

| Table of Contents | |
|----------------------|----|
| Introduction | 1 |
| Goals and Strategies | 4 |
| Action Plan | 5 |
| Implementation | 23 |

Rockledge Revitalization Task Force

Members:

Joseph Costello, *Chair*Patricia Goldberg, *Mayor*Anne Clayton, *Borough Manager*Tom Briggman, *President, Borough Council*Joyce Walz, *Borough Council*Charles Aungst
John Wynne
George O'Connell
Bill Kelleher
Aaron Klibaner, *Montgomery County Planning Commission*

With the Assistance of:

Kise Straw & Kolodner
Shawn McCaney, AICP, Associate Principal
Christopher Lankenau, AICP, Associate, Project Manager
Shawn Rairigh, Planning/GIS/Urban Design
Charles Menasion, Graphic Design

Introduction

ockledge is a unique Montgomery County community with close geographic and economic ties to the City of Philadelphia. While the borough is proud of its independent history and administration, it is a friendly neighbor with the adjacent community of Fox Chase in Philadelphia. As a sign of this cooperation, the borough's business community formed a partnership with the business community of Fox Chase in the late 1990s, called the Rockledge Fox Chase Businesses Association, and has since effectively begun several economic and aesthetic initiatives to improve both communities.

For the Borough of Rockledge, the Rockledge Community Revitalization Plan is the commencement of its community improvement effort. The Rockledge Revitalization Task Force was formulated in 2001 to begin the revitalization planning process, under the auspices of the Montgomery Count Revitalization Program. Through this process, including an intensive community involvement initiative, the Task Force and the public have identified community issues and associated revitalization goals within the required Program categories of economic development, transportation and infrastructure, housing, and public safety.



An aerial view of Rockledge

Economic Development Issues

Fortunately for Rockledge, economic development itself is not a primary concern. The borough enjoys a high businesses occupancy rate in its commercial district along Huntingdon Pike, and its business variety consists of a healthy mix of local and national merchants. The major challenge, however, will be to sustain the success of the existing businesses. This can be accomplished by improving aesthetics through streetscape improvements and creating a newly defined business district identity through gateway and streetscape enhancements.

Huntingdon Pike generally possesses a traditional downtown form, with sidewalks defined by buildings and shop fronts. In many locations, however, parking lots, driveways, and deep setbacks interrupt the

Streetscape, façade, and signage improvements will help beautify the district.

street wall. These features make the street wall discontinuous and detract from an intimate pedestrian environment critical for the continued success of Rockledge's commercial district. In addition, unattractive storefronts and a proliferation of signage detract from the commercial atmosphere. The

community has expressed a strong desire for an attractive "Main Street." Streetscape, façade, and signage improvements will help beautify the district, and attract not only customers, but new businesses as well. In addition, aesthetic improvements will provide the Rockledge commercial district with a needed identity boost, to distinguish it from neighboring Abington and Philadelphia.

Situated on the border of the Montgomery County and Philadelphia, Rockledge is also an important gateway community, representing an entryway to both borough and county. Rockledge provides the first impression as one enters Montgomery County along Huntingdon Pike. While the borough has signage to indicate its corporate limits, as well as two monuments at the county line boundary, these identifiers are either hidden or difficult to see, resulting in rather weak entrances to the community. As a result, the borough needs to create more distinctive entrances to help reinforce its identity as a separate community from those that surround it.

Transportation/ Infrastructure Issues

Transportation concerns in Rockledge are mostly confined to Huntingdon Pike. This major thoroughfare and commercial spine of the borough is often congested during peak hours, making it difficult to cross and unpleasant to walk along. At the same time, the congestion makes driving and turning onto the Pike difficult for vehicles as well. The borough has indicated its desire for a new traffic signal along Huntingdon Pike to improve pedestrian and vehicular access. This lack of convenience ultimately affects the patronage of local businesses. People won't visit the businesses if they can't get to them safely and conveniently.

Traffic calming measures will help return Huntingdon Pike to the pedestrian while providing a more efficient movement of vehicles. Initiatives such as widened sidewalks. pedestrian medians. crosswalk treatments will provide a much safer environment for pedestrians and allow them better access to the entire commercial area. At the same time, traffic calming measures, as well as streetscape improvements, will greatly improve the physical infrastructure of Huntingdon Pike.

Housing

The 2000 population of Rockledge was 2,577, slightly down from 1990, but still higher than the 1980 population. As a result of the small population variance over the years. the residential neighborhoods of Rockledge have remained attractive and well maintained. Through direct observation and field investigation, as well as analysis of stakeholder surveys, it was determined that the existing housing stock is in very good condition and incidences of vacancy, abandonment, or insufficient maintenance were not observed or reported. Furthermore, 2000 Census data indicates that Rockledge enjoys a 97% housing occupancy rate. In summary, no major housing issues or concerns were identified, and therefore, the project team was directed by the task force to direct project resources to the commercial area of the borough.

It should be noted that stable housing and well maintained neighborhoods represent a major asset for the borough and an important component of maintaining a viable community. While no housing issues were identified in this plan, maintaining the existing quality of the borough's residential neighborhoods should continue to be a priority for Rockledge.

Public Safety

Similar to housing, public safety is not a major issue in Rockledge. Through surveys and interviews, the Task Force has determined that any pubic safety issues in the borough pertain mainly to Huntingdon Pike, and primarily in the form of physical as opposed to programmatic needs. These needs include improved sidewalks and Huntingdon Pike crossings, as well as improved lighting. Because the recommended streetscape and traffic calming improvements to Huntingdon Pike deal with these concerns, public safety is not specifically addressed in the revitalization goals.

Goals and Strategies

Following the evaluation of existing conditions, the Rockledge Revitalization Task Force formulated a series of goals to improve primarily the economic development and transportation conditions in the borough, focusing on Huntingdon Pike as the commercial corridor. Detailed strategies were then established to fulfill the goals. The goals and strategies below form the basis for the Action Plan, which outlines recommendations for revitalization.



- Transform Huntingdon Pike into a pedestrian-oriented "Main Street" for the borough through streetscape improvements and traffic calming initiatives.
 - a. Install streetscape amenities such as new sidewalks, shade trees, street lighting, transit amenities, and thematic signage to improve aesthetics.
 - b. Provide curb extensions, and enhance crosswalks and traffic signals to provide safer crossings.



- Create distinctive and dramatic entrances to the borough to better define the city-to-county transition and reinforce community identity.
 - a. Design and construct new attractive gateways (signage) on Huntingdon Pike and Fox Chase Road at entrances to the borough.



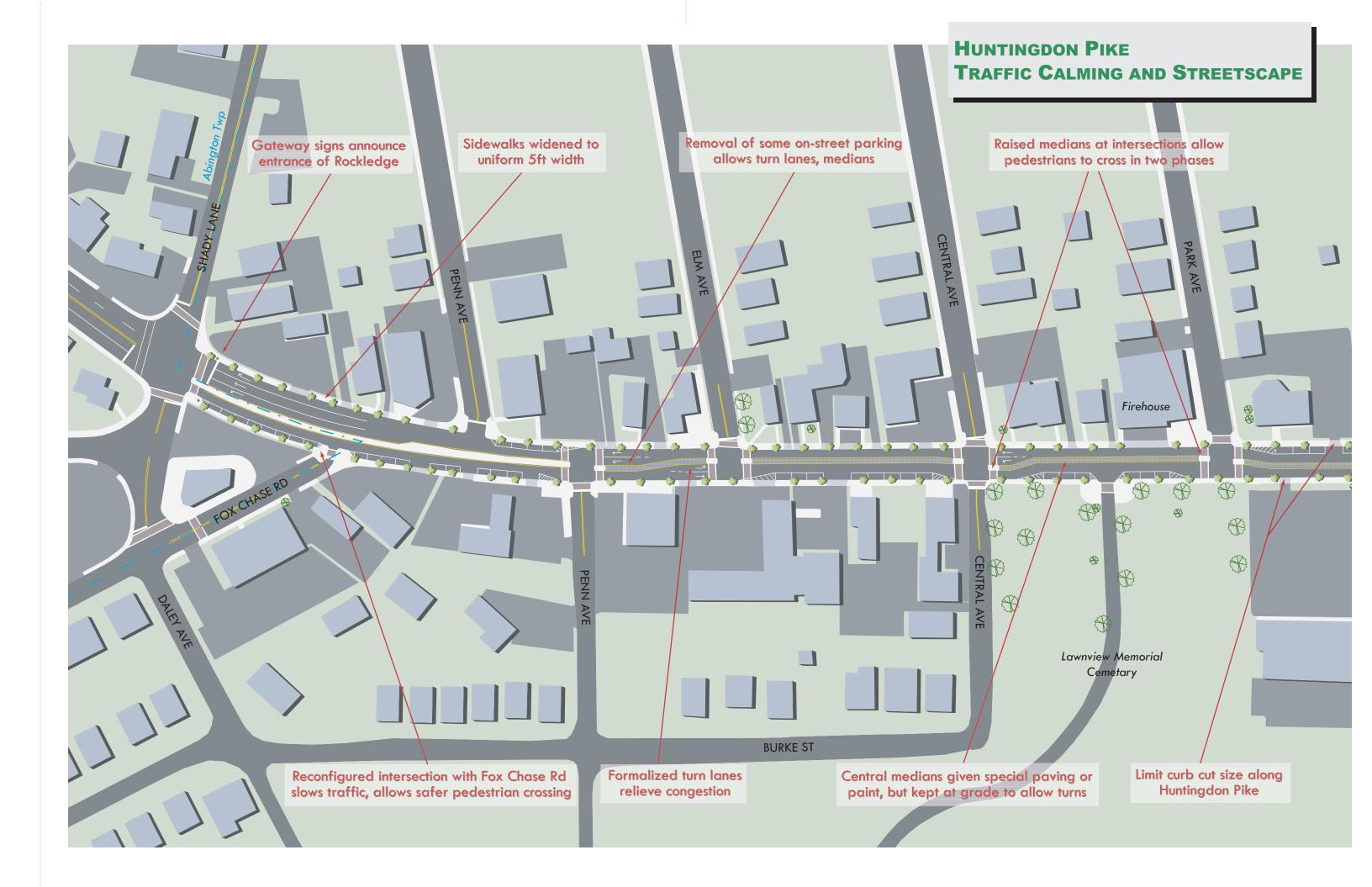
- Increase the availability of parking in the business district and residential neighborhoods.
 - a. Identify methods to share existing parking and increase the efficiency of the existing parking inventory.
 - b. Define potential areas for expanded public parking.
 - c. Improve the identification of parking through wayfinding signage.
 - d. Improve off-street connections between parking areas.



- 4. Improve building façades in the business district to enhance their visual character.
 - a. Establish a façade improvement program to provide business owners with financial incentives for appearance enhancements.
 - b. Prepare design guidelines to ensure consistent façade improvements and educate business owners of desirable design features.



- 5. Update the borough's sign ordinance to minimize visual clutter and improve the appearance of Huntingdon Pike.
 - a. Create new standards for signage quantity, size, location, and appearance and incorporate into the borough code.





Action Plan

Transform Huntingdon Pike into a pedestrian-oriented "Main Street" for the borough through streetscape improvements and traffic calming initiatives.

1. Install streetscape amenities to improve aesthetics.

An attractive streetscape is important for a community to improve the overall appearance of a commercial street and encourage pedestrians to stroll, shop, and meet other people safely. The presence of pedestrians on the street indicates to passing motorists that it is a place to stop, visit, and explore, and that they should slow down. In addition, streetscape improvements will attract new businesses to invest in the area, as well as encourage existing business owners to reinvest in their properties. Streetscape improvement is among the most effective ways for local governments to encourage business district revitalization and renewal.

To enhance the appearance and function of Huntingdon Pike, the borough should pursue a streetscape improvement program. The recommended streetscape improvements include the following:

- Redesign Sidewalks: To create a unified and safe pedestrian system throughout the entire length of Huntingdon Pike in Rockledge, sidewalks should be repaired, replaced and treated with aesthetic improvements. Curb extensions with aesthetic treatments are recommended at borough entrances at each end of Huntingdon Pike, as part of the gateway treatment. Also, selective sidewalk widening is suggested along areas of Huntingdon Pike where it can be accommodated due to narrowed travel lanes, primarily in mid-block areas (see section on traffic calming) Sidewalk extensions, or bump-outs should be provided at intersections of side streets to provide safer crossings.
- Plant Shade Trees: Shade trees will beautify the business district and help create a sense of place and strong positive image for Huntingdon Pike as well as enhance the pedestrian environment. A durable species, tolerant of urban conditions and drought should be selected and planted at a spacing of 20-30' on center to achieve a continuous canopy. Ornamental trees, such as pear trees or cherry trees, should not be used because they have low branches, obstruct traffic and building fronts, and do not create a desirable canopy. Adequate tree pits with generous soil areas should be provided to allow proper growth. Among recommended street shade tree species are the following:











- Fraxinus Pennsylvanica (green ash)
- Gleditsia Triacanthos ('Shademaster')
- Platanus X Acerifolia (London plane tree, Blood Good)
- Sophora Japonica (Japanese scholar tree)
- Tilia Cordata (little leaf linden)
- Zelkova Serrata (village green)
- Provide Median Treatments: The Huntingdon Pike median at the entrance to the borough from Abington should be improved with treatments and landscaping to improve the appearance of the borough at the gateway. Where the median is narrow, it should be treated with decorative pavers to replace the concrete. Where the median is wider, near the intersection of Penn Avenue, landscaping should be provided. Landscaped medians improve aesthetics, but also serve as a traffic calming measure by providing a visual obstacle to drivers.
- <u>Install Pedestrian-Oriented Lighting:</u> New lighting should be installed along the entire length of Huntingdon Pike within the borough to not only promote pedestrian safety and activity at night, but to improve the aesthetic appearance of the commercial corridor and help create an identity. Streetlights should be placed approximately 60 feet apart, and should have a mounting height of approximately 12 feet.
- <u>Enhance Crosswalks</u>: Crosswalk treatments not only identify crosswalks as a pedestrian facility, providing right-of-way to the pedestrian, but also aid in slowing traffic by alerting drivers that they are entering a pedestrian zone. In addition, treated crosswalks lend an attractive aesthetic element to a commercial corridor. Crosswalk





treatments should be installed along the entire length of Huntingdon Pike at each cross street and include brick, concrete paver units, stamped concrete, or unique and visible striping, and should conform to PENNDOT crosswalk widths.

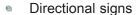
- Provide Street Furniture: Attractive pedestrian-oriented street furniture should be part
 of the Rockledge streetscape program. Such furniture should include benches and
 sitting areas, strategically placed along Huntingdon Pike (especially at transit stops)
 to enhance the comfort and convenience of pedestrians. In addition to benches, trash
 receptacles and bicycle racks should be added to the commercial corridor.
- <u>Install Wayfinding Signage:</u> A signage program should be designed and implemented throughout Huntingdon Pike that is helpful to visitors, encourages greater utilization of the commercial area, and contributes to the visual attractiveness of the borough. Such a system would help direct pedestrians to businesses, features, and off-street parking. A thematic design should be created to lend a sense of unity and identity to the commercial area. Thematic signs should include:







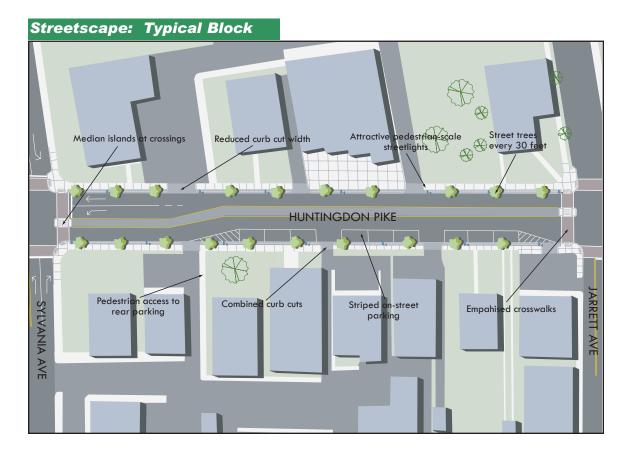




- Parking identification signs
- Street name signs
- Points of interest signs
- Consider New Public Spaces: Streetscape improvements can also include sites for the installation of public art, areas for public information, and new plazas, park spaces, and gathering places. The borough should consider such spaces to further improve the quality of Huntingdon Pike. Suggested locations include Holy Nativity Church property, the entrance to the Lawnview Memorial Cemetery, and the proposed location for a new municipal building. In each case, creating new public spaces in these locations would involve negotiating with the current property owners.
- 2. Provide traffic calming initiatives to slow traffic and provide safer crossings.



Huntingdon Pike is congested during morning and afternoon peak travel hours, however, traffic tends to speed along the corridor at other times. This makes for a dangerous situation for automobiles and especially pedestrians. In addition, adequate pedestrian facilities along Huntingdon Pike are largely non-existent. While a sidewalk is



provided, it is narrow and immediately adjacent to the travel lanes with not buffer from adjacent traffic. Crosswalks are poorly marked or non-existent, making it dangerous for pedestrians to cross Huntingdon Pike.

To enhance the safety of Huntingdon Pike, the borough should pursue a traffic- calming program, which could be implemented in conjunction with new streetscape amenities. The recommended traffic calming elements include the following:

Reduce Lane Widths: Wide traffic lanes can encourage motorists to drive faster than they should. Most of the travel lanes along Huntingdon Pike are at least 12 feet wide. Most cars are five to six feet wide and buses and trucks are eight feet wide. A narrower lane can provide adequate space for vehicles, accommodate bicycle lanes, and encouraging motorists to slow down within the travel area.

The suggested mid-block cross section of Huntingdon Pike involves the existing 8-foot parking lanes on each side of the street, and two 11-foot travel lanes to share with bicycles, narrowed from the existing 12-foot lanes. Because of this narrowing, minor sidewalk widening of one foot on each side is recommended through the mid-block areas.

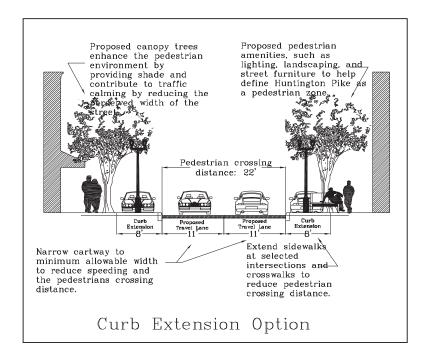


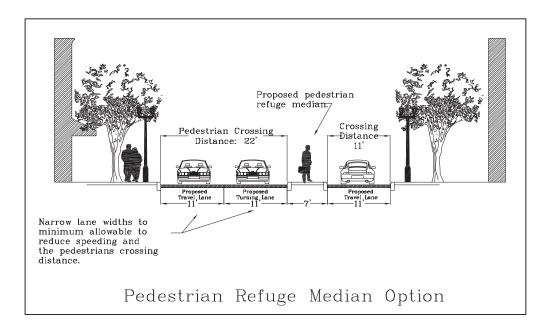
- Install Median Refuges: An effective method for calming traffic is to install landscaped raised medians at intersections to provide pedestrians with a mid-point refuge. Since Huntingdon Pike is very congested, and few gaps are available for pedestrians to cross especially during peak hours, median refuges would be an effective solution. The suggested intersection cross section of Huntingdon Pike involves two 11-foot travel lanes (one in each direction), a 7-foot median refuge, and an 11-foot left-turning lane where appropriate. A similar cross-section scenario currently exists at the Church Road intersection.
- Reduce Curb Radii: Curb radii refer to the angle of a street at an intersection. A larger radius involves a wider turn, allowing cars to make quick turns and decreasing safety for pedestrians. Traffic engineering guidelines allow for tighter turns and smaller radii where speeds should be slow. These reduced radii should be made to Huntingdon Pike, particularly at the intersection of Fox Chase Road and Shady Lane, where existing intersection angles particularly encourage fast turning movements.
- Install Pedestrian and Traffic Signals: Pedestrian signals with "walk" and "don't walk" messages are an important part of pedestrian infrastructure because they tell pedestrians when it is safe to cross the street. They are especially useful for busy corridors, such as Huntingdon Pike, where crossing the street for pedestrians is very difficult and unsafe, and at confusing intersections such as Church Road.

A new traffic signal with pedestrian signals should be considered at Sylvania Avenue, where many accidents occur and pedestrians have a particularly difficult time crossing Huntingdon Pike. PENNDOT performed an analysis for a signal at Sylvania Avenue in August 1986, and determined that it was not warranted, based on the Manual on Uniform Traffic Control Devices. However, due to increased traffic over the past 16 years, the borough should formally request another signal evaluation at PENNDOT's suggestion to be performed during peak hours during the school year.

Provide Buffer Areas: Sidewalks are currently not buffered from adjacent traffic along many portions of Huntingdon Pike, particularly in the vicinity of Church Road, creating a hostile pedestrian environment. On-street parking provides an excellent pedestrian buffer. Streetscape improvements such as trees and lights can also help provide a certain degree of pedestrian protection. However, in areas where parking cannot be accommodated to provide a buffer, the borough should consider installing bollards in combination with streetscape improvements to provide a measure of pedestrian protection. Bollards can be attractive and decorative, and are common in commercial areas with narrow sidewalks.

Huntingdon Pike Traffic Calming Options





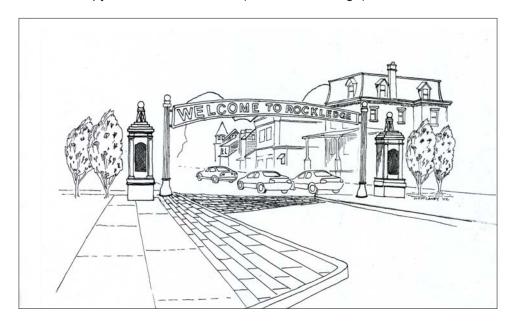
Create distinctive and dramatic entrances to the borough to better define the city to-county transition and reinforce community identity.

1. Design and construct new attractive gateways on Huntington Pike and Fox Chase Road at entrances to the borough.

Gateways can take many forms: signs, landscaping, monuments, and lighting. Gateways are meant to welcome and invite visitors and residents alike while identifying the entrances to a community. Attractive gateways send a positive message about the community as one enters. Furthermore, gateways can contribute significantly to the beautification of a main street or business district.

The Borough of Rockledge's preferred gateway style is signage. Accordingly, the borough should pursue attractive gateway signage at each borough entrance:

- Huntingdon Pike at the entrance from Philadelphia: The gateway at the Philadelphia
 entrance should compliment the existing monuments at the city/borough line.
 Enhancements should involve widening the sidewalk where white striping currently
 exists to create a buffer around the monuments and provide sufficient area for a
 sign and landscaping enhancements.
- Huntingdon Pike at the entrance from Abington Township: The gateway at the Abington Township entrance of Huntingdon Pike should ideally be located on the eastern side of the intersection with Shady Lane. The southern portion of the intersection, however, lies within Abington Township. As a result, the gateway should occupy the northeast corner (within the borough).



PENNDOT has indicated that the potential exists for Huntingdon Pike to be narrowed from two eastbound lanes to one at the intersection of Shady Lane. This could be accomplished by marking the right lane with a "right turn only" demarcation, and continue Huntingdon Pike into the borough with one eastbound lane. This would allow for a widened sidewalk and ample space for a visible and attractive gateway, while eliminating the confusion of the terminating right lane.

• Fox Chase Road at the entrance from Abington Township: The gateway at the Abington Township entrance of Fox Chase Road should consist of attractive signage. There is also sufficient space to provide landscaping around the sign to enhance the gateway treatment. Since there is no sidewalk on the south side of Fox Chase Road, the gateway enhancement features should provide sufficient space for the addition of sidewalks in that location should the borough pursue them.

For all gateways, signage should be attractive, visible, thematic, and sympathetic to its surroundings while serving its primary function: visibility.



Facilitate and increase the availability of parking in the business district.

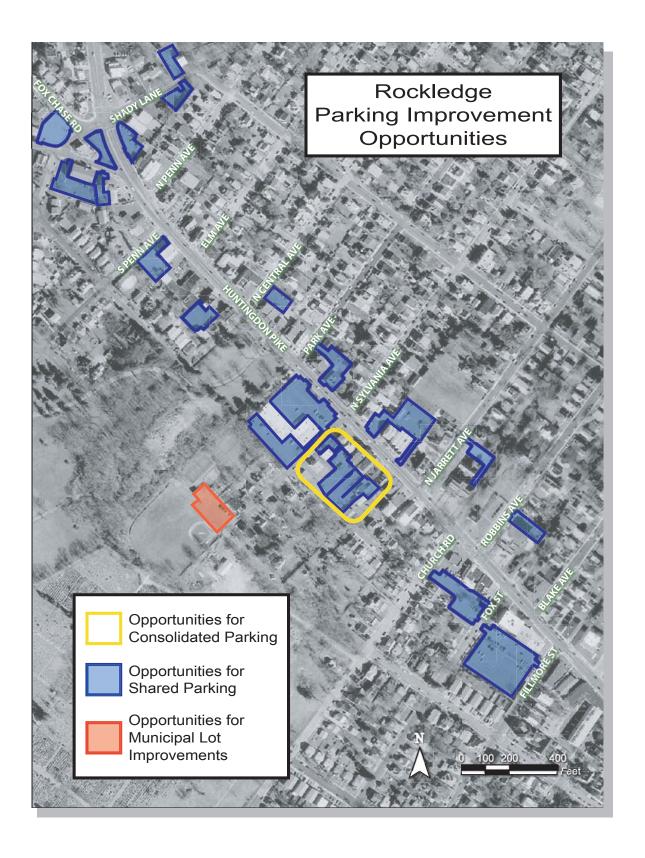
1. Identify opportunities to share existing parking and increase the efficiency of the existing parking inventory.

Parking shortages are often perceived. While most communities in fact have a sufficient parking supply for their demand, off-street parking is often used inefficiently. This is the case in Rockledge, where it is common for parking lots along Huntingdon Pike to be completely full at certain times of the day, and empty at other times. Most parking lots were created to provide parking for a specific building or use that may operate during the normal business hours of 8 am to 6 pm. Alternatively, uses such as restaurants and entertainment require parking primarily after 6 pm.

Similarly, some businesses in Rockledge have parking lots with larger capacities than their daily needs. In many instances, these businesses are adjacent to businesses with smaller parking lots that may experience a parking shortage, which results in a parking shortage. In both cases, a shared parking approach could be the solution to the parking shortage.

Shared parking involves businesses coordinating and agreeing to allow customers of neighboring businesses to utilize their private parking when space is available, which could be at certain hours or all the time. Such an agreement may or may not be monetary, but it would require official arrangements between owners of adjacent lots. This concept is important because it allows existing resources to be used to their maximum potential while avoiding large expenditures on new infrastructure. Signage will be necessary to indicate the limits of shared parking, as well as businesses permitting shared parking. The borough should coordinate with businesses along Huntingdon Pike with potential parking availability to negotiate a shared parking agreement. Such businesses may include:

- Hollywood Restaurant (in Abington)
- Ackers Plaza
- Duplicating Center
- Fox Chase Physical Therapy
- Austrian Village
- Gurcsik Studio and Vision Center
- Holy Nativity Church



- Rockledge Community Center
- Fox Chase Cancer Center Annex

Once agreements have been made between businesses willing to share parking, various physical improvements should be made to the lots to legitimize the arrangement. These should include:

- New signage indicating permitted shared usage for associated businesses
- New striping to reinforce lot organization
- Any connections and consolidations

2. Improve off-street connections between parking areas.

A major component of improving parking in a commercial area is connecting adjacent lots, especially if a shared parking arrangement has been established. Consolidating lots in Rockledge would reduce the need to reenter Huntingdon Pike in search of off-street parking. After operational arrangements between owners for shared parking have been established, the actual physical connections between the lots can be constructed. In most cases, improvements will have to be incurred jointly by the business owners with possible assistance from the borough. The benefit to the businesses, however, would



be increased businesses from improved customer convenience. Improvements should include:

- New signage indicating permitted shared usage for associated businesses
- New striping to reinforce lot organization
- Removal of any physical barriers
- Moving or cutting through landscaping or curbs
- Minor regrading
- Any additional connections and consolidations

3. Define potential areas for public parking.

Even with a potential shared parking system in place among businesses, Rockledge may wish to consider improving public parking for patrons of borough businesses and institutions. The existing parking lot at the corner of Loney Street and Sylvania Avenue should be more efficiently used for business district uses. While it is currently used for the adjacent park, it is underutilized most of the time. The borough could consider using this lot for both municipal parking as well as parking for the park.

An important issue to consider with enhancement of the municipal parking lot is enforcement and fee collection, if any, If the borough decides to continue permitting



Off-street lots should be better indentified with signage.

parking authority would most likely not be necessary for such a small amount of municipal parking.

4. Improve the identification of parking through wayfinding signage.

Signage is an important element in a comprehensive wayfinding system. Good signage projects a positive image about a community and communicates important information to visitors, such as the location of parking. Wayfinding signage for parking in Rockledge would help clearly identify available off-street municipal parking, and could even identify parking for individual businesses. At the same time, signage could direct patrons from off-street parking to businesses. Signage should be simple, attractive, thematic, and conform to any other streetscape improvements or signage instituted along Huntingdon Pike.

Improve building façades in the business district to enhance their visual character.

1. Establish a façade improvement program to provide business owners with financial incentives for appearance enhancements.

A borough-sponsored façade improvement program can be an effective way to improve commercial façades along a commercial corridor by encouraging property owners to rehabilitate and restore the façades of their buildings through financial incentives, such as matching funds, or low-interest or interest-free loans. To initiate the program along Huntingdon Pike, the borough could establish a base sum (obtained possibly through a PA DCED grant) of funding that would be offered until available funding was exhausted. New loans would be made as the fund is replenished through loan repayment from the initial lending round. Additionally, the borough may be able to encourage local banks to provide special low-interest loans to finance the property-owner match.

As part of the façade improvement program, the borough may wish to establish an eligibility priority for loan and grant applications, since it may receive more requests than it can fund. Priority may be given to specific building types or locations, such as corner buildings, large buildings, or groups of buildings that may yield a more significant impact. Ultimately, the goal of the program would be to initiate private investment in facades along Huntingdon Pike.

Another recommended component of a façade improvement program is professional design assistance. The borough may wish to make this a mandatory feature of the program, requiring the applicant to utilize an architect designated by the borough. The

borough could also consider establishing an architectural review committee consisting of borough officials and local businesses people to review and prioritize façade improvement applications, as well as determine conformity with the program's standards, procedures, and policies.

2. Prepare design guidelines to ensure consistent façade improvements and educate business owners of desirable design features.

An important competent of a successful façade improvement program is specific design guidelines to which applicants are encouraged to comply in the rehabilitation of their properties. Guidelines should also educate property owners about the value and significance of the architectural style and appearance of their buildings in the context of their setting, surroundings, and history. Therefore, the borough should adopt a standard set of design guidelines for commercial properties along Huntingdon Pike to provide interested residents and business owners with appropriate guidance and advice for upgrading their façades. Design standards should also include recommendations for new construction, infill, additions, and renovations. Most importantly, the guidelines should be user friendly and function as a helpful tool, providing answers to common questions as well as a range of potential improvement options. Some of the specific design issues that should be addressed in the guidelines include:

- Building Mass, Roof Form, and Scale
- Window Design
- Architectural Types and Styles
- Exterior finishes
- Design Details
- Materials
- Color Palette
- Signs
- Exterior lighting



Design standards should be established to ensure visual uniformnity in the business district



Financial incentives would help business owners improve facades.





Update the borough's sign ordinance to minimize visual clutter and improve the appearance of Huntingdon Pike.

1. Create new standards for signage quantity, size, location, and appearance, and incoporate into the borough code.

Multiple, freestanding commercial signs along Huntington Pike diminished the appearance of the business district and contribute significantly to "visual clutter" along the Pike. Improved control of signs is a necessary component of a streetscape improvement program designed to improve the overall appearance of the business district. Improved sign controls should take the form of the following initiatives:

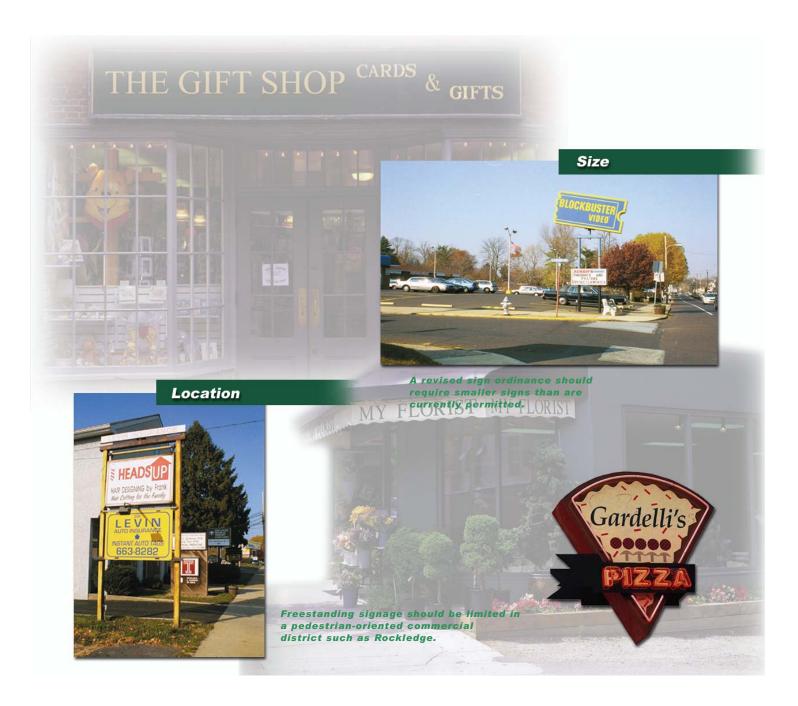
- Freestanding sings are not appropriate in a pedestrian-oriented town center and, therefore, should no longer be permitted along Huntington Pike.
- Building signage mounted either perpendicular or parallel to the building wall is preferred, however, such signage should be limited in size and be architecturally attractive
- Fabric awning sings are an acceptable alternative
- Internally illuminated signage should be prohibited.
- Sign copy should be exclusively limited to business identification and street address; advertising should be prohibited from external business signs.

Specifically, the borough should make the following revisions to Article XII of the zoning ordinance to carry out the suggested signage improvements:

- Section 1202.3: eliminate freestanding signs as a permitted sign in the ROR District.
- Section 1202.3B: establish 35' as the maximum allowable wall sign size for build ings with over 50' of street frontage.
- Section 1202.3C: eliminate the provision allowing a 45 sq. ft. sign for lots with a frontage over 100'.
- Section 1202.3D: eliminate the provision allowing for an increase in the size of signs for corner lots.
- Section 1202.5: eliminate the provision allowing for the internally illuminated signs.
- Section 1204.14: Include a provision that requires the removal of non-conforming signs when the land use of a building or site is changed.
- Add Section 1202.7 requiring new signs to be compatible with design guidelines (when and if they are adopted).

The borough should also consider developing strategies to remove existing sings that would become non-conforming under new sign regulations. There are a number of approaches to achieving this goal:

- Incorporate sign standards into proposed design guidelines that will clearly illustrate goals and options for improving signs.
- Educate local business and property owners about how important improving sign
 quality is to improving the overall appearance of the district and work with the busi
 ness community to encourage the voluntary removal of freestanding signs and other
 non-conforming signs.
- Provide financial incentives, such as making sing improvement an eligible project under the proposed façade improvement loan program.



Implementation Recommendations

The goals and strategies outlined in the Action Plan are components of an overall revitalization effort for the Borough of Rockledge. Particular goals and strategies are a higher priority than others due not only to their borough-wide impact and importance, but their suggested sequence as well. The implementation of high-priority projects first will provide momentum for subsequent projects to effectively commence.

For this plan, the Rockledge Revitalization Task Force collectively prioritized the goals and strategies to determine the most appropriate projects with which to begin the revitalization process. Each project includes a summary of work tasks, a description of parties responsible for carrying out the project, a summary of potential funding sources, an approximate project timeframe, and an estimated project cost summary where appropriate.

Huntingdon Pike Improvement Project

Streetscape, traffic calming, and gateway improvements for Huntingdon Pike are recommended in three phases. Phasing will allow the borough to effectively implement the streetscape improvements by earmarking necessary funding to complete each phase incrementally. It is recommended that streetscape and traffic calming improvements occur first in the center of the borough, and each of the gateway areas receive treatments subsequently. Improvements should include:

- New sidewalks and curbs
- Street trees
- Median treatments
- Pedestrian-oriented lighting
- Crosswalk treatments
- Street furniture
- Wayfinding signage

<u>Phase 1: Central Avenue to Jarrett Avenue</u> would improve the area surrounding the commercial center of the borough, Akers Plaza, as well as the most dangerous intersections on Huntingdon Pike, including Sylvania Avenue and Church Road. This first phase would be the "pilot" of the streetscape improvement project, setting the example for the remaining phases, so its success is important for continued momentum.

<u>Phase 2: Jarrett Avenue to Fillmore Avenue</u> would create a new gateway at the Philadelphia/Rockledge entrance, and connect to the improvements completed in Phase 1.

<u>Phase 3: Shady Lane to Central Avenue</u> would create a new gateway at the Abington/Rockledge entrance and connect to the improvements completed in Phase 1.

Project Approach

There are several work tasks that should be undertaken by the borough and local entities to begin the Huntingdon Pike improvement process. The following tasks are recommended:

- 1. <u>Convene the Planning Commission.</u> The Rockledge planning commission, and potentially a designated subcommittee of stakeholders, should coordinate streetscape improvements for Huntingdon Pike, including the eventual selection of the actual streetscape and gateway design, and working with a design consultant. Committee members could consist of borough officials, representatives of the Rockledge Fox Chase Businesses Association, Rockledge business owners, and interested residents.
- 2. <u>Secure funding for design services.</u> The planning commission should solicit funding for a streetscape design to improve Huntingdon Pike for all phases. Funding coordination should involve discussion with the borough, local political representatives, the Montgomery County Planning Commission, and PENNDOT.
- 3. <u>Consider forming a Business Improvement District (BID).</u> A viable source of local funding could be the businesses themselves. The businesses association, with consultation from the borough, should consider forming a BID, where a portion of the taxes paid by individual businesses in the district could pay for physical infrastructure improvements such as the streetscape and gateway enhancements.
- 4. <u>Prepare an RFP for design/engineering services.</u> The planning commission should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed streetscape plan and engineering documents for Phases 1, 2, and 3. The RFP should clearly outline the desired streetscape elements described in the Action Plan.
- 5. <u>Select a design team.</u> Based on credentials, scope of services offered, and cost proposal, the planning commission should select a design team to prepare the streetscape plan and construction documents. The team should consist of urban designers and civil engineers. The plan should include the phasing plan for implementing the improvements as well as a cost estimate for construction.
- 6. Explore implementation funding. Once a detailed streetscape design has been completed, funding will have to be secured for the actual construction of improvements. Coordination should begin with local political representatives and the Montgomery County Planning Commission, as well as the Delaware Valley Regional Planning Commission (DVRPC) and PENNDOT in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program and PENNDOT's 12-Year Program to receive federal funding. Funds from a Business Improvement District could also be utilized if formed in time.

- 7. <u>Monitor the streetscape design process.</u> The planning commission should work with the design consultant as the detailed streetscape plan is prepared. Significant community involvement will be required as well to institute streetscape initiatives that satisfy business owners and residents alike. This should involve public meetings and workshops to solicit as much input as possible.
- 8. Construct the streetscape improvements.

Summary of Responsible Parties

To implement streetscape, gateway, and traffic calming improvements along Huntingdon Pike, the involvement of several parties will be necessary. They should include:

- 1. Rockledge Planning Commission and Subcommittee
- 2. Borough of Rockledge
- 3. Rockledge Fox Chase Business Association
- 4. Local Political Representatives
- 5. Montgomery County Planning Commission
- 6. Delaware Valley Regional Planning Commission
- 7. Pennsylvania Department of Transportation
- 8. Streetscape Design Consultant

Summary of Potential Funding Sources

Various sources of funding exist for implementing streetscape and traffic calming initiatives in the Phase 1, 2, and 3 areas. The borough may wish to provide upfront matching funds to begin the preliminary engineering process, or solicit funding from the business association or BID. Several sources exist for the design and construction of the streetscape improvements, including:

Federal: 1. U.S. Department of Transportation - Federal Highway Administratin

- Transportation Enhancement Program (TE)
- Congestion Management Air Quality (CMAQ) Program
- Transportation and Community and System Preservation (TCSP) Pilot Program

State: 2. Pennsylvania Department of Transportation

3. Infrastructure Development Program (IDP)

Local: 4. Montgomery County Revitalization Program - Implementation Funding

5. Borough of Rockledge - Local Match

Private: 6. Foundations

Federal funding is available for streetscape and traffic calming improvements through the U.S. Department of Transportation under the Transportation Equity Act for the 21st Century

(TEA-21). Detailed information and instructions for applying can be found at the DOT's website with a search for TE, CMAQ, or TCSP programs: http://www.dot.gov/. Applications will need to be filed through the Planning Commission and DVRPC. State funding is available through PENNDOT once the project is included on its 12-Year Program. More information can be found at: http://www.dot.state.pa.us/. For some transportation projects, the borough may be required to provide a percentage of the overall project cost. Additional funding source information, including contacts and eligibility requirements, can be found in the Montgomery County Planning Commission's publication "Sources of Funding for Revitalization".

Approximate Project Schedule

A streetscape project in Rockledge will take several years from beginning to end for all three phases, but efforts can begin as soon as the community has decided to pursue improvements. The following provides an estimated timeline for establishing streetscape improvement efforts and implementing the first project:

- 1. Convene Planning Commission and Subcommittee: 1-3 months
- 2. Secure funding for design services: 1-3 months (concurrently)
- 3. Prepare an RFP for design services: 6 months
- 4. <u>Select a design team:</u> 6 months (concurrently)
- 5. Explore implementation funding: 1-3 months (concurrently)
- 6. Complete design: 12 months
- 7. Bid project to contractor: 3 months
- 8. Construction: 12 months (per phase)

Approximate Project Costs by Phase

The following cost estimates are for conceptual budget planning purposes only. All dimensions are approximate and must be verified in the field. Final design may result in a revisionof project quantities and costs.

PHASE 1: Huntingdon Pike from Central Ave. to Jarrett Ave. Streetscape/Traffic Calming Improvements

| | Unit | Unit Cost | Tota |
|---|--------------|--|--------------|
| Design: | | | \$80,000.00 |
| Construction: | | | |
| . New Sidewalks and Curbs | | | |
| lew Curbs | | | |
| Huntingdon Pike: Central Ave. to Jarrett Ave. | 2,000 L.Ft. | \$20.00 L.Ft. | \$40,000.00 |
| Total | 2,000 L.Ft. | | \$40,000.00 |
| lew Sidewalks (Average 6-feet wide) | | | |
| Huntingdon Pike: Central Ave. to Jarrett Ave. | 1,333 Sq.Yd. | \$50.00 Sq.Yd. | \$66,650.00 |
| Total | 1,333 Sq.Yd. | | \$66,650.00 |
| 2. Street Trees | | | |
| Huntingdon Pike: Central Ave. to Jarrett Ave. | 66 Units | \$500.00 Each | \$33,000.00 |
| Total | 66 Units | | \$33,000.00 |
| 2. Medians | | | |
| New Pedestrian Refuges | | | |
| Huntingdon Pike at Jarrett Avenue (1) | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Huntingdon Pike at Sylvania Avenue (2) | 22 Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Huntingdon Pike at Park Avenue (2) | 22 Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Huntingdon Pike at Central Avenue (1) | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Total | | ************************************** | \$3,960.00 |
| J. Pedestrian-Scale Lights | | | |
| Huntingdon Pike: Central Ave. to Jarrett Ave. | 33 Units | \$6,000.00 Each | \$198,000.00 |
| Total | 33 Units | | \$198,000.00 |
| i. Crosswalk Treatments (Concrete Pavers) | | | |
| Huntingdon Pike at Jarrett Avenue | 156 Sq.Yd. | \$100.00 Sq.Yd. | \$15,600.00 |
| <u> </u> | ' | | . , |

| Huntingdon Pike at Park Avenue | 122 Sq.Y | 'd. | \$100.00 Sq.Yd. | \$12,200.00 |
|--|----------|------------|-----------------|--------------|
| Huntingdon Pike at Central Avenue | 78 Sq.Yd | l. | \$100.00 Sq.Yd. | \$7,800.00 |
| | Total | 512 Sq.Yd. | | \$51,200.00 |
| 6. Street Benches | | | | |
| Huntingdon Pike: Central Ave. to Jarrett | Ave. | 3 Units | \$800.00 Each | \$2,400.00 |
| | Total | 3 Units | Each | \$2,400.00 |
| 7. Trash Receptacles | | | | |
| Huntingdon Pike: Central Ave. to Jarrett | Ave. | 5 Units | \$500.00 Each | \$2,500.00 |
| | Total | 5 Units | Each | \$2,500.00 |
| 8. Bicycle Racks | | | | |
| Huntingdon Pike: Central Ave. to Jarrett | Ave. | 3 Units | \$250.00 Each | \$750.00 |
| | Total | 3 Units | Each | \$750.00 |
| 9. Wayfinding Signage | | | | |
| Vehicular | Lump Su | m | \$1,800.00 | \$1,800.00 |
| Pedestrian | Lump Su | m | \$1,800.00 | \$1,800.00 |
| | Total | | | \$3,600.00 |
| 10. Traffic Signal | | | | |
| Huntingdon Pike at Sylvania Avenue | Lump Su | m | \$50,000.00 | \$50,000.00 |
| | Total | | Each | \$50,000.00 |
| | PHASE 1 | 1 TOTAL | | \$452,060.00 |

PHASE 2: Huntingdon Pike from Central Ave. to Shady Lane Streetscape/Traffic Calming Improvements

| | Unit | Unit Cost | Total |
|---|--------------|-----------------|--------------|
| Construction: | | | |
| 1. New Sidewalks and Curbs | | | |
| New Curbs | | | |
| Huntingdon Pike: Central Ave. to Shady Lane | 2,000 L.Ft. | \$20.00 L.Ft. | \$40,000.00 |
| Total | 2,000 L.Ft. | | \$40,000.00 |
| New Sidewalks (Average 6-feet wide) | | | |
| Huntingdon Pike: Central Ave. to Shady Lane | 1,333 Sq.Yd. | \$50.00 Sq.Yd. | \$66,650.00 |
| Total | 1,333 Sq.Yd. | | \$66,650.00 |
| 2. Street Trees | | | |
| Huntingdon Pike: Central Ave. to Shady Lane | 66 Units | \$500.00 Each | \$33,000.00 |
| Total | 66 Units | | \$33,000.00 |
| 3. Medians | | | |
| New Pedestrian Refuges | | | |
| Huntingdon Pike at Central Avenue (1) | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Huntingdon Pike at Elm Avenue (2) | 22 Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Huntingdon Pike at Penn Avenue South (2) | 22Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Total | | | \$3,300.00 |
| Existing Median at Shady Lane | | | |
| Pavement Treatment Lump | Sum | \$3,000.00 | \$3,000.00 |
| Landscaping Lump | Sum | \$2,000.00 | \$2,000.00 |
| Total | | | \$5,000.00 |
| 4. Pedestrian-Scale Lights | | | |
| Huntingdon Pike: Central Ave. to Shady Lane | 33Units | \$6,000.00Each | \$198,000.00 |
| Total | 33Units | | \$198,000.00 |
| 5. Crosswalk Treatments (Concrete Pavers) | | | |
| Huntingdon Pike at Central Avenue | 78 Sq.Yd. | \$100.00 Sq.Yd. | \$7,800.00 |
| Huntingdon Pike at Elm Avenue | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Penn Avenue North | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Penn Avenue South | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Fox Chase Road | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Shady Lane | 156 Sq.Yd. | \$100.00 Sq.Yd. | \$15,600.00 |
| Total | 444 Sq.Yd. | | \$72,200.00 |

| 6. Street Benches | | | | |
|--|----------|---------|---------------|--------------|
| Huntingdon Pike: Central Ave. to Shady I | Lane | 3 Units | \$800.00 Each | \$2,400.00 |
| | Total | 3 Units | Each | \$2,400.00 |
| 7. Trash Receptacles | | | | |
| Huntingdon Pike: Central Ave. to Shady I | Lane | 5 Units | \$500.00 Each | \$2,500.00 |
| | Total | 5 Units | Each | \$2,500.00 |
| 8. Bicycle Racks | | | | |
| Huntingdon Pike: Central Ave. to Shady I | Lane | 3 Units | \$250.00 Each | \$750.00 |
| | Total | 3 Units | Each | \$750.00 |
| 9. Wayfinding Signage | | | | |
| Vehicular | Lump Su | m | \$1,800.00 | \$1,800.00 |
| Pedestrian | Lump Su | m | \$1,800.00 | \$1,800.00 |
| | Total | | | \$3,600.00 |
| | Grand To | otal | | \$427,400.00 |

Gateway Improvements

| | | Unit | Unit Cost | Total |
|--|--------------------|----------|------------|--------------|
| Construction: | | | | |
| 1. New Gateway Signs | | | | |
| Huntingdon Pike at Abington Line (2 si | gns) Lump Sum | | \$6,000.00 | \$6,000.00 |
| Fox Chase Road at Abington Line | Lump Sum | | \$3,000.00 | \$3,000.00 |
| | Total | | Each | \$9,000.00 |
| 2. Gateway Landscaping | | | | |
| Huntingdon Pike at Abington Line (2 ar | reas) Lump Sum | | \$4,000.00 | \$4,000.00 |
| Fox Chase Road at Abington Line | Lump Sum | | \$2,000.00 | \$2,000.00 |
| | Total | | Each | \$6,000.00 |
| | Grand Total | <u> </u> | | \$15,000.00 |
| | PHASE 2 TO | TAL | | \$442,400.00 |

PHASE 3: Huntingdon Pike from Filmore St. to Jarrett Ave.

Streetscape/Traffic Calming Improvements

| | Unit | Unit Cost | Tota |
|---|--------------|-----------------|--------------|
| Construction: | | | |
| 1. New Sidewalks and Curbs | | | |
| New Curbs | | | |
| Huntingdon Pike: Filmore St. to Jarrett Ave. | 1,600 L.Ft. | \$20.00 L.Ft. | \$32,000.00 |
| Total | 1,600 L.Ft. | | \$32,000.00 |
| New Sidewalks (Average 6-feet wide) | | | |
| Huntingdon Pike: Filmore St. to Jarrett Ave. | 1,067 Sq.Yd. | \$50.00 Sq.Yd. | \$53,350.00 |
| Total | 1,067 Sq.Yd. | | \$53,350.00 |
| 2. Street Trees | | | |
| Huntingdon Pike: Filmore St. to Jarrett Ave | 60 Units | \$500.00 Each | \$30,000.00 |
| Total | 60 Units | | \$30,000.00 |
| 3. Medians | | | |
| New Pedestrian Refuges | | | |
| Huntingdon Pike at Filmore Street | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Huntingdon Pike at Blake Avenue (2) | 22 Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Huntingdon Pike at Fox Street (2) | 22 Sq.Yd. | \$60.00 Sq.Yd. | \$1,320.00 |
| Huntingdon Pike at Robbins Avenue | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Huntingdon Pike at Church Road | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Huntingdon Pike at Jarrett Avenue (1) | 11 Sq.Yd. | \$60.00 Sq.Yd. | \$660.00 |
| Total | | | \$5,280.00 |
| 4. Pedestrian-Scale Lights | | | |
| Huntingdon Pike: Central Ave. to Jarrett Ave. | 33 Units | \$6,000.00 Each | \$198,000.00 |
| Total | 33 Units | | \$198,000.00 |
| 5. Crosswalk Treatments (Concrete Pavers) | | | |
| Huntingdon Pike at Filmore Street | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Blake Avenue | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Fox Street | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Robbins Avenue | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Church Road | 122 Sq.Yd. | \$100.00 Sq.Yd. | \$12,200.00 |
| Huntingdon Pike at Jarrett Avenue | 78 Sq.Yd. | \$100.00 Sq.Yd. | \$7,800.00 |
| Total | 488 Sq.Yd. | | \$68,800.00 |

| Total 3 Units Each \$ Total 3 Units Each \$ Total 5 Units \$500.00 Each \$ Total 5 Units Each \$ Successful Each \$ | 6. Street Benches | | | | |
|---|--|----------|----------|-----------------|--------------|
| | Huntingdon Pike: Filmore St. to Jarrett Av | ve. | 3 Units | \$800.00 Each | \$2,400.00 |
| Huntingdon Pike: Filmore St. to Jarrett Ave. 5 Units \$500.00 Each \$ | | Total | 3 Units | Each | \$2,400.00 |
| Total 5 Units Each \$ | . Trash Receptacles | | | | |
| Huntingdon Pike: Filmore St. to Jarrett Ave. Total 3 Units \$250.00Each Total 3 Units Each Wayfinding Signage Pedestrian Lump Sum \$1,800.00 \$ Total \$1,800.00 Each \$1 Total \$1,801.00 \$ Total \$1,801.00 \$ Total \$250.00 Each \$1 Total Each \$3 Grand Total Each \$41 Grand Total Each \$41 Construction: I New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$3 Construction: I Lump Sum \$4,000.00 \$ Total Each \$3 Total Each \$3 Construction: Lump Sum \$4,000.00 \$ Total Each \$4 Total Each \$5 Total \$5 | Huntingdon Pike: Filmore St. to Jarrett Av | ve | 5 Units | \$500.00 Each | \$2,500.00 |
| Huntingdon Pike: Filmore St. to Jarrett Ave. 3 Units \$250.00Each | | Total | 5 Units | Each | \$2,500.00 |
| Total 3 Units Each | B. Bicycle Racks | | | | |
| Name | Huntingdon Pike: Filmore St. to Jarrett Av | ve | 3Units | \$250.00Each | \$750.00 |
| Lump Sum | | Total | 3 Units | Each | \$750.00 |
| Lump Sum |). Wayfinding Signage | | | | |
| Total Total Total Foliance Huntingdon Pike at Church Road/Robbins Ave. 4 Units \$3,000.00 Each \$1 Total 4 Units Each \$1 Total 5 Unit Each \$1 Sateway Improvements Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ Total Each \$ Construction: Lump Sum \$4,000.00 \$ Total Each \$ | ehicular | Lump Su | m | \$1,800.00 | \$1,800.00 |
| Huntingdon Pike at Church Road/Robbins Ave. 4 Units \$3,000.00 Each \$1 Total 4 Units Each \$1 Total 4 Units Each \$1 Total 5 | Pedestrian | Lump Su | m | \$1,800.00 | \$1,800.00 |
| Huntingdon Pike at Church Road/Robbins Ave. 4 Units \$3,000.00 Each \$1 Total 4 Units Each \$1 1. Bollards Huntingdon Pike at Church Road 10 Units \$250.00 Each \$ Total Each \$ Grand Total Each \$41 Sateway Improvements Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ Cateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Total Each \$ Grand Total Each \$ Total | | Total | | | \$3,600.00 |
| Total 4 Units Each \$1 1. Bollards Huntingdon Pike at Church Road 10 Units \$250.00 Each \$ Total Each \$ Grand Total Each \$ Grand Total Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ Cateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ To | 0. Pedestrian Signals | | | | |
| Huntingdon Pike at Church Road Total Grand Total Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Gateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Fotal Sateway Landscaping | Huntingdon Pike at Church Road/Robbins | s Ave. | 4 Units | \$3,000.00 Each | \$12,000.00 |
| Huntingdon Pike at Church Road Total Each Sateway Improvements Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Total Each Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum Sateway Landscaping Fotal Each Sateway Landscaping Fotal | | Total | 4 Units | Each | \$12,000.00 |
| Total Each \$ Grand Total \$41 Sateway Improvements Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ Construction: Lump Sum \$4,000.00 \$ Construction: Construction: Construction: Lump Sum \$4,000.00 \$ Total Each \$ Construction: Construction: Construction: Lump Sum \$4,000.00 \$ Total Each \$ Construction: | 1. Bollards | | | | |
| Grand Total \$41 Grand Total \$41 Grand Total \$41 Grand Total Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ C. Gateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Tota | Huntingdon Pike at Church Road | | 10 Units | \$250.00 Each | \$2,500.00 |
| Unit Unit Cost Construction: New Gateway Signs Huntingdon Pike at Philadelphia Line Cost Total Lump Sum \$6,000.00 \$ Total Each Total Lump Sum \$4,000.00 \$ Total Each \$ Total Each \$ Total Fach Total Fa | | Total | | Each | \$2,500.00 |
| Unit Unit Cost Construction: I. New Gateway Signs Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ C. Gateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Grand Total Each \$ 10 | | Grand To | otal | | \$411,180.00 |
| Construction: 1. New Gateway Signs Lump Sum \$6,000.00 \$ Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ C. Gateway Landscaping Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Grand Total \$1 | Sateway Improvements | | | | |
| New Gateway Signs | | | Unit | Unit Cost | Tota |
| Huntingdon Pike at Philadelphia Line Lump Sum \$6,000.00 \$ Total Each \$ Buttingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Grand Total \$1 | Construction: | | | | |
| Total Each \$ C. Gateway Landscaping Huntingdon Pike at Philadelphia Line Total Total Each Fach Sum \$4,000.00 \$ Total Each Fach Fach Total Fach | . New Gateway Signs | | | | |
| Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Grand Total \$1 | Huntingdon Pike at Philadelphia Line | | Lump Sum | \$6,000.00 | \$6,000.00 |
| Huntingdon Pike at Philadelphia Line Lump Sum \$4,000.00 \$ Total Each \$ Grand Total \$1 | | Total | | Each | \$6,000.00 |
| Total Each \$ Grand Total \$1 | . Gateway Landscaping | | | | |
| Grand Total \$1 | Huntingdon Pike at Philadelphia Line | | Lump Sum | \$4,000.00 | \$4,000.00 |
| | | Total | | Each | \$4,000.00 |
| PHASE 3 TOTAL \$42 | | | | | \$10,000.00 |
| | | PHASE 3 | 3 TOTAL | | \$421,180.00 |

Parking Improvement Project

A commercial district parking improvement project is recommended to facilitate and increase the availability of parking in the business district. An overall parking improvement project should involve the following components:

- Shared parking among recommended private businesses and institutions
 - Hollywood Restaurant (in Abington)
 - Ackers Plaza
 - Duplicating Center
 - Fox Chase Physical Therapy
 - Austrian Village
 - Gurcsik Studio and Vision Center
 - Holy Nativity Church
 - Rockledge Community Center
 - Fox Chase Cancer Center Annex
- Improved off-street connections between adjacent shared parking lots
 - New signage indicating permitted shared usage for associated businesses
 - New striping to reinforce lot organization
 - Removal of any physical barriers
 - Moving or cutting through landscaping or curbs
 - Minor regrading
 - Any additional connections and consolidations
- Improved parking identification through wayfinding signage

Project Approach

There are several work tasks that should be undertaken by the borough and local entities to begin improving the parking situation in the commercial district of Rockledge. The following tasks are recommended:

- 1. <u>Convene the Planning Commission</u>. The Rockledge planning commission should meet to coordinate shared parking among businesses and improved parking connections, additional off-street parking locations, and a wayfinding signage system. Borough officials, representatives of the Rockledge Fox Chase Businesses Association, and Rockledge business owners should also be involved to solicit necessary input.
- 2. <u>Negotiate shared-use parking arrangements with private lot owners.</u> The planning commission should arrange a meeting of all business owners with potential shared parking opportunities to introduce them to the concept of shared parking. Eventually, financial and operational agreements will have to be arranged between willing business owners for them to permit shared parking.
- 3. Add signs and make other improvements to shared lots. Signage should be added to

shared lots to indicate businesses permitting customers to share parking, as well as the limits of shared parking. Businesses will have to incur the cost, but the borough should consider providing financial assistance for minor improvements.

- 4. <u>Negotiate consolidated parking opportunities.</u> Before any physical parking consolidation can take place, a financial and operational agreement between all the participating parties must be completed as well, including the obtainment of easements. The planning commission should arrange a meeting of all business owners with potential shared parking opportunities to facilitate negotiation and procedures.
- 5. <u>Perform engineering evaluation for capital improvements to consolidated lots.</u> Capital improvements will be required to physically connect parking lots agreed upon by adjacent business owners. In most cases, these improvements, especially grade, drainage, and other physical improvements will require an engineering study. Businesses will have to incur the cost, but the borough should consider providing financial assistance as well.
- 6. Construct physical connections and associated improvements.
- 7. <u>Install parking wayfinding signage</u>. The planning commission should work with the streetscape design consultant to prepare a wayfinding signage design that fits with the streetscape and signage theme. Ideally, parking wayfinding signage would be a part of the overall streetscape design, construction, and financing.
- 8. Monitor the parking improvement process. The planning commission should work with the local businesses and any necessary consultant as the parking improvements are negotiated, designed, and implemented to ensure that the concepts are satisfactory to the borough. Community involvement, particularly with the impacted businesses, will be required to institute improvements that satisfy business owners and residents alike. This should involve public meetings and workshops to solicit as much input as possible.

Summary of Responsible Parties

To implement parking improvements along Huntingdon Pike, the involvement of several parties will be necessary. They should include:

- 1. Rockledge Planning Commission and Subcommittee
- 2. Borough of Rockledge
- 3. Rockledge Fox Chase Business Association
- 4. Local Political Representatives
- 5. Montgomery County Planning Commission
- 6. Parking Design Consultant (if necessary)

Summary of Potential Funding Sources

Because parking issues affect private business owners for the most part, the majority of the cost to share, consolidate, and improve parking would be incurred by the business owners. The borough may also wish to provide matching funds to assist the businesses. Costs required for a municipal parking lot could be recovered through meters or parking fees. Paid parking, however, would require enforcement by the borough.

Approximate Project Schedule

A parking improvement project in Rockledge may take several years from beginning to end including negotiations and physical improvements, but efforts can begin as soon as the community and businesses have decided to pursue improvements. The following provides an estimated timeline:

- 1. Convene Planning Commission and Subcommittee: 1-3 months
- 2. Negotiate shared-use parking arrangements with private lot owners: 9 months
- 3. Add signs and make other improvements to shared lots: 6 months
- 4. Negotiate consolidated parking opportunities: 6 months
- 5. Perform engineering evaluation: 6 months
- 6. Construct physical improvements to consolidated lots: 9 months

Approximate Project Costs

Parking improvement in Rockledge should not necessarily be an expensive venture, since the majority of the solution will be negotiating and utilizing existing facilities. Costs that may be incurred, however, are as follows and approximate:

- New signage for shared lots: \$100 per sign
- Engineering analysis for capital improvements for consolidated lots: \$500
- Capital improvements to consolidated lots: \$1,000 for a typical small lot

Commercial District Design Improvement Project

To improve the appearance of individual buildings in the business district and enhance its visual character, the borough should establish a façade improvement program to provide business owners with financial incentives to rehabilitate and restore their building façades. In addition, the borough should offer design guidelines to ensure consistency with façade improvements throughout the Huntingdon Pike commercial corridor. Guidelines should include:

- Building Mass, Roof Form, and Scale
- Window Design
- Architectural Types and Styles
- Exterior finishes
- Design Details
- Materials
- Color Palette
- Signs
- Exterior lighting

Project Approach

There are several work tasks that should be undertaken by the borough and local entities to create a façade improvement program as well as design guidelines. The following tasks are recommended:

- 1. <u>Convene Planning Commission.</u> The Rockledge planning commission, and potentially a designated subcommittee of stakeholders, should coordinate the façade improvement program and design guidelines creation. Subcommittee members should consist of borough officials, representatives of the Rockledge Fox Chase Businesses Association, Rockledge business owners, and interested residents.
- 2. Explore grant and loan funding for the program. Funding for grants and loans will be necessary for the project to be successful. The borough, with assistance from the planning commission, should pursue lump sum grants for finite projects and award them to property owners who have applied with the borough. If the borough is able to establish a permanent revenue stream for façade improvements, a portion of the revenue could be used to fund future cycles of grants. In the case of a façade loan program, the borough could lend an initial seed amount, then continue to lend subsequent loans as initial loans are repaid to the borough by applicants. This would allow the loan program to operate indefinitely. The borough should also work with local banks to establish a special low-interest loan program that property owners can use to obtain the required matching amount.
- 3. <u>Obtain funding for professional design services.</u> The borough should solicit funding to hire an architect to serve on the Design Committee and provide professional advice including creating and revising design guidelines. The consulting architect would also provide design assistance and supervision for loan and grant program applicants.
- 4. <u>Select a designer</u>. Based on credentials and experience, the planning commission should select an architect for professional design services.
- 5. Organize a Historic Review Commission or Design Review Board. While façade improvement grant and loan applicants would be required to adhere to established design regulations, all new construction and development should conform to façade improvement recommendations as well. As a result, the borough should consider creating a legally non-binding design review board as a subcommittee of the planning commission. This would require the borough organizing this new board with appointments made by Borough Council.

6. <u>Monitor the design guideline process</u>. The planning commission should work with the design consultant as the design guidelines are created to ensure that they and the proposed façade improvement program are satisfactory to the borough and local businesses. Community involvement, particularly with the impacted businesses, will be required to institute desings that satisfy business owners and residents alike. This should involve public meetings and workshops to solicit as much input as possible.

Summary of Responsible Parties

To implement a façade improvement program and design guidelines, it is anticipated that the borough will have to lead this initiative. Responsible parties should include:

- 1. Rockledge Planning Commission and Subcommittee
- 2. Borough of Rockledge
- 3. Rockledge Fox Chase Business Association
- 4. Architecture and Design Consultant

Summary of Potential Funding Sources

It is anticipated that the major cost of this initiative would be associated with funding the grant and loan programs. Funding sources include:

- State: 1. Pennsylvania Department of Community and Economic Development
- Local: 2. Montgomery County Revitalization Program Implementation Funding
 - 3. Borough of Rockledge
- Private:4. Local Banks (for low-interest loan funding)
 - 5. Foundations

Approximate Project Schedule

The façade improvement program in Rockledge will take a few years to implement, but efforts can begin as soon as the community has decided to pursue a façade program. The following provides an estimated timeframe from the point of initiation to implementation:

- 1. Convene Planning Commission and Subcommittee: 1-3 months
- 2. Explore grant and loan funding sources: 3 months (concurrent)
- 3. Obtain professional design services: 1-3 months
- 4. Prepare Façade Guidelines: 6 months
- 5. Organize Design Review Board: 6 months
- 6. <u>Ilnitiate façade program:</u> 6 months

Approximate Project Costs

The primary costs for this initiative would involve the loan program and architectural consulting services, including the following:

- The loan program should be funded at \$100,000 to have a major impact, and the loans should be distributed to priority blocks along Huntingdon Pike.
- The architectural fees will depend on the type of implementation approach that works best for Rockledge's business culture. An architect can be contracted to complete the façade design improvements for each business that is awarded a loan. Although this approach would cost upwards of 10% of the overall loan, it would provide control over all façade improvements. A less costly approach would entail the borough contracting with an architect to provide design feedback once a business owner, who would hire their own architect, submits an application for improvements. This approach would only cost the borough a few hundred dollars per application.
- In addition, architectural services to prepare design guidelines would cost approximately \$15,000.

Sign Improvement Project

The borough should update the sign ordinance to minimize visual clutter and improve the appearance of Huntingdon Pike. This should involve creating new standards for signage quantity, size, location, and appearance, and incorporating them into the borough code.

Project Approach

There are several work tasks that should be undertaken by the borough to implement the sign ordinance update. The following tasks are recommended:

- 1. <u>Convene the Planning Commission.</u> The Rockledge planning commission should coordinate and review the sign ordinance update. Potential subcommittee members could consist of borough officials (particularly the borough solicitor), representatives of the Rockledge Fox Chase Businesses Association, and Rockledge business owners.
- 2. <u>Organize and hold meetings to review sign ordinance.</u> The planning commission should meet regularly to review and revise ordinance revisions until recommended they are satisfactory to the borough and local businesses.
- 3. <u>Adopt sign ordinance</u>. Once the ordinance is satisfactory, the borough should present the ordinance to Borough Council for council to review and pass.
- 4. <u>Monitor the sign ordinance</u>. The planning commission should coordinate with borough council after the sign ordinance is passed to ensure that it is satisfactory to the borough and local businesses, and that the new sign regulations are being properly honored. The two groups should work together to make any modifications if necessary.

Summary of Responsible Parties

To implement a sign ordinance update, it is anticipated that the borough will have to lead this initiative. Responsible parties should include:

- 1. Rockledge Planning Commission
- 2. Borough of Rockledge (including the borough solicitor)
- 3. Rockledge Fox Chase Business Association

Approximate Project Schedule

The sign ordinance update procedure in Rockledge should not take long to implement, since specific recommendations have been made in the Action Plan and the update involves no costs. The following provides an estimated timeframe:

- 1. Convene Planning Commission: 1-3 months
- 2. Organize and hold meetings to review sign ordinance: 3 months
- 3. Adopt sign ordinance: 1-3 months

