendations outlined in the Township's Master Plan but more specifically, the Township's Bicycle & Pedestrian Master Plan; and

NOW, THEREFORE BE IT RESOLVED, that the Township of Cherry Hill affirms that Complete Streets policies, which address the needs of all users of all abilities and all trips, shall be considered in all planning, design, approval, and implementation processes, where feasible and not exempted, for any construction, reconstruction, retrofit, maintenance, alteration, or repair of streets, bridges, or other portions of the transportation network, including pavement resurfacing, restriping, and signalization operations if the safety and convenience of users can be improved within the scope of work; and

BE IT FURTHER RESOLVED, that during the development, amendment, and/or adoption of any future plan, ordinance, law, procedures, rule or regulation, the Township, including its Departments, Divisions, Boards, and/or affiliated agencies, will consider integration and/or reference to the Complete Streets Policy as to provide for internal consistency amongst those policies and regulations; and

BE IT FURTHER RESOLVED, that the Township shall establish a Complete Streets Technical Advisory Committee comprised of a representative from each of the following Departments: the Department of Engineering & Public Works; the Department of Community Development; the Mayor's Office; and the Cherry Hill Township Police Department – Traffic Safety Unit, for the purpose of assessing

Printed: Mar 24, 2014

applicable projects utilizing the Complete Streets Checklist and provide recommendations on the integration of pedestrian and bicycle facilities to the appropriate jurisdictional agency, where feasible and not exempted; and

BE IT FURTHER RESOLVED, that roadways, and bicycle and pedestrian facilities, shall be designed and constructed, where feasible and not exempted, to the best currently available standards and practices includes the New Jersey Roadway Design Manual, the AASHTO Guide for the Development of Bicycle Facilities, AASHTO's Guide for the Planning, Design and Operation of Pedestrian Facilities, the Manual of Uniform Traffic Control Devices and others, as deemed applicable by the respective jurisdictional agency and/or its professional consultants; and

BE IT FURTHER RESOLVED, that feasibility and exemptions are determined at the sole discretion of the Technical Advisory Committee; and

BE IT FURTHER RESOLVED, that the Township shall annually assess the impact of the Complete Streets Policy using performance standards; and

BE IT FURTHER RESOLVED, bicycle and pedestrian facilities shall be established in applicable projects unless one or more of the following conditions apply:

- 1) Non-motorized users are prohibited by law from using the roadway.
- 2) The cost of accommodations is excessively disproportionate to the cost of the project, as defined at more than fifteen percent (15%) of the total cost.
- 3) Scarcity of population, travel and visitors, both existing and future, indicate an absence of need for such accommodations.
- 4) Detrimental environmental or social impacts outweigh the need for these accommodations.
- 5) The safety or timing of the project is compromised by the inclusion of Complete Streets.

BE IT FURTHER RESOLVED, by the Mayor and Township Council of the Township of Cherry Hill, County of Camden, State of New Jersey, hereby adopts the Complete Streets Policy as outlined in this resolution and Attachment A: Cherry Hill Township Complete Streets Policy.

ADOPTED: MARCH 24, 2014


COUNCIL PRESIDENT

ATTEST:


NANCY L. SAFFOS, RMC
TOWNSHIP CLERK

Printed - Mar 31, 2014

Medford Township (October 16, 2012)

October 16, 2012

TOWNSHIP OF MEDFORD

RESOLUTION 132-2012

Establishing a Complete Streets Policy

WHEREAS, the Township of Medford is committed to creating street and roadway corridors that safely accommodate all street and road users of all abilities; and

WHEREAS, the Township Council supports this "complete streets" initiative and desires to reinforce its commitment to creating a comprehensive, integrated, connected street and road network that safely accommodates all street and road users of all abilities for all trips; and

NOW, THEREFORE, BE IT RESOLVED by the Township Council of the Township of Medford that the Township hereby supports the "complete streets" initiative by making it Township policy that all public street and road projects, both new construction and reconstruction (excluding maintenance) undertaken by the Township of Medford shall be designed whenever feasible and subject to Council approval to do so in order to safely accommodate travel by pedestrians, bicyclists, public transit, and motorized vehicles and their passengers, with special priority given to pedestrian safety, subject to the following conditions:

A. Pedestrian and bicycle facilities shall not be required where they are prohibited by law.

B. Public transit facilities shall not be required on streets or roads not serving transit routes and the desirability of transit facilities will be determined on a project specific basis.

C. In any project, should the cost of pedestrian, bicycle, and/or public transit facilities cause an increase in project cost exceeding 5% as determined by engineering estimates, that would have to be funded with local tax dollars, then, and in that event, approval by Council shall be obtained for the same prior to bidding the project.

I hereby certify that the foregoing is a true copy of a Resolution adopted by the Township Council of the Township of Medford, at a meeting held on the 16th day of October, 2012.

Kathy Burger, Township Clerk

North Wildwood (October 2, 2012)**CITY OF NORTH WILDWOOD**
Cape May County, New Jersey**RESOLUTION****TO ESTABLISH A COMPLETE STREETS POLICY**

WHEREAS, the City of North Wildwood is committed to creating street corridors that safely accommodate all road users of all abilities; and

WHEREAS, the New Jersey Department of Transportation's Complete Streets policy states, "A Complete Street is defined as a means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options."; and

WHEREAS, significant accomplishments have already been achieved by incorporating pedestrian safety and traffic calming measures when public streets are improved; and

WHEREAS, the City Council supports this "Complete Streets" initiative and wishes to reinforce its commitment to creating a comprehensive, integrated, connected street network that safely accommodates all road users of all abilities and disabilities and for all trips;

NOW THEREFORE, BE IT RESOLVED that the City of North Wildwood hereby endorses the principles contained in the New Jersey Department of Transportation's Complete Streets policy (N.J.S.P. Title 27) and said principles are made part of North Wildwood's Complete Streets policy adopted by the City as presented in this Resolution.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of North Wildwood, County of Cape May, State of New Jersey, that all public street projects, both new construction and reconstruction (excluding maintenance) undertaken by the City shall be designed and constructed as "Complete Streets" whenever feasible to do so in order to safely accommodate travel by pedestrians, bicyclists, public transit, and motorized vehicles and their passengers, with special priority given to bicyclist and pedestrian safety subject to the following conditions:


1. Pedestrian and bicycle facilities shall not be required where they are prohibited by law.
2. Public transit facilities shall not be required on streets not serving as transit routes and the desirability of transit facilities will be determined on a project specific basis.
3. In any project, should the cost of pedestrian, public transit, and/or bicycle facilities cause an increase in project costs in excess of 5%, as determined by engineering estimates, that would have to be funded with local tax dollars, then and in that event, approval by Council must be obtained for same prior to bidding of the project.


NOW THEREFORE, BE IT FURTHER RESOLVED that the Mayor or his designee shall present this Resolution to the Commissioner of the New Jersey Department of Transportation for inclusion in the Department of Transportation file in recognition of the City's efforts to adopt its Clean Streets Policy as it relates to the City's participation in the Departments Local Aid programs and related state and federal programs

OFFERED BY: KOEHLER SECONDED BY: TOLOMEO

STATE OF NEW JERSEY COUNTY OF CAPE MAY
 I, Janet H. Harkins, Clerk of the City of North Wildwood, in the County of Cape May, State of New Jersey, do hereby certify that the foregoing is a correct and true copy of a Resolution adopted by the Mayor and Council of the City of North Wildwood at a meeting duly held on the 2nd day of October 2012.

Dated: October 2, 2012

Signed: 
 Janet H. Harkins - City Clerk

Approved: 
 William J. Henfey - Mayor

	Aye	Nay	Abstain	Absent		Aye	Nay	Abstain	Absent
Tofomen	✓				Koehler	✓			
Zaripiri	✓				Bishop	✓			
Kane	✓				Rosenillo	✓			
Del Conte	✓								

RESOLUTION # 159-12

Woodbine Borough (December 6, 2012)

**BOROUGH OF WOODBINE
COUNTY OFF CAPE MAY
RESOLUTION TO ESTABLISH A COMPLETE STREETS POLICY
RESOLUTION NO. 12-112-2012**

WHEREAS, the Borough of Woodbine is committed to creating street corridors that safely accommodate all road users of all abilities; and

WHEREAS, the New Jersey Department of Transportation's Complete Streets policy states, "A Complete Street is defined as a means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options."; and

WHEREAS, significant accomplishments have already been achieved by incorporating pedestrian safety and traffic calming measures when public streets are improved; and

WHEREAS, Borough Council supports this "Complete Streets" initiative and wishes to reinforce its commitment to creating a comprehensive, integrated, connected street network that safely accommodates all road users of all abilities and disabilities and for all trips;

NOW THEREFORE, BE IT RESOLVED that the Borough of Woodbine hereby endorses the principles contained in the New Jersey Department of Transportation's Complete Streets policy (N.J.S.P. Title 27) and said principles are made part of Woodbine's Complete Streets policy adopted by the Borough as presented in this Resolution.

NOW THEREFORE, BE IT RESOLVED by the Borough Council of the Borough of Woodbine, County of Cape May, State of New Jersey, that all public street projects, both new construction and reconstruction (excluding maintenance) undertaken by the Borough shall be designed and constructed as "Complete Streets" whenever feasible to do so in order to safely accommodate travel by pedestrians, bicyclists, public transit, and motorized vehicles and their passengers, with special priority given to bicyclist and pedestrian safety subject to the following conditions:

1. Pedestrian and bicycle facilities shall not be required where they are prohibited by law.
2. Public transit facilities shall not be required on streets not serving as transit routes and the desirability of transit facilities will be determined on a project specific basis.
3. In any project, should the cost of pedestrian, public transit, and/or bicycle facilities cause an increase in project costs in excess of 5%, as determined by engineering estimates, that would have to be funded with local tax dollars, then and in that event, approval by Council must be obtained for same prior to bidding of the project.

NOW THEREFORE, BE IT FURTHER RESOLVED that the Mayor or his designee shall present this Resolution to the Commissioner of the New Jersey Department of Transportation for inclusion in the Department of Transportation file in recognition of the Borough's efforts to adopt its Clean Streets Policy as it relates to the Borough's participation in the Departments Local Aid programs and related state and federal programs


WILLIAM PIKOLYCKY, MAYOR

ATTEST:


MARYJAYE FRANKEL-SYPNIEWSKI, DEPUTY CLERK

DATED: DECEMBER 6, 2012

OFFERED BY: BENSON

SECONDED BY: RYAN

ROLL CALL

AYES: MURRAY, WATKINS, PEREZ, BENSON, RYAN

NAYS:

ABSTAIN:

ABSENT: ORTIZ

Woodbury City (November 13, 2013)

RESOLUTION #12-200

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WOODBURY ESTABLISHING AND ADOPTING A COMPLETE STREETS POLICY

WHEREAS, the City of Woodbury is committed to creating a pedestrian and bikeway system that makes walking and cycling a viable alternative to driving, and which improves pedestrian and bicyclist safety; and

WHEREAS, a Complete Street is defined as a means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options; and

WHEREAS, the benefits of Complete Streets are many and varied and include improved safety for pedestrians, bicyclists, children, older citizens, non-drivers and the mobility and visually challenged as well as those that cannot afford a car or choose to live car free; better connections to bicycling and walking trip generators such as employment, education, residential, recreation, retail and public facilities; promotion of healthier lifestyles; creation of more livable communities; reduction in traffic congestion and reliance on carbon fuels, thereby reducing greenhouse gas emissions; and cost savings by incorporating sidewalks, bike lanes, safe crossings and transit amenities into the initial design of a project, thus sparing the expense of reconstruction later; and

WHEREAS, the City Council of the City of Woodbury wishes to implement a Complete Streets Policy through the planning, design, construction, maintenance, alteration, and operation of new and reconstructed transportation facilities, enabling safe access and mobility of pedestrians, bicyclists, and transit users of all ages and abilities; and

WHEREAS, the City Planner, J. Timothy Kernan prepared a report for the Woodbury Planning/Zoning Board dated November 15, 2012, a copy of which is attached hereto as Exhibit A and made a part of this Resolution; and

WHEREAS, the City of Woodbury Planning/Zoning Board considered the recommendation of City Council that the Board study the issue of Complete Streets and the report of the City Planner at its regularly scheduled meeting of December 19, 2012 and has by unanimous vote recommended to City Council that they adopt this resolution in support of Complete Streets in the City of Woodbury and that they proceed to implement Complete Streets by adoption of appropriate Ordinance changes as outlined in the City Planner's report, said action being contained in a letter dated December 20, 2012 from the Planning/Zoning Board Solicitor, Mark Shoemaker, Esq., a copy of which is attached hereto as Exhibit B and made a part hereof.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Woodbury adopts a Complete Streets Policy with the following goals and objectives:

1. The Complete Streets concept shall be incorporated into all planning, design, approval, and implementation processes for any construction, reconstruction, retrofit, alteration, or major repair of streets, bridges, or other portions of the transportation network, including pavement resurfacing, restriping, and signalization operations if the safety and convenience of users can be improved within the scope of work.
2. Provide safe and accessible accommodations for existing and future pedestrian, bicycle, and transit facilities.
3. Establish a checklist of pedestrian, bicycle and transit accommodations such as accessible sidewalk curb ramps, crosswalks, countdown and audible pedestrian signals, signs, curb extensions, pedestrian scale lighting, bike lanes and shoulders for consideration in each project.
4. Transportation facilities constructed for long-term use shall anticipate likely future demand for bicycling and walking facilities and not preclude the provision of future improvements.
5. Designs shall address the need for bicyclists and pedestrians to cross corridors, as well as travel along them, in a safe, accessible, and convenient manner; therefore, the design of intersections, interchanges, and bridges shall anticipate use by bicyclists and pedestrians.
6. Bicycle and pedestrian facilities shall be designed and constructed to the best currently available standards and practices including the New Jersey Roadway Design Manual, the AASHTO Guide for the Development of Bicycle Facilities, AASHTO's Guide for the Planning, Design, and Operation of Pedestrian Facilities, the Manual on Uniform Traffic Control Devices (MUTCD), Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG) and other related standards.
7. Accessible provisions, including signage and alternative routes, shall be made for pedestrians and bicyclists when closing roads, sidewalks, bridges, and/or bike lanes for construction projects.
8. Improvements shall comply with the Americans with Disabilities Act (ADA) and current and applicable ADA guidelines such as the PROWAG.
9. Exemptions to the Complete Streets Policy shall be presented to the Planning/Zoning Board Engineer for review, with final decision made by the Planning/Zoning Board and documented with supporting data that indicates the reason for the decision and are limited to the following circumstances:
 - a. Where bicyclists and pedestrians are prohibited by law from using the roadway.
 - b. Where the cost of accommodations is excessively disproportionate to the cost of the project, at more than twenty percent (20%) of the total cost.

- c. Scarcity of population, travel and attractors, both existing and future, indicate an absence of need for such accommodations.
- d. Detrimental environmental or social impacts outweigh the need for the accommodations.
- e. The safety or timing of a project is compromised by the inclusion of Complete Streets.

ADOPTED at a regular meeting of the Mayor and City Council of the City of Woodbury held November 13, 2012.


HEATHER S. TIERNEY
President of Council

ATTEST 
ROY A. DUFFIELD
City Clerk

Resolution
#12-200

November 15, 2012

Brian M. Bosworth, Planning/Zoning Board Administrator
COMBINED PLANNING/ZONING BOARD
CITY OF WOODBURY
P.O. Box 180
33 Delaware Street
Woodbury, NJ 08096

Re: *Complete Streets*
City of Woodbury
Our File No WBP12001

Dear Mr. Bosworth:

In accordance with the request of the City Council, we have investigated the implementation of a *Complete Streets Policy* in the City of Woodbury.

The following comments outline proposed changes to the City's codes and Master Plan and recommended steps to be undertaken for said implementation. Enclosed is a draft resolution for consideration.

City Code Revisions:

Proposed additions to the Code are indicated below as italic and underlined text. A line is struck through text that is proposed to be deleted from the Code.

§170-3 B. CARTWAY The portion of a street intended for vehicular and bicycle use.

§170-7.3 B. 5. (i) New streets shall be designed in accordance with the Complete Streets Policy of the City of Woodbury to the maximum extent practicable.

§167-25.1 A. (4) The lack of sidewalks does not detrimentally impact the intentions of the Complete Streets Policy.

§167-31 C. Grading. The grade of the sidewalk, regardless of material of construction, shall have a uniform, maximum pitch of 1/4 of an inch to the foot 2% toward the curbline and meet applicable Americans with Disabilities Act (ADA) standards, except where the physical conditions alter the situation, and in such case modifications must first be approved by the City Council.

§167-32 F. Curb corners. All corners shall be rounded ~~with a ten-foot radius, unless otherwise authorized in writing by the City Engineer.~~ in accordance with the Residential Site Improvement Standards (RSIS). The top of the curb shall be depressed as necessary to meet the Americans with Disabilities Act (ADA) handicap ramp standards. ~~All curbs and sidewalks lying within the intersection of the right-of-way lines of the intersecting streets will be paid for by the City upon certification of location and measurements by the City Engineer.~~

Master Plan Addition:

The Circulation Element of the City of Woodbury Master Plan points to speeding in residential areas as the "top citizen complaint in many municipalities." Creation

Brian Bosworth, Planning/Zoning Board Administrator
November 15, 2012
Page 2 of 3

of a *Complete Streets Policy* will encourage walking and biking, reduce automobile usage, and help to mitigate this traffic concern. We suggest the following language be added to the "Road and Intersection Improvements" section of the Circulation Element:

The Complete Streets Policy of the City of Woodbury should be considered and followed in both new road projects and the reconstruction of existing roads and intersections. A Complete Street is defined as a means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options. Complete Streets enable safe access and mobility of pedestrians, bicyclists, and transit users of all ages and abilities.

Proposed future goals:

1. Update all pedestrian ways to meet *Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG)* and the Americans with Disabilities Act (ADA) guidelines, including but not limited to curb ramps.
2. Add bike lanes, where right-of-way conditions allow and where the need exists.
3. Add share the road pavement markings or signage where bike lanes are not achievable due to right-of-way constraints but bike use is prevalent.
4. Add bike racks in all commercial areas.
5. Add additional bus stops.
6. Add accessible, audible pedestrian signals with Braille plates at existing crosswalks in accordance with PROWAG section R209.
7. Add additional, safer crosswalks, including accessible, audible pedestrian signals with Braille plates in accordance with PROWAG section R209.
8. Reconstruct substandard and/or damaged sidewalks throughout the City.
9. Provide alternate ADA accessible routes for pedestrians and bicyclists during construction projects.
10. Add additional right turn restrictions. It is our recommendation that intersections such as Route 45 and Red Bank Avenue be added to the list in Schedule XX (§190-50). Due to the location of the hospital, retail stores, restaurants, and bus stops, this area is highly used by pedestrians. A "no turn on red" prohibition will create safer crossing for pedestrians and therefore more closely meet the "Complete Streets" concept and policy.
11. Develop Complete Streets concept development and preliminary design checklists to aid planners, designers, engineers, and project managers in developing new or reconstructed streets in accordance with the *Complete Streets Policy*.

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Brian Bosworth, Planning/Zoning Board Administrator
November 15, 2012
Page 3 of 3

12. Add "Complete Streets Checklist" requirement to the subdivision and site plan checklist.
13. Provide training and education to Planning/Zoning Board members, City staff, professional consultants, elected officials, and all individuals who review or design roads and pedestrian facilities.
14. Form a Complete Streets committee or task force to further evaluate the existing Codes, Master Plan and Redevelopment Plans in order to achieve successful implementation of the policy and to identify areas in need of reconstruction and redesign for future capital funds projects.
15. Implement a Complete Streets pilot project.

It has been a pleasure conducting this initial research. If you have any questions with regard to this matter or require additional information, please do not hesitate to contact our office at (856) 251-9500.

Best regards,

J. TIMOTHY KERNAN, INC.

J. Timothy Kernan, P.E., P.P., C.M.E.
President

JTK/rld
Attachment

cc: Mark B. Shoemaker, Esq.
Carl R. Gaskill, PE, PP, PLS, CME

