

Jenkintown Borough Community Revitalization Plan Revision



Submitted by:

Kolodner² + Stainbrook^{LLC}

Econsult Corporation

This plan was financed in part by Montgomery County through the Montgomery County Community Revitalization Program



Jenkintown Revitalization Plan Update: 1 March 2010

Task Force Committee Chairs: Deborra Sines Pancoe and Sandra Goldman

Michael F. English, Borough Manager and Lauren Centola, Assistant Borough Manager

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1.0 REVISING THE PLAN

1.1 PURPOSE

The purpose of the Jenkintown Revitalization Plan Revision is to revise and update the last plan completed in 2004. That plan outlined a number of projects to revitalize the Borough, several of which have been implemented or are currently underway, including parking, traffic calming, and streetscape improvements. Much has changed since the original document was prepared, and it is time to update it to deal with current conditions and funding requirements. The current objective is to recommend a few projects that can be funded and implemented in a fairly short time frame for immediate impact. We also will deliver policy recommendations that can be used to guide future decisions as funding becomes available.

1.2 PARTICIPANTS

The planning and urban design firm of Kolodner² + Stainbrook LLC, in collaboration with the economic consulting firm of Econsult Corporation were awarded a professional services contract in October of 2009 through a publically bid request for proposal process. The Borough Council in cooperation with the Montgomery County Planning Commission selected Kolodner² + Stainbrook (K²+S) to complete the plan revision. A Task Force, co-chaired by Council President Sandra Goldman and Councilwoman Deborra Pancoe, was created to manage the project with the assistance of Borough Manager Michael F. English and Assistant Borough Manager Lauren Centola. Six task force meetings were held from October 2009 through February 2010 and included detailed working sessions led by the consulting team. The task force body was comprised of members of the community, including members of the Montgomery County Planning Commission, Jenkintown Borough Planning Commission, Borough Council and business owners.

Task Force:

Laura Hanes	Brian O’Leary
Steve Spindler	Linda Kligman
Sam Goldman	Ken Lynch
Al DiValentino	Laurie Durkin
John Stillmun	Ed Foley
Joe Hentz	James R. Rose
Allyson Dobbs	Charlie Clark
Fred Kaplan-Mayer	Lauren Centola

Task Force Committee Chairs: Deborra Sines Pancoe and Sandra Goldman
Michael F. English, Borough Manager and Lauren Centola, Assistant Borough Manager

Consulting Team:

- Kolodner² + Stainbrook
Harvey Kolodner
Steven Stainbrook
Elinore Kolodner
- Econsult Corporation
Richard Voith
Ashley Feuer

1.3 PROCESS

Revision of the plan was made through robust conversations and exchange of information through four parallel channels:

- Revitalization Task Force
- Community Coffees and Outreach
- Stakeholder Outreach
- Consulting Team

Plan recommendations were arrived at through discrete tasks that were circulated through the four communication channels above. Montgomery County’s Planning Commission Revitalization Plan

guidelines were adhered to and included review of the 5 community elements: economic development, public safety, community facilities, transportation, and housing. Key tasks included:

- Listen, Observe, Review
- Question and Synthesize
- Develop Redevelopment Premises
- Vision and Define Objectives
- Outline Key Initiatives

1.4 ACHIEVEMENTS FROM PREVIOUS PLAN

Since the completion of the 2002 Master Revitalization Plan the Borough of Jenkintown has made significant achievements in improving the community's quality of life. Major goals outlined in that plan included:

- Creating a quality pedestrian environment that encourages strolling along and crossing Old York Road
- Increasing the parking supply in Uptown, while preserving its small town character
- Maintaining and expanding office and retail tax base
- Integrating School District & Borough actions that influence entire community
- Protecting and enhancing Jenkintown's unique architectural resources
- Developing a more physical "sense of place" for Uptown on Old York Road
- Creating a walking district in Uptown that weaves the west and the east sides of Old York Road into the strong pedestrian environment of the Town Square area
- Minimizing vehicular speeds throughout Borough
- Developing a balanced mix of businesses in the Jenkintown community
- Expanding and enhancing Borough's supply of parks and recreational amenities

Based on projects and policies implemented since the completion of the previous study Jenkintown has experienced positive change with regard to many of the objectives outline above. Beyond quantitative measures of success, the consultant team found through community and stakeholder feedback that qualitative indications point to improvements. Through comments at community coffee events and formal questionnaires the team observed for example that parking was cited less than half of the time as one of residents' top three priorities. This is much lower compared to a previous Jenkintown Community Alliance

survey in which 70% of the respondents indicated more or improved parking was needed. In fact, 23 of 45 questionnaires indicated that parking had improved over the last 5 years. Community members seem to feel the Borough has made significant strides in improving parking conditions.

Other notable achievements include:

1. Spring 2010 construction of streetscape improvements that will allow for a more pedestrian friendly environment along York Road.
2. Increased in Uptown parking supply with the opening of the Leedom and Greenwood Avenue parking lot.
3. Expanded the overall office and retail tax base despite the recent economic downturn.
4. Integrated more School District and Borough activities.
5. Protected and enhanced architectural resources.
6. Created a stronger “sense of place” for the Uptown District and York Road.
7. Improved east-west pedestrian movement for Uptown.
8. Minimized speeding throughout the borough with enforcement and traffic calming measures.
9. Developed a more balanced mix of businesses throughout the Borough.
10. *Expanded recreational amenities including a new community playground.*

1.5 AREAS OF CONTINUED FOCUS

Kolodner² + Stainbrook and Econsult Corporation team determined that Jenkintown exceeded benchmarks set by comparative analysis using key indicators of a vibrant, self-contained community:

- Extraordinarily safe and secure
- Elite School District
- Excellent access to public transit
- Strong community spirit
- Delightful range of intact neighborhoods
- Desirable proximity to regional population and economic engines of growth

Recognizing Jenkintown's existing assets and the limited financial resources at all levels of government and through private capital sources, the Task Force in partnership with the consulting team made a decision to determine areas of most immediate concern. Emerging economic trends such as those published in the 27 December 2009 *Wall Street Journal* that read, "Retail experts generally believe that the U.S. now has more stores than consumer demand" played a role in revisions that would be made to the 2002 Revitalization Plan. Similar studies suggest that there are too many retail stores, that average store size has grown too large, and that in order to be competitive retailers and communities must be more innovative in creating enticing destinations that are experienced based.

Based on existing conditions findings, emerging trends, and limited resources the following areas in need of continued focus were identified:

- Lack of a thriving retail core
- Challenge in offering a competitive office and residential market

1.6 CRITERIA FOR PLAN REVISION

The Revitalization Task Force determined that revisions to the 2002 Revitalization Plan and new initiatives should be limited to policies or projects that have a realistic chance of implementation and should be organized in near, mid, and longer term time frames. An important part of this approach was working backward from funding sources to assure that each recommendation met minimum grant application requirements. The July 2009 Montgomery County, Pennsylvania Economic Development Program Manual was referenced in outlining such requirements.

2.0 EXECUTIVE SUMMARY

This fall Kolodner ²+ Stainbrook LLC (K²+S) was retained by the Borough of Jenkintown to update the Jenkintown Revitalization Master Plan prepared in April 2002. K²+S in association with its sub-consultant, Econsult Corporation, held four meetings with the public, conducted over thirty stakeholder interviews, and engaged in hundreds of hours of independent planning and economic research to produce this revision. In addition we consulted with the task force at six meetings and conducted several telephone conferences with them as well. As is detailed in this document our team found that Jenkintown was in good shape except for its Old York Road business district. The team, in conjunction with the task force, developed two types of recommendations: programmatic and “bricks and mortar”. Only certain public safety and infrastructure need improvement. Public safety with regard to pedestrian safety should be given ongoing attention as outlined in the previous plan including traffic calming and improved crosswalks. Storm water and sanitary issues need to be monitored and solutions found for improving capacity. All recommendations, where practicable, are paired with an economic implementation strategy to avoid “pie in the sky” thinking.

The recommendations are divided into three categories, high, medium and low, to reflect what the task force felt is Jenkintown’s ability to implement. The division was based largely on funding availability. It is further recommended that a Steering Committee be formed along with a series of sub committees to begin to move these recommendations forward upon approval of our report.

As is detailed in this document our team found that Jenkintown is, on the whole, a strong and desirable community located in one of the wealthiest counties in the United States. In particular, our analysis revealed that Jenkintown, as a community, enjoys:

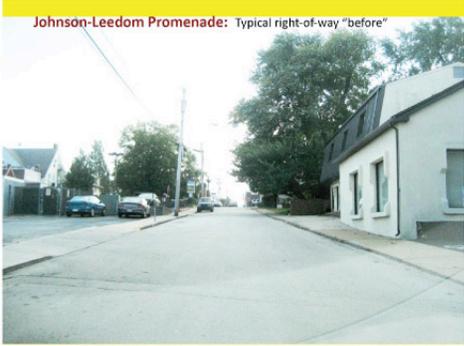
- Forward thinking and effective local government

- Engaged residents and business community
- Stable, if slightly older population
- Relatively high household incomes
- Highly educated population and workforce
- Excellent schools
- High home occupancy and ownership rates
- High overall median home sale values
- Excellent access to public transit and major roadways

Yet, despite these community assets, Jenkintown's business district, centered on Old York Road, has struggled considerably in the recent years in the face of a national economic downturn and shifting patterns in the way Americans shop, dine, and work. This struggle is manifested most visibly through increasing vacancies within the Downtown; thus, the recommendations contained in this update to the Borough's 2002 Revitalization Plan are in large part focused on reversing these trends and restoring vitality and a unified character to the Downtown business district.

All recommendations are the reflection of solid research combined with extensive feedback from the local officials, the Revitalization Task Force, key stakeholders, and the community at large. The division of initiatives by priority was based largely on funding availability.

JENKINTOWN BOROUGH REVITALIZATION PLAN UPDATE



3.0 BACKGROUND SUMMARY - EXISTING CONDITIONS REVIEW

3.1 BACKGROUND SUMMARY:

The K²+S Team in consultation with the Revitalization Plan Task force found housing, basic infrastructure, and public safety elements had not changed in a way that merited being readdressed in this plan revision.

Only certain public safety and infrastructure need improvement. Public safety needs to continue the efforts being made in pedestrian safety as outlined in the previous plan. With respect to infrastructure, Jenkintown Borough, as a first tier suburb, must continue to be vigilant regarding regional storm and sanitary service issues that could have a potential impact on future revitalization initiatives. If regional capacity fails to manage its current maximum capacity or keep up with growth, business or residential connections will not be permitted and revitalization would be threatened. Section 1.4 outlines substantial accomplishments that have been made since the 2002 plan in each of the community revitalization areas. Detailed identification and evaluation of these community elements (economic development, housing, infrastructure, and public safety) are contained in Appendix D. Based on review of the previous plan, data generated since 2002, and analysis throughout this study, it was determined that Jenkintown's attributes include:

- Extraordinarily safe and secure
- Elite school district with shared community facilities
- Excellent access to public transit
- Strong community spirit
- Intact and Delightful neighborhoods
- Desirable proximity to region with strong infrastructure connections

However, Jenkintown is missing two key elements of a holistic community, a thriving mixed-use retail core and a competitive office market. Updates and new synthesis in Sections 3.2 and 3.3 address ways in which the Borough can create conditions to support more sustainable economic conditions.

3.2 PLANNING AND DESIGN STUDY CONTEXT

The Borough of Jenkintown was named for the settler, William Jenkins and originally settled in 1697. Approximately 248 acres of land, located 14 miles from today's Center City Philadelphia, was incorporated in 1874 from Abington Township. Today the Borough is approximately 384 acres (.6 square miles) with a population of 4,299 residents. Jenkintown is located in Montgomery County and adjacent to Abington and Cheltenham Townships.

Jenkintown Borough is best characterized as a small second-ring suburban town with a walkable downtown business district, distinct residential neighborhoods, a mix of retail establishments, its own school district, and excellent access to public transportation. The majority of the Borough is a residential community that is separated into East and West portions by the Business District that runs parallel to the heavily traveled State Route 611 or Old York Road. On the east side of Old York Road, residential development is predominantly characterized by larger detached single-family homes typically sited on .5 to 1 acre lots. Residential development on the southeast side of Old York Road is more varied with a mix of row homes, duplexes, and single-family dwellings on quarter-acre lots. Jenkintown's average population density is typical of an inner or second ring suburban community at 11 persons per acre compared to Center City Philadelphia's 52 persons per acre.

3.2.1 Old York Road Corridor

Old York Road is an approximate 1-mile commercial corridor with important regional and local contexts. As a state road it offers desirable heavy levels of traffic that provides excellent exposure for local businesses and a vital link to Center City Philadelphia and the Pennsylvania Turnpike. One more

immediate function is connecting the Noble Station Town Center's +/-168,000 gross square feet of retail space to the Pavilion Shops and Office's +/-240,000 gross square feet of space. Jenkintown's segment serves a similar role, as does the "bar" in a shopping mall linking to large anchor tenants. The middle (Jenkintown) like a retail pavilion in a mall has unique opportunities and constraints. Being aware of these strengths and weaknesses is critical in approaching revitalization of a community that is fortunate to have "old town" cachet, but also must deal with "old town" wrinkles. The in-between zone that the Borough finds itself in is indeed promising given existing demographic and retail trends – it is a sweet spot if many of the following challenges are addressed:

- Improving parking, access, and circulation without emulating the suburban retail models of massive asphalt surface parking lots
- Sensible preservation of existing cultural and historic assets without hampering new development and design expressive of this era
- Realizing the intimacy and quaint character that smaller building footprints within a small town configuration offer a competitive distinction to neighboring retail hubs
- Accepting the limitations and benefits that a state highway has on pedestrians given the fixed +/-60' right-of-way along the Old York Road
 - o Ceremonial gateway and front door, but limited ability to excel as a pedestrian oriented "main street"

The Old York Road experience is also varied within Jenkintown. While the portion of the corridor within the Borough may be viewed as whole, it is made of unique segments that are distinguishable through analysis of building character, building setback from the right-of-way, landmarks, topography, walking radii, and land uses. Four zones and one sub-zone were identified along the commercial corridor illustrated in the diagram. Zone "B," from Summit Avenue to Homestead Road, is where the Uptown District is located. Here, a robust intersection of civic, social, cultural, and historic activity takes place. The steep grade of the road along this segment, narrow sidewalks, landmark buildings such as the Hiway Theater and Wachovia Bank Building further punctuate this as the community's center.

3.2.2 Overall Community Character and Sub Districts

Approximately 16% of the Borough's total land area is commercial land use leaving the majority of the community residential alongside the +/-17 acre school campus. Of those residential and institutional neighborhoods, 25% are east of Old York Road with the majority to the west. Both the Noble and Jenkintown train stations are located beyond the 10-minute walking radius encircling the Uptown District. The Noble Train Station offers the most direct access to Jenkintown's commercial corridor, but the Borough's political boundaries shift east of Old York Road leaving a long segment of commercial frontage outside of the Borough.

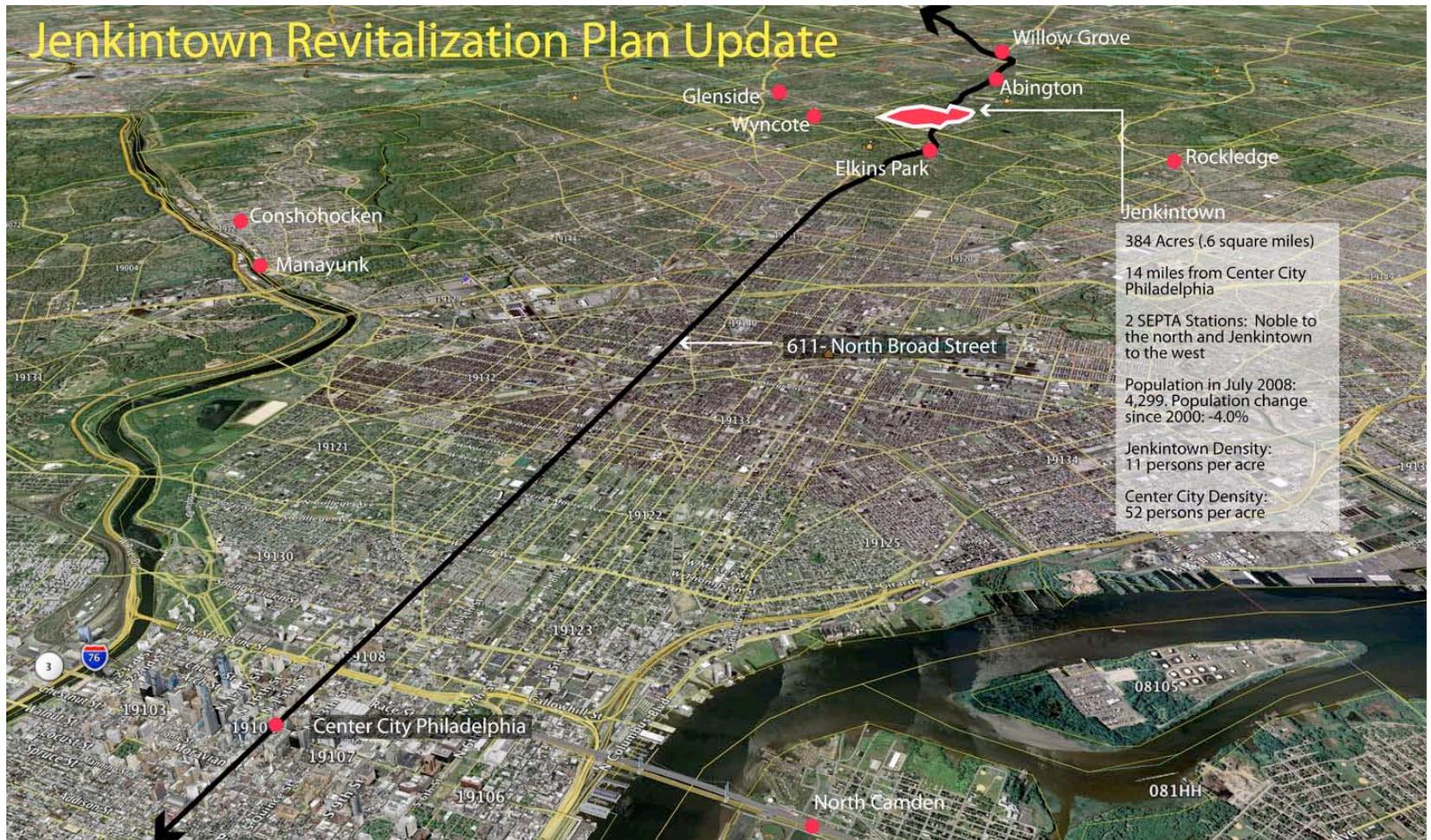
3.2.3 Opportunities and Constraints

Jenkintown's Uptown district is composed of traditional town or city blocks in the range of +/-2 acres tending towards square geometries. There is a general sense of cohesion as many turn-of-the-century buildings remain intact, new structures have been built to the right-of-way, and front doors face sidewalks with parking hidden to the rear. The number of storefront entrances per linear foot is characteristic of an active "main street" environment, which encourages pedestrian movement as users have a sense of continuous changes in activity as they move along walkways. The ratio of building height to street width is at a comfortable human scale providing an environment that encourages individuals or groups to move about freely or settle into an open space in comfort. This configuration of buildings, open space, and streets differentiates Jenkintown's commercial core from other Borough commercial areas, adjacent neighborhoods, and nearby retail and commercial development. With +/- 375 surface parking spaces (including the 60 new public spaces at the Greenwood and Leedom Street lot), West Avenue streetscape improvements, Town Square, the venerable Pioneer Fire Company building, Borough Hall, and +/-75 retail and commercial uses, Uptown is a community asset that merits attention and offers tremendous economic development opportunities.

In contrast to the Uptown District, 500 Old York Road (1931, former Strawbridge department store) and 610 (BET Investment property with 419 structured parking spaces) offer unique development opportunities because of their large building plate sizes and adjacent parking structures. While these large buildings are antithetical to traditional town centers they offer a rare opportunity to attract tenants requiring large contiguous floor area with a parking supply capable of supporting commercial office uses. The Strawbridge building was the department store's second suburban store and has the ability of offering a critical mass of occupants in a landmark building anchoring the northern Old York Road corridor within the Borough.

3.2.4 Parking Supply and Demand

With the January 2010 opening of the Greenwood and Leedom Street surface lot parking supply in the heart of the Uptown District was significantly improved with 60 new spaces. There are approximately 1,140 total surface lot parking spaces in Jenkintown's commercial core including +/-132 dedicated to institutional uses. This does not include the former Strawbridge Department Store parking structure. Since the 2002 Revitalization Plan, parking supply, management, and enforcement has improved dramatically. Using suburban parking standards of 4 or 5 spaces per 1,000 square feet of commercial and/or retail space there remains an overall parking shortage along the Old York Road Commercial Corridor. However, this 500 space shortage calculation does not account for Jenkintown's small-town, "main street" environment that encourages patrons to park once and shop twice. Additionally, it does not take into account access to two train stations, bus service, bicycle, or pedestrian modes of travel. The 2009 year-end summary of office trends showed Jenkintown office vacancy rates at 19.4%, stable from the previous year. As retail and commercial vacancy rates decline from the recent economic downturn, parking will remain an issue that will require action in the coming years.





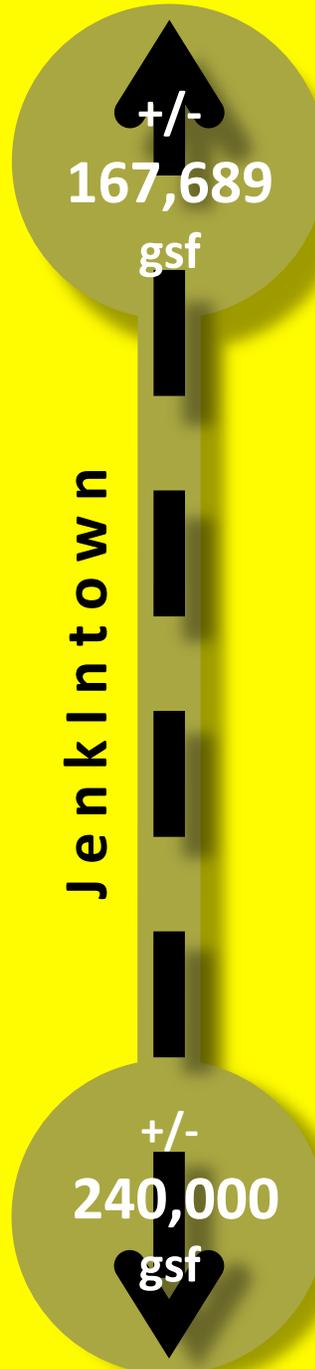
Noble Station & Town Center

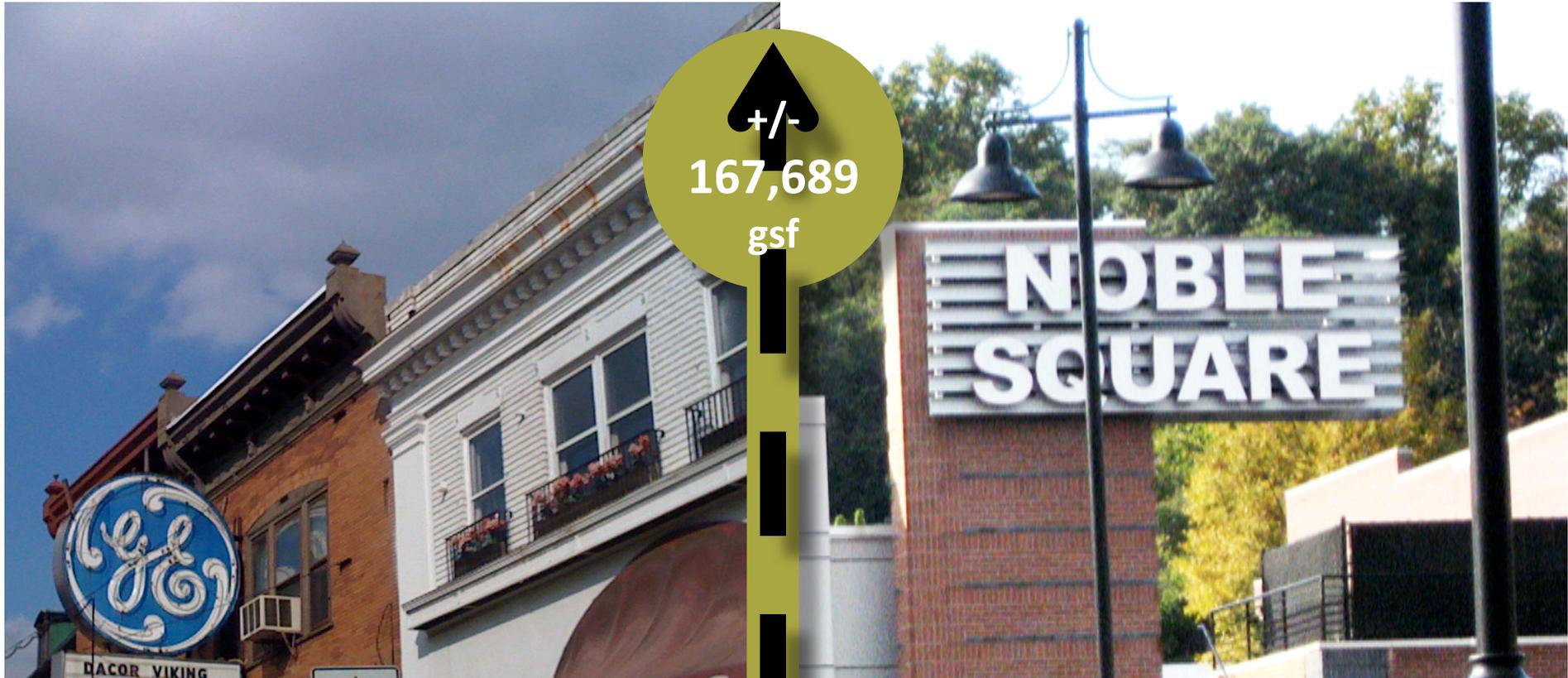
Barnes & Noble
Old Navy
Bed Bath & Beyond
Chili's



The Pavilion Shops & Offices

Abington Bank
Plaza Apartment
Colonade Apartments
Applebee's





+/-
167,689
gsf

<p>“Old Town” Cachet And Tired</p>	<p>Current / Passé Retail</p>	<p>“Suburban New” And Boring</p>
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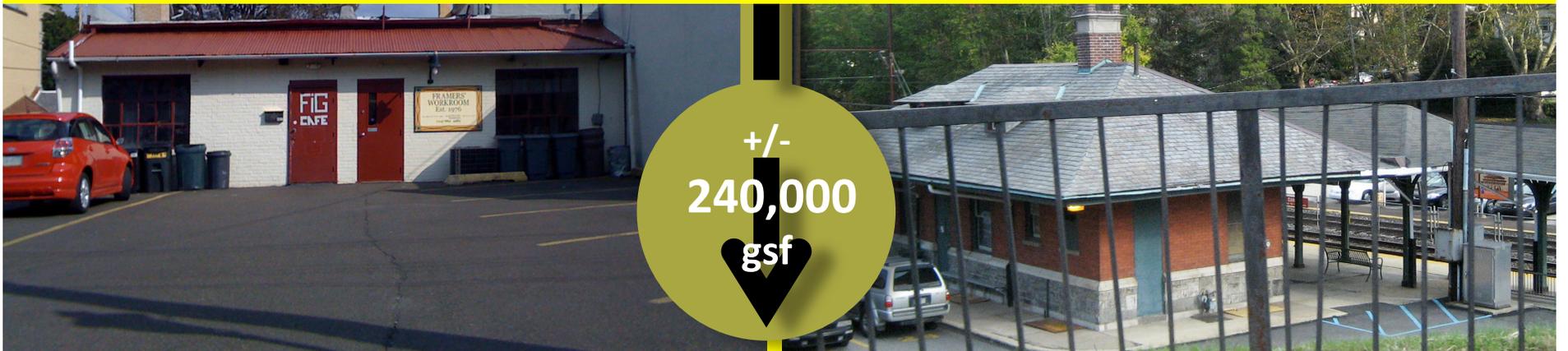


+/-
240,000
gsf



Park ?

Park or Train



**+/-
240,000
gsf**

3.3 ECONOMICS

3.3.1 Competitive Context:

Local Demographics and Economic Position

According to U.S. Census Bureau population estimates, Jenkintown's 2008 population was 4,299, representing a roughly four percent drop from 2000 Census totals of 4,478. This decline is relatively on par with population changes throughout Montgomery County as a whole (-3.7%), as well as in neighboring Abington (-3.7%) and Cheltenham (-2.7%) Townships. Median household income in the Borough was approximately \$58,000 in 2007, roughly \$10,000 higher than the statewide level.¹ The Borough has very low poverty levels, at just 1.9% of families and 5% of individuals. Looking at the age breakdown in the Borough reveals a slightly older population than the national average, with approximately 20% of residents 65 or older as compared to 12.6% for the US as whole.²

Educational attainment within the Borough is strong, with approximately 95% of residents holding a high school diploma or higher and approximately 50% holding a bachelor's degree or higher for 2008. These figures are particularly impressive when compared to national levels of 87% and 26%, respectively. In addition to educational attainment, the Borough maintains its own school district, which in 2008 had an overall reading proficiency of 90% and overall math proficiency of 87%, both well above state levels. The Jenkintown School District also recently placed within the top 11 percent of school districts throughout Pennsylvania for its performance on the statewide PSSA Science exams. Total district spending per student is \$29,500, more than double the state average.³

¹ <http://www.city-data.com/city/Jenkintown-Pennsylvania.html>

² www.census.gov and <http://www.schoolmatters.com/schools.aspx/q/page=dp/did=1216>.

³ Educational attainment figures for the community and school district achievement levels taken from the School Matters website - <http://www.schoolmatters.com/schools.aspx/q/page=dp/did=1216>.

Local Housing Market

In 2000, Jenkintown's housing stock consisted of 2,085 units, of which 2,035 or almost 98% were occupied. Among occupied housing, approximately 65% was owner-occupied and 35% were rentals. Since 2000, there has been limited growth in the Borough's housing stock; as of 2008, only two new units have built and no new units had been proposed, likely an outcome of Jenkintown's status as an older and relatively small borough with limited opportunities for new residential development. Working in Jenkintown's favor are high overall occupancy rates, such that despite a lack of growth over time, the community has able to keep a relatively stable population, a fact that is mirrored in its 2008 population estimates by the US Census. However, the inability to grow beyond its current stock also carries important fiscal implications by limiting the growth of the borough's tax revenues both in terms of property tax collections and income tax revenue among a stagnated or slightly declining population.

One positive sign is that new housing units have continued to appear in neighboring townships such as Abington and Cheltenham, which comprise much of the Borough's primary trade area and offer additional opportunities as feeder markets. Together, Abington and Cheltenham Townships have seen approximately 375 new housing units built between 2000 and 2008. In addition, nearly 200 new housing units have been added in nearby Upper Dublin Township during this time, which also holds the potential to be a secondary feeder market for Jenkintown's downtown.

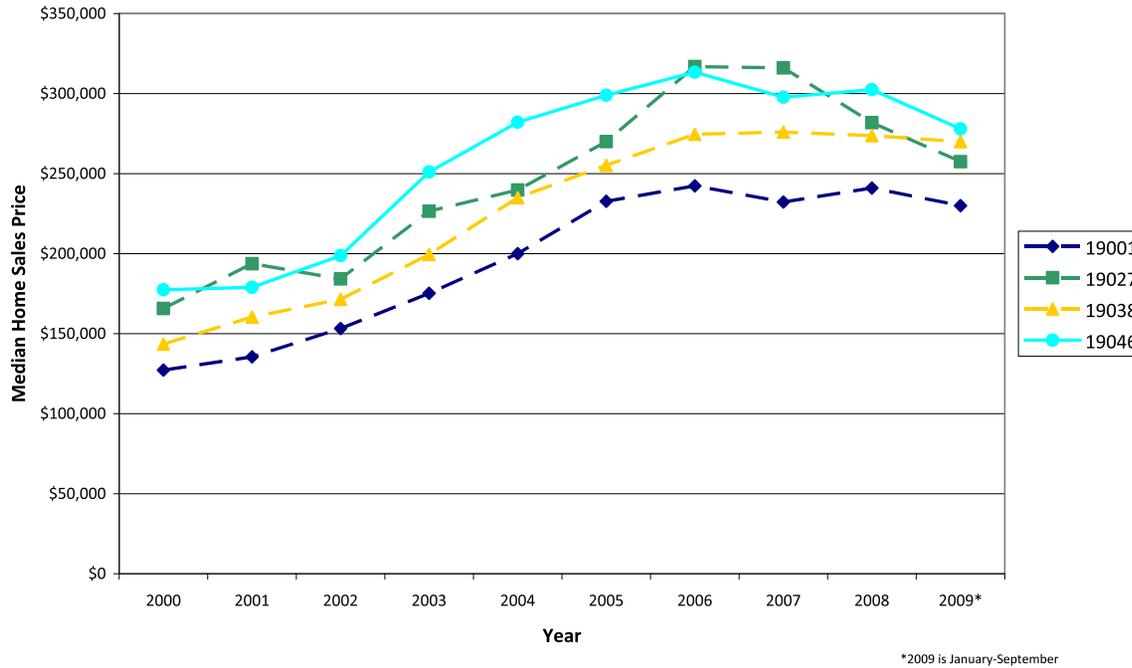
Apart from total units, housing values are another key indicator of the overall housing market and local economic conditions in general. Given the recent recession and accompanying bursting of the "housing bubble," communities throughout Montgomery County, the state, and the country saw significant declines in median home sale prices. It is not surprising then to see that this trend has also impacted Jenkintown, where the median sale price of homes fell almost 17% between 2007 and 2008, from \$272,700 down to \$227,000 (measured across 55 sales). This decline is considerably more steep than in the County as a

whole (-3%) and within immediately neighboring Abington and Cheltenham Townships.⁴ When the analysis of median home sales is extended beyond municipal boundaries to the zip code level, additional trends are revealed among the four areas comprising Jenkintown's primary trade area.

As seen in the charts below, in the past ten years, all zip codes have followed a similar trend of continually rising sales prices up through 2006 and 2007, with the past two years reflecting the downturn in the real estate market across all geographic areas. Importantly, the 19046 zip code in which Jenkintown is located and where nearly a third of the downtown's primary visitor and shopper base resides, has consistently produced the highest median home sale values over time. These trends indicate that even with more moderate housing stock and property value performance directly within the Borough, the areas immediately bordering it contain considerable pockets of affluence which has helped to maintain higher property values for the zip code overall. These immediate neighbors can be an important source of customer traffic within the Borough.

⁴ Montgomery County Planning Commission

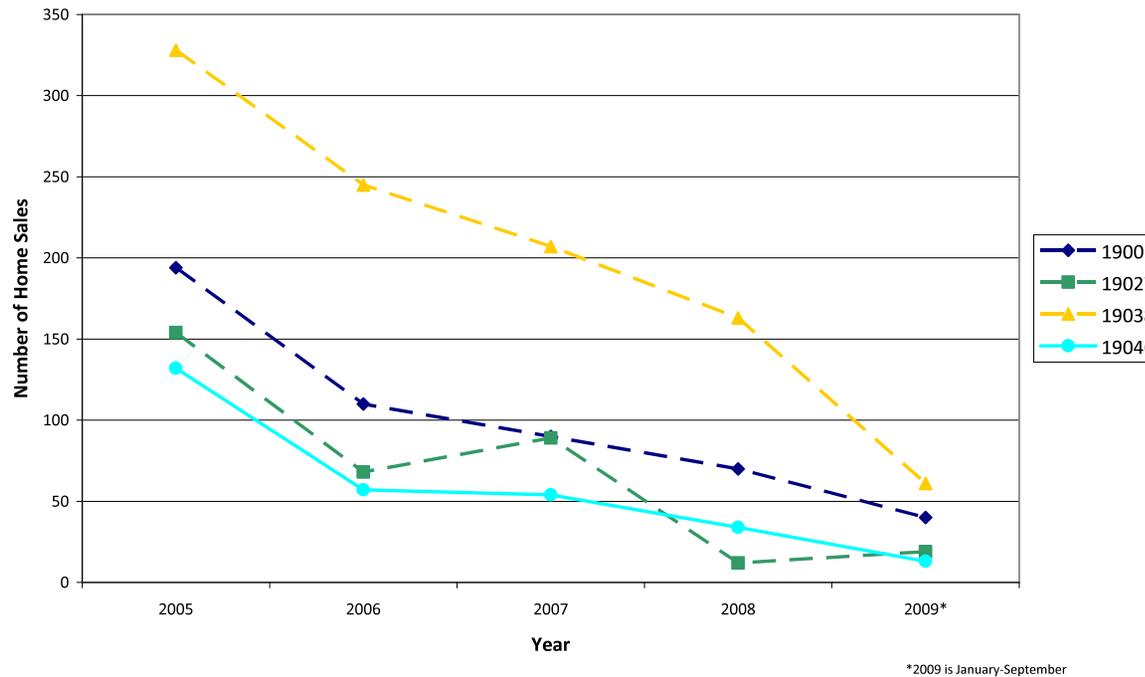
Median Annual Home Sales Prices by Zip Code
 2000-2009



*2009 is January-September

In addition, the annual home sales figures represented below reveal a steady decline in the number of sales across all zip codes since 2005. In this area, the Jenkintown zip code (19046) has consistently shown the lowest numbers of all of the four primary trade area zip codes.

Annual Number of Home Sales by Zip Code
 2005-2009



Competitive SWOT Analysis

Of course, no location exists within a vacuum, and thus it is important to consider Jenkintown’s downtown within the context of its relative competitiveness to the rest of the region. Included below is a traditional “SWOT” analysis of Jenkintown’s major strengths, weaknesses, opportunities, threats. Here, internal characteristics of the Borough, which can serve as either assets or constraints are presented alongside external factors which can either be helpful or harmful as Jenkintown seeks to undertake a new revitalization effort.

STRENGTHS

- Engaged business community and JCA
- Safety and security of community
- Unique existing architecture
- Large and affluent resident population in primary trade area
- Strong location with access to multiple train lines (TOD potential) and PA turnpike
- High traffic and potential consumer flow via 611 through downtown
- Highly educated workforce and strong school system to attract businesses and residents alike
- Recent redevelopment of West Avenue corridor and town square
- Compact shopping area allows for easy walkability
- Good relationships and proven track record with County and state officials re: revitalization projects funded in the past

OPPORTUNITIES

- Streetscape plan to offer improved appearance and continuity
- Façade improvement grant program
- Jenkintown and Noble train stations offer opportunity for transit oriented development
- New parking facilities and potential for improving/expanding existing parking stock
- Range of new County funding sources to incentivize investment
- Nearby college campuses with significant commuter populations
- Increasing presence of new families with high levels of interest in community can create opportunity for new downtown programs and activities
- Empty nester population in surrounding communities can provide potential for expanding residents in downtown (condos, etc.)

WEAKNESSES

- Lack of clearly marked and easily accessible parking in certain sections of downtown
- High speed traffic flow through downtown inhibits walkability
- Poor signage and discontinuity between store facades
- Store footprints incompatible with current retailer needs
- Significant vacancies in downtown area
- Existing retail market rents may not be supported by sales volumes
- Relatively high property tax burden as compared to other locations in the County
- Business gross receipts tax exceeds and inhibits competitiveness with surrounding communities

THREATS

- Availability of vacant space in nearby shopping centers with more desirable infrastructure features (ie, parking, access, walkability)
- Current or future redevelopment plans for Baderwood Shopping Center and 611 Corridor present potential for additional competition
- Broader economic downturn inhibits potential for new development and investment
- External perception of unfriendly business environment hurts competitiveness in attracting new business
- External perception of poor parking inhibits visitors to downtown
- Excessive vacancies and run-down appearance of vacant properties promotes idea of Jenkintown “ghost town”

3.3.2 Local business environment:

Retail Market Overview:

As indicated in the 2008 Jenkintown Strategic Merchandising Plan (SMP) developed by Retail Market Answers, LLC, (RMA) Jenkintown's primary trade area, or the area representing approximately 70% of the current visitor and shopper base, includes the zip codes of 19046 (Jenkintown), 19027 (Elkins Park), 19038 (Glenside), and 19001 (Abington). Of this total, 33% of Jenkintown's visitor and shopper base resides directly within the 19046 "Jenkintown" zip code.

Within these zip codes, median household income levels range from \$69,382 in Abington to \$76,089 in Glenside, with Jenkintown and Elkins Park falling at approximately \$71,000. These levels are significantly higher than the statewide median household income of \$48,089 and U.S. median household income of \$41,994.

Looking more specifically at supply of and demand for various retail categories in the downtown, included below are key demographic characters which appear within 1/2 mile, 1-mile, and 2-mile rings from the intersection of West Avenue and Old York Road ("the downtown").⁵

⁵ The ½ mile radius parameter includes encompasses for the most part the entire Jenkintown borough, along with some of the residential areas directly west of Old York Road. One- and two-mile rings capture the large majority of other key zip codes which make up the primary trade area for downtown Jenkintown.

Market Characteristic	(Distance from Downtown)		
	1/2 mile	1 mile	2 miles
2009 Population	4816	14,233	47,992
2009 Households	2167	6,425	19,862
2009 Families	1,130	3,633	12,331
2009 Median Age	41.7	47.3	44.6
2009 Median <i>HH Income</i>	\$63,013	\$77,980	\$79,413
2009 Median <i>Disposable Income</i>	\$53,806	\$60,740	\$61,447
2009 Per Capital Income	\$44,207	\$47,918	\$43,463
Total # of Businesses (Retail/Food& Drink)	132 (104/28)	208 (164/44)	524 (405/119)
Top 3 Tapestry Segments	Retirement Communities, Metropolitans, In Style	Retirement Communities, Urban Chic, Metropolitans	Retirement Communities, Prosperous Empty Nesters, Pleasant-Ville

Source: ESRI (2009)

Retail Supply and Demand Analysis:

In order to determine an appropriate retail mix for a revitalized downtown area, a range of factors relating to consumer demands and existing retail supply must be analyzed and taken into consideration. Included below are three such factors, which together can help to inform strategies for new building development, parking needs, zoning, incentive tools, and recruitment, among other key revitalization components:

- Existing retail/office space and current utilization and/or vacancies
- Market rental rates
- Leakage/surplus factor and consumer spending by retail category

Current Utilization and/or Vacancy

Based on inventories taken as part of Jenkintown's SMP (Strategic Merchandising Plan), there is currently approximately 413,000 square feet of retail and commercial office space in the downtown area, just under half of which falls under the retail use category. Of the roughly 204,000 SF of retail commercial space, approximately 23%, or 46,000 SF, was vacant at the time of the SMP study, while just 12% or close to 26,000 of the nearly 209,000 office commercial space was vacant. Together, the retail and office vacancies amounted to almost 71,000 SF, with retail vacancies comprising 65% of this total.

Market Rental Rates

The market rent, or "going rate" for downtown commercial space is a key factor in recruiting potential new retailers and other businesses to a location. If rates are considered too high as compared to the perceived value by tenants (particularly as compared to potential sales revenues), then it will be inherently difficult to fill vacancies in a given destination. In Jenkintown's case, this has been a particular issue in recent years, such that many in the business community and local government have expressed concern that landlords rental demands are too high to support retail use in the area and thus have become a major obstacle to ongoing efforts to attract new tenants.

RMA's SMP reported retail rental rates of between \$12 and \$25 per square foot (triple net) within the downtown, and in most cases found that landlords made few if any contributions for leasehold improvements to rental properties. Used a mid-point rent of \$18.50 and assuming of a 10% rent-to-sales ratio, RMA estimated that a tenant occupying a 1,000 square foot space would need to produce \$185/square foot (\$185,000) in annual revenues to support this rent level. Given that typical sales for small independent retailers – a key target for the downtown -- range from \$130/sf to \$225/sf, RMA concluded that rents at the higher end of the rental range would likely be problematic for the small independent stores.

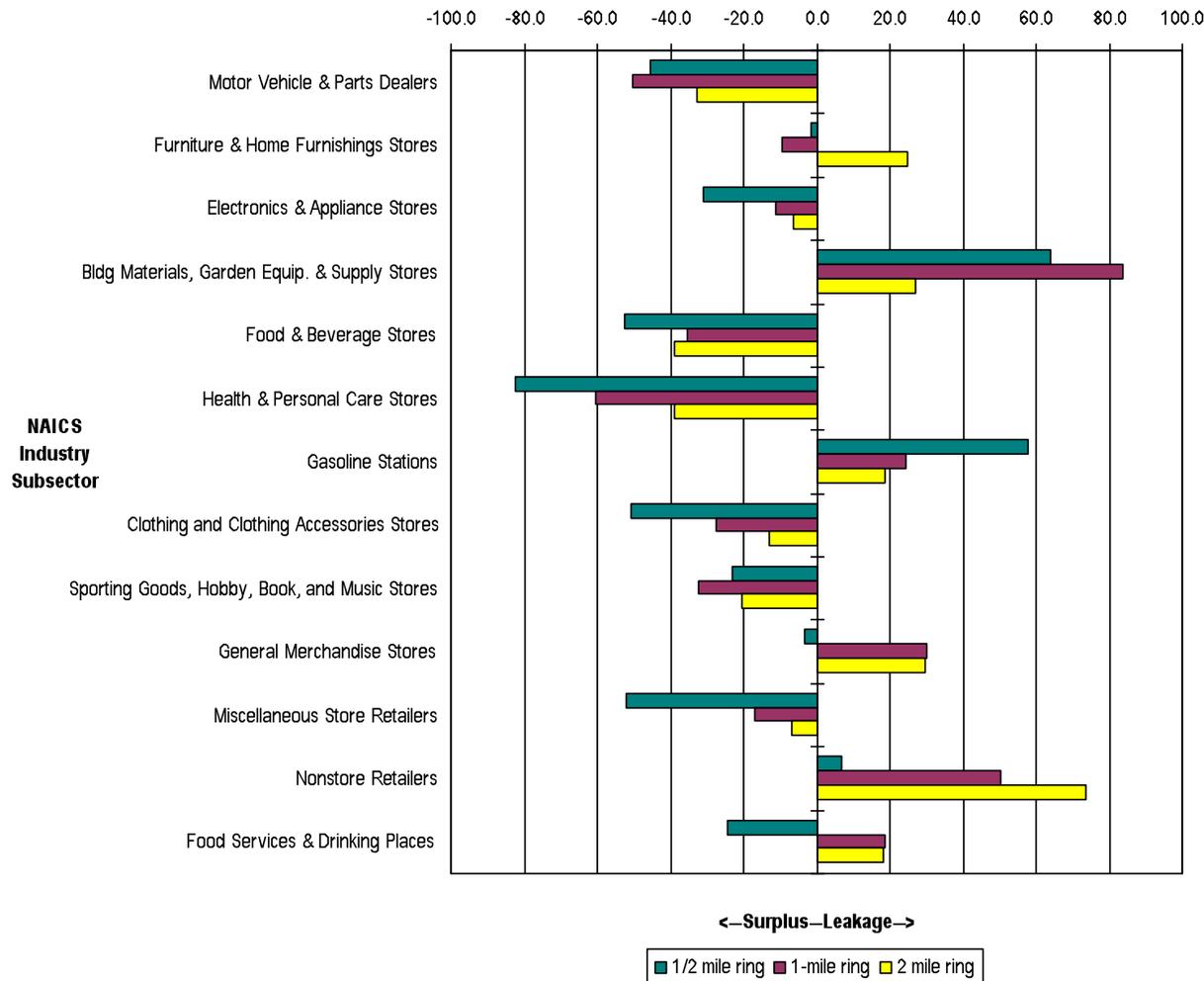
While RMA did note that restaurant users are more likely to be able to support the high-end rental rates, a retail gap analysis of the primary trade area indicates that this is not necessarily the best or most appropriate use for the downtown, given a current surplus of restaurants in the area. Thus, a revitalization strategy for the downtown should include creative and innovative approaches to help offset the impact of these rents and thus make the downtown competitive to sites around the region that may have similar or lower rents or other advantages such as better parking, infrastructure, and building footprints.

Leakage vs. Surplus of retail supply

Important to consider in any recruitment strategy for the downtown is the existing supply and demand for various retail categories. Included below is a chart demonstrating the leakage/surplus factor within major industry subsectors. Industries demonstrating a negative factor are experiencing a surplus of retail sales, meaning that customers are drawn in from areas outside of the designated trade area, in this case ½ mile, 1-mile, and 2-mile rings. On the other hand, industries with positive factors are experiencing a leakage, whereby the supply does not meet consumer demands and customers must go outside the trade area for these goods and services. Applied to the current study, those industries and retail categories for which there is a leakage to outside markets stand as a key target for future business recruitment activities.

Below Source: ESRI (2009)

Leakage/Surplus Factor By Industry Subsector



Consumer Spending.

It is also helpful to examine average household spending and consumer spending potential within the various retail categories. The spending potential index (SPI) presented in the table below is tabulated on a household level, and represents the amount spent within a product or service category relative to the national average on 100. Thus, spending categories demonstrating an SPI greater than 100 might be considered more ideal targets for a retail recruitment strategy than those falling below the 100 mark. See chart on next page.

JENKINTOWN BOROUGH REVITALIZATION PLAN UPDATE

	<u>1/2 Mile</u>		<u>1 Mile</u>		<u>2 Miles</u>	
	Average Amount Spent	Spending Potential Index	Average Amount Spent	Spending Potential Index	Average Amount Spent	Spending Potential Index
Apparel and Services						
Men's	\$453.82	94	\$493.87	103	\$473.38	98
Women's	\$786.39	91	\$859.78	99	\$820.24	95
Children's	\$408.36	99	\$434.03	106	\$423.74	103
Footwear	\$287.98	67	\$309.33	72	\$295.97	69
Watches & Jewelry	\$303.31	142	\$328.58	154	\$314.99	147
Apparel Products and Services	\$241.11	238	\$260.99	257	\$244.74	241
Computers						
Computers and Hardware for Home Use	\$277.58	139	\$301.74	151	\$290.19	145
Software and Accessories for Home Use	\$39.70	139	\$43.63	153	\$41.90	147
Entertainment & Recreation						
Fees and Admissions	\$915.78	147	\$1,032.71	166	\$996.54	160
TV/Video/Sound Equipment	\$1,708.70	141	\$1,833.43	151	\$1,739.82	143
Pets	\$703.08	161	\$768.88	176	\$736.64	168
Toys and Games (4)	\$177.54	136	\$188.45	145	\$182.32	140
Recreational Vehicles and Fees (5)	\$430.34	121	\$496.16	140	\$482.24	136
Sports/Recreation/Exercise Equipment (6)	\$203.70	102	\$223.84	113	\$217.28	109
Photo Equipment and Supplies (7)	\$159.46	136	\$175.45	150	\$169.22	145
Reading (8)	\$242.17	149	\$270.88	167	\$254.71	157
Food						
Food at Home	\$6,392.20	140	\$6,912.16	152	\$6,548.09	144
Food Away from Home	\$4,686.09	141	\$5,035.54	151	\$4,811.04	145
Health						
Nonprescription Drugs	\$141.91	136	\$152.76	146	\$142.23	136
Prescription Drugs	\$825.25	150	\$891.61	162	\$811.40	147
Eyeglasses and Contact Lenses	\$107.66	142	\$118.05	156	\$112.25	149
Home						
Maintenance and Remodeling Services	\$3,063.37	145	\$3,615.97	171	\$3,504.18	166
Maintenance and Remodeling Materials (11)	\$534.50	129	\$613.54	148	\$600.02	145
Household Furnishings and Equipment						
Household Textiles (12)	\$194.75	141	\$215.60	156	\$206.55	149
Furniture	\$897.46	140	\$988.88	155	\$951.71	149
Floor Coverings	\$129.76	149	\$144.51	166	\$138.91	159
Major Appliances (13)	\$414.66	137	\$464.54	153	\$445.74	147
Housewares (14)	\$107.68	115	\$118.33	126	\$113.12	121
Small Appliances	\$48.47	141	\$53.40	156	\$50.69	148
Luggage	\$14.39	143	\$15.90	158	\$15.37	153
Telephones and Accessories	\$35.66	79	\$37.48	83	\$35.90	80
Household Operations						
Child Care	\$594.29	135	\$621.64	141	\$612.97	139
Lawn and Garden (15)	\$585.89	142	\$657.86	159	\$626.65	152
Moving/Storage/Freight Express	\$74.48	139	\$84.22	157	\$79.23	148
Housekeeping Supplies (16)	\$1,021.61	141	\$1,106.29	152	\$1,048.25	144
Transportation						
Vehicle Purchases (Net Outlay) (19)	\$6,425.93	135	\$6,970.78	146	\$6,714.61	141
Gasoline and Motor Oil	\$3,667.29	134	\$3,894.00	142	\$3,726.49	136
Vehicle Maintenance and Repairs	\$1,306.66	140	\$1,431.42	153	\$1,366.13	146
Travel						
Airline Fares	\$626.72	147	\$718.98	169	\$689.98	162
Lodging on Trips	\$611.84	145	\$699.90	166	\$674.72	160
Auto/Truck/ Van Rental on Trips	\$55.16	148	\$63.05	169	\$60.86	164
Food and Drink on Trips	\$634.94	143	\$717.71	161	\$689.98	155

3.3.3 CHANGING POLITICAL AND BUSINESS CLIMATE

The local business environment can play a critical role in shaping the extent to which Jenkintown can successfully attract and retain new businesses into its downtown. Included below are various factors that can influence the perception of business friendliness among business owners, property owners/landlords, real estate professionals, site selectors, and other key players in determining the location for a new business.

- Land and Property: Land title, Property registration
- Planning and Development Control: Real estate improvements, Building plans passed
- Infrastructure Provision and Maintenance: Roads, Electricity, Water and sewage, Garbage collection
- Business Registration and Licensing Procedures
- Local Taxation and Fiscal System: Tax rates and tax collection procedures
- Internal Operations and Procedures: Passing of by-laws, User friendliness of local government services; Navigation of local government agencies and personnel
- Investment in promotion and marketing
- Information to the public
- Transparency of local government

Over the past several years, Jenkintown Borough has taken great strides to improve its performance in each of these categories, and has succeeded in many regards, particularly in its willingness to work with new businesses to ensure a smooth transition into the Borough. Discussions with business owners in the Borough and other key stakeholders revealed overall satisfaction with the Borough in terms of its dealings with local business, and almost all stakeholders remarked on the vast improvements in these areas that have accompanied the changing tide of leadership in the Borough.

At the same time, one key area listed above and frequently cited reason for selection of one location over another by businesses is the local tax burden. In this regard, Jenkintown holds a relative disadvantage as compared to many other locations within Montgomery County, with the fourth highest overall property tax burden and various other local taxes, which either do not exist or exist at lower rates within other

municipalities. In looking at ways to make Jenkintown more attractive to prospective business owners, Borough officials may want to utilize incentives to help mitigate this tax discrepancy. Included on the following pages are comparisons of Jenkintown property taxes to neighboring municipalities. See chart on following page.

JENKINTOWN BOROUGH REVITALIZATION PLAN UPDATE

ECONSULT
CORPORATION



Municipal Property Tax Rates - Montgomery County					
Rank	Municipality	County Millage	Municipality Millage	School Millage	Total Millage
1	CHELTENHAM	2.695	7.0071	39.24	48.9421
2	POTTSTOWN	2.695	8.88872	34.7347	46.31842
3	NORRISTOWN	2.695	10.6	28.417	41.712
4	JENKINTOWN	2.695	4.943	31.961	39.599
5	UPPER POTTS GROVE	2.695	3.775	32.917	39.387
6	LOWER POTTS GROVE	2.695	1.958	32.917	37.57
7	WEST POTTS GROVE	2.695	1	32.917	36.612
8	SCHWENKSVILLE	2.695	4.15	27.35	34.195
9	HATBORO BOROUGH	2.695	7.358	24.083	34.136
10	ROCKLEDGE	2.695	4.35	27.09	34.135
11	COLLEGEVILLE	2.695	3.5	27.35	33.545
12	EAST NORRITON	2.695	2.312	28.417	33.424
13	ABINGTON	2.695	3.637	27.09	33.422
14	SPRINGFIELD	2.695	3.37	27.258	33.323
15	WEST NORRITON	2.695	2.193	28.417	33.305
16	LOWER MORELAND	2.695	3.15	27.3803	33.2253
17	TELFORD	2.695	4.605	24.95	32.25
18	SOUDERTON	2.695	4.415	24.95	32.06
19	NARBERTH	2.695	7.888	21.4015	31.9845
20	LOWER FREDERICK	2.695	1.75	27.35	31.795
21	UPPER MORELAND	2.695	3.659	25.32	31.674
22	UPPER DUBLIN	2.695	4.523	23.71	30.928
23	PERKIOMEN	2.695	0.62	27.35	30.665
24	ROYERSFORD	2.695	4.7	23.07	30.465
25	SKIPPACK	2.695	0.3508	27.35	30.3958
26	BRIDGEPORT	2.695	12.23	15.24	30.165
27	TRAPPE	2.695	0	27.35	30.045
28	LOWER SALFORD	2.695	2.124	24.95	29.769
29	PENNSBURG	2.695	4.725	21.76	29.18
30	UPPER SALFORD	2.695	1.5	24.95	29.145
31	SALFORD	2.695	1.4	24.95	29.045
32	EAST GREENVILLE	2.695	4.379	21.76	28.834
33	FRANCONIA	2.695	1.02	24.95	28.665
34	LOWER PROVIDENCE	2.695	1.512	24.24	28.447
35	HORSHAM	2.695	1	24.083	27.778
36	LOWER MERION	2.695	3.68	21.4015	27.7765
37	WORCESTER	2.695	0.05	24.24	26.985
38	LIMERICK	2.695	1.213	23.07	26.978
39	MARLBOROUGH	2.695	2.45	21.76	26.905
40	NORTH WALES	2.695	2.676	21.3396	26.7106
41	GREEN LANE	2.695	2	21.76	26.455
42	RED HILL	2.695	1.9	21.76	26.355
43	TOWAMENCIN	2.695	2.308	21.3396	26.3426
44	LANSDALE	2.695	2.086	21.3396	26.1206
45	UPPER HANOVER	2.695	1.45	21.76	25.905
46	UPPER PROVIDENCE	2.695	0	23.07	25.765
47	HATFIELD	2.695	1.6375	21.3396	25.6721
48	MONTGOMERY	2.695	1.49	21.3396	25.5246
49	AMBLER	2.695	4.94	17.47	25.105
50	UPPER GWYNEDD	2.695	1.012	21.3396	25.0466
51	HATFIELD BOROUGH	2.695	0.6985	21.3396	24.7331
52	DOUGLASS	2.695	1.7	19.66	24.055
53	NEW HANOVER	2.695	1.68	19.66	24.035
54	CONSHOHOCKEN	2.695	4	17.249	23.944
55	UPPER FREDERICK	2.695	0.82	19.66	23.175
56	WHITPAIN	2.695	2.3	17.47	22.465
57	WHITEMARSH	2.695	2.0379	17.249	21.9819
58	PLYMOUTH	2.695	1.6	17.249	21.544
59	LOWER GWYNEDD	2.695	1.117	17.47	21.282
60	UPPER MERION	2.695	2.085	15.24	20.021
61	WEST CONSHOHOCKEN	2.695	1.685	15.24	19.62
62	BRYNATHYN	2.695	8.159	1	11.854

3.3.4 CONSIDERATIONS FOR REVITALIZATION

In formulating a revitalization strategy for Downtown Jenkintown, the following set of considerations has played a key guiding role in the development of proposed initiatives. Specific considerations reflect input by Borough officials, task force members, stakeholders, and the public, as well as the experience of the consulting team in carrying similar downtown revitalization strategies in the past. These considerations are summarized below and presented along with a brief summary, key players, and specific items for exploration in the table to follow.

- Business Environment
- Existing Business and Property Owner Participation
- Integration of Existing Community Assets
- Business Attraction
- Implementation Structure
- Development Program
- Funding and Incentives
- Consideration of External Programs and Plans

ISSUE	SUMMARY	KEY PLAYERS/ AGENCIES	SPECIFIC ITEMS FOR CONSIDERATION
Business Environment	Borough must seek out opportunities and develop strategies to improve the business environment and in turn increase its competitiveness with other regional locations and its attractiveness to business owners	Borough Council Borough Officials JCA Local Business Owners School District	Local taxes and fees (abatements, etc.) Streamlined approval processes (fast-tracking process, improved communication, etc.) Other TBD...
Existing Business and Property	Existing businesses and property owners can help to attract new activity in the Borough by working	JCA Business owners	Upkeep of business facades and sidewalks (for both occupied and vacant properties)

ISSUE	SUMMARY	KEY PLAYERS/ AGENCIES	SPECIFIC ITEMS FOR CONSIDERATION
Owner Participation	collaboratively to create a sense of community and unity within the downtown area, as well as by helping to set up and enforce standards for property upkeep and vacancy standards	Property Owners Local Township officials	Coordination on special events and activities Peer reinforcement of established standards (ie, town watch model)
Integration of Existing Community Assets	Revitalization plan revisions should integrate existing assets such as town square, West Avenue corridor development, streetscape improvement plans, strategic merchandising plans, new parking facilities, JCA, train stations, and any others identified	Borough Council Borough Officials JCA Local Business Owners SEPTA	Expansion/integration of town square and West Avenue developments Utilization of streetscape program as means of unifying downtown district and improving signage for parking and other district assets/attractions Utilizing JCA for expanded business development and attraction, enforcing building upkeep and maintenance standards, marketing and promotion of borough, coordination of special events and activities, etc. Incorporating SMP findings into recommendations for business development and attraction Exploring utilization of train stations for transit oriented development and integration of

ISSUE	SUMMARY	KEY PLAYERS/ AGENCIES	SPECIFIC ITEMS FOR CONSIDERATION
			downtown shuttle loop
Business Attraction	Borough must engage in a targeted and strategic business attraction and recruitment effort that collaborates with local and regional real estate community, Chambers of Commerce, and other regional site selection agencies	JCA EMCCC Commercial Real Estate Brokers (local and regional) Regional Economic Development organizations Local landlords MCIDC	Marketing and promotion of Jenkintown's downtown (both locally through JCA and regionally through DVRPC – ie, "Classic Towns" program) Branding of Jenkintown's downtown Outreach and relationship building with local real estate community and site selectors Improving reputation of Borough w/ regard to business friendliness Utilizing incentives to support building building acquisition, fit-out, and other improvements, as well as to potentially offset rental rates Collaboration with landlords to help market properties; potential negotiation on rents through use of incentives and/or regulatory interventions Coordination with regional economic development entities dealing in site selection

ISSUE	SUMMARY	KEY PLAYERS/ AGENCIES	SPECIFIC ITEMS FOR CONSIDERATION
			(MCIDC, Select Greater Philadelphia, etc.)
Implementation Structure	Plan must identify the appropriate structure(s) to oversee implementation of development, business attraction, and other components	Borough Council Borough Officials JCA Business Community Planning Commission	Appropriate implementation model (public-private partnership, quasi-governmental, private, public, etc.) Staffing and authority Utilization of existing structures vs. creation of new entity
Development Program	Plan revisions must provide realistic and feasible options for development within the downtown area.	Borough Council Borough Officials Planning Commission Private development community Private financial institutions County Economic Development Organizations (RDA, MCIDC, MCPC, Economic & Workforce Development, etc.)	Necessary infrastructure improvements – parking, re-routing of streets and pathways, etc. Appropriate usage mix (retail, office, residential, institutional, government, parking, etc.) Identification of potential financing and funding opportunities (both private and public) Incorporation of existing developments, both underway and planned

ISSUE	SUMMARY	KEY PLAYERS/ AGENCIES	SPECIFIC ITEMS FOR CONSIDERATION
Funding and Incentives	Plan should identify funding opportunities and incentive strategies for proposed development program and implementation strategies	Borough Council Borough Officials School District County Economic Development Organizations State Economic Development Agencies Private financing institutions	Local incentive mechanisms (tax abatements, TIF districts, grant programs, etc.) County funding opportunities (New County funding programs, MCIDC programs) Private financing – local banks, etc. Transit-oriented development opportunities (coordinating w/ SEPTA, private developers, and other key agencies and stakeholders)
Consideration of External Programs and Plans	Plans must factor in existing development plans in surrounding region (ie, 611 Corridor Development Plan) and existing retail centers within Borough	Township officials in neighboring communities Private developers Landlords of existing and proposed new developments	Consideration of regional development mix and competitive landscape Coordination with neighboring townships Others TBD...

3.4 SUMMARY OF FINDINGS FROM PREVIOUS AND ONGOING STUDIES OR PROJECTS

In past decades, Jenkintown was a regional commercial center known for its department stores and specialty retail shops. With the departure of major anchors such as Strawbridges and Bloomingdales and increased retail competition from neighboring communities, the Uptown District began to show signs of distress. Responding to the economic changes shaping Jenkintown, the borough in 1980 commissioned a planning study by Venturi, Rauch & Scott-Brown. It identified a series of problems the Borough has made

great strides in remedying, but some of which are challenges the community faces yet today: lagging business along Old York Road, parking supply and management issues, competition from area malls, and the departure businesses, and a current office vacancy rate of nearly 20%.

The Venturi, Rauch & Scott-Brown study's central recommendation was to create a new "main street" shopping district off of Old York Road on Johnson and Leedom streets, but was not further studied. Instead, many of the trends identified in 1980 progressed, with Uptown experiencing increased storefront vacancies, poor building maintenance, and ongoing negative impacts from traffic along Old York Road. Since the 1980 study there have been a series of efforts to enhance Jenkintown's quality of life for all residents and expand the commercial office and retail tax base. Highlights of some of these efforts include:

2002 Revitalization Master Plan

The Borough's plan outlined objective and implementation strategies for creating a quality pedestrian environment throughout the community, improving the Old York Road experience, increasing parking supply in the Uptown District, preserving the small town character, and expanding the office and retail tax base.

2003 West Avenue Streetscape Improvements and Town Square

Pedestrian scale lighting, street trees, curb bump-outs, on-street parking stalls, high visibility crosswalks, decorative benches and trash receptacles were constructed. The project also included numerous upgrades and replacements to underground utilities. An alternate truck route was designed, which allowed for the restriction of trucks on West Avenue making it more pedestrian-friendly with curb bump-outs and a narrowing of the roadway with wider sidewalks. In addition to the streetscape improvements the Borough constructed a town square on the northeast corner of Leedom Street and Greenwood Avenue.

2006 Jenkintown Community Alliance Strategic Plan

JCA completed a strategic plan that inventoried existing businesses, created a guide to doing business in Jenkintown, sought improvements to parking, examined ways to better retain existing businesses, and identified roadblocks to attracting new investment.

2007 Jenkintown Business Improvement District

Jenkintown Business Improvement District (BID) was formed in January 2007 by Borough ordinance that granted power to the Jenkintown Community Alliance to enhance our commercial corridors and restore Jenkintown's "golden mile" to a vibrant, walkable shopping town. Jenkintown's BID is based on the "Main Street" approach which advocates a comprehensive strategy toward economic revitalization through a self-help doctrine that builds on community assets and through which a self-taxing mechanism generates multi-year revenue.

2008 JCA Merchandising Study

Provided an implementable strategic merchandising plan, focusing on business recruitment and retention initiatives for the downtown commercial area.

2008 Jenkintown Mixed-use Development Study (Tim Haahs)

Studied the feasibility of constructing a mixed-use development at Summit Avenue and Old York Road that would include a new Borough Hall, residential units, retail, public plaza, and parking.

2009 JCA Economic Restructuring Committee Bike Parking Study

In Jenkintown, bicycle racks are limited to the Jenkintown-Wyncote Train Station, at the Library, and at Jenkintown's schools. Auto-centric businesses adjacent to Jenkintown are providing bicycle parking. The Jenkintown Community Alliance recommended that accommodation of bicycles be considered in every project relating to traffic flow, parking, and intermodal connections. Study and coordination continues relative to design guidelines, best practices, location, and funding of bike racks.

RECENT AND ONGOING:**HiWay Theatre Strategic Plan****2009 - 2010 Zoning Amendments****2009 Abington Old York Road Retail Study (town center at Noble Station)****2010 Facade Enhancement Grant****2010 Ongoing Neighborhood Traffic Calming Measures****2010 Implementation of Phase 1 - Streetscape Master Plan for Old York Road****2010 – Ongoing Jenkintown Train Station Parking Garage (not within Jenkintown Borough)**

4.0 EVOLUTION OF ALTERNATIVE APPROACHES

The entire planning and design process was an iterative exchange of information and ideas. Each of the major tasks - existing conditions, issues and trends, community visioning, gap analysis, premise, and the prioritization of key initiatives was circulated through ongoing public coffees, stakeholder outreach, task force input, best practices, and internal consultant team meetings. Incremental progress was made in arriving at specific recommendations through an ongoing synthesis of information and limits set on the plan's objectives.

4.1 Community Needs and Preferences

Four public outreach sessions were conducted throughout the planning process in order for the consulting team and task force to better understand the community's needs and preferences. Three of the four public events were "coffees" and the final an opportunity to report back the plan's final recommendations and elicit comments prior to the Borough Council's adoption of the plan. While specific findings were different from those reported in the 2002 Revitalization Plan, the underpinning community vision in that report remains largely shared, "Jenkintown is and should remain a diverse, tree-lined community with family-friendly neighborhoods, quality schools, and a small-town atmosphere. By working together, the residents, businesses, property owners, and government of Jenkintown can improve upon our inherent strengths while developing and promoting a vibrant, diverse, and economically strong central business district that reaches its full potential as an attractive and walkable retail, professional, and entertainment destination."

Based on the consulting team's community findings it seems a subtle, but significant change in the community's mood is recognition that in order for their vision to remain a reality change must be allowed to occur. The magnitude, cost, scope, and design of that change varies. However, it was overwhelmingly clear that the community expects Jenkintown to improve without losing its quaint stature, comfortable

scale, and appealing architecture. Findings from the initial community coffee events were formalized and appear in Section A of the appendices. A brief description of the initial coffees is below.

On the 13 and 15th of October 2009 Kolodner² + Stainbrook with Econsult Corporation hosted the first of a series of community outreach efforts for the Jenkintown Revitalization Plan Update in the School District's community event room and cafeteria. Over 70 participants attended the evening events scheduled between 7:30 – 9:00PM and shared their thoughts, community issues, concerns, needs, and preferences with the consultant team. The purpose of the coffees was to inform the public of the Borough's Revitalization Plan Update, explain the overall objectives of the project, listen, and learn. Based on the active participation of the participants, their willingness to stay past the scheduled coffee time, and 64% of them taking time to complete an extensive 20 point questionnaire with attachments we feel the events were extremely successful. Frequently as heard comments included:

- Parking
- Better Signage
- Old York Road- speed/safety
- Reduce Old York Road to two lanes
- More retail diversity such as a housewares, market, and farmers market
- Tax friendly environment
- Connect areas of merchants- unify
- Promenade- at least 5 separate business areas need connection
- Branding the town-slogan-Off Old York Road

4.1 Stakeholder Feedback

The consultant team conducted an extensive stakeholder outreach with business leaders, Borough professional staff, spiritual leaders, educators, SEPTA, and Montgomery County officials. This effort included a formal questionnaire, discussions on the revitalization plan, and incidental conversations regarding a range of issues. K²+S in collaboration with Econsult Corporation had an excellent response rate and found the following common threads:

- JCA critical to success (coordination, business recruitment, etc.)
- Parking – good start but need additional alternatives (consolidation/improvement of lots, shared parking, etc.), esp. for employees
- Business environment – much improved over past but could be furthered by more proactive approaches, timeliness, etc.
- Vacancies: improve appearance, take strategic approach to recruiting new occupants
- Areas to model: Chestnut Hill, Doylestown, Glenside, Ambler
- Old York Road issues
- Utilizing fronts and backs of stores along Old York Road
- Strong sense of community
- Hiway Theater – expand, use as anchor/catalyst
- Change outside perceptions – rebranding
- Business taxes are issue (hurt competitiveness; abatements could be used as incentive)
- Buca site key to revitalization effort
- Need outsider input to see what will attract new users
- Foster Jenkintown as a DESTINATION (unique and independent retailers, restaurants, etc.)
- Residential infill (or new completely new residential) key to attracting new commercial occupants (empty nester set good target)

4.1 Best Practices

While recommendations in this Revitalization Plan Update relied on a community based planning approach, there are certain best practices limitations that cannot be overridden. The consulting team relied on professional planning and economic development standards to set limits on alternative recommendations and approaches as part of the process. Such standards are in part established by professional organizations such as the American Institute of Planning and the Urban Land Institute. Additionally, construction standards, building codes, and department of transportation standards provide specific ranges from which to consider the physical capacity of communities to affect change. Despite the conceptual nature of revitalization plans, all recommendations in this report are grounded by such guidelines.

The overarching reason for revitalizing older communities like Jenkintown is to improve the overall quality of life for residents as well as make the region a better place for everyone. Building on existing population centers with extensive infrastructure and cultural assets in place is a sustainable development pattern. The Montgomery County Community Revitalization Program and Jenkintown Borough recognize the benefits of small and medium sized community revitalization including (Benefits taken from Montgomery County's August 2005 *Planning Perspectives* Document):

- Improve property values
- Place jobs near residents
- Increase the tax base
- Help control growth and preserve open space
- Improve safety
- Provide alternative places to shop, work, and play
- Make the county more competitive for new economy jobs
- Create a better sense of community for all

5.0 THE PLAN

5.1 Observations and Analysis

In examining key planning and economic benchmarks for revitalization, Jenkintown is exceeding other communities. The Borough has a host of positive elements that any municipality would be pleased to have including:

- Extraordinarily safe and secure
- Elite school district
- Excellent access to public transit
- Strong community spirit
- Delightful neighborhoods
- Desirable proximity to region

However, Jenkintown is missing two key elements of a holistic community, a thriving mixed-use retail core and a competitive office market.

5.2 Premise

The focus of this plan update is to overcome these missing elements or the “hole in the donut.” In order for the Borough to attract and support the type of retail and commercial ventures that will enable Jenkintown to become a destination, a targeted effort must be made to attract a more diverse demographic to visit, live, shop, and play along Old York Road and the Uptown commercial core. Specifically, young professionals and empty nesters are ideal targets as elaborated below in the initiatives section. The following are challenges and opportunities that the consulting group responded to:

- There is a significant branding challenge in attracting visitors to Jenkintown
- Slightly increasing the residential population with a different demographic, located within Uptown or adjacent to the Old York Road Commercial Corridor will increase traffic for existing business owners and encourage new investment.
- Young professionals will likely require a financial incentive to choose Jenkintown over neighboring communities because of higher residential costs and parking challenges. A tax abatement or some other form of subsidy should be considered for mixed-use
- Residential development with the Uptown area or along the Old York Road Commercial Corridor
- Existing empty nesters could be compelled to locate within the Borough with the right incentives in place

5.3 Vision and Objectives

Vision statements were stated for each of the 5 revitalization elements shown below. The majorities of these statements are consistent with the 2002 Plan and include:

a. Economic Development

- Maintain and expand commercial tax base
- Maintain and slightly expand the residential population
- Fill in the Borough’s Old York Road and Uptown “donut hole” with more diverse and vibrant uses
- Maintain Jenkintown’s residential property value with tree-lined, family-friendly, and safe neighborhoods.
 - o Prevent intrusion of incompatible uses.
 - o Keep the School District positioned as a first-class educational system

b. Public Safety

- Ensure a safe and secure neighborhood environments for families with children and senior residents.
- Enforce speed limits on all streets and particularly Old York Road and streets identified as “cut throughs” in the previous revitalization plan and subsequent traffic calming initiatives.

c. Community Facilities

- Improve the sense of community and place for outdoor public gathering within the neighborhoods.
- Expand public events and programming of existing public spaces.

d. Transportation

- Make arriving in Jenkintown friendlier.
- Make moving about Jenkintown easier.
- Make traveling in Jenkintown greener.

e. Housing

- Expand housing options for young professionals and couples.
- Protect the existing physical character and scale.
- Maintain a restful haven for empty nesters and seniors.

plan elements

Jenkintown:

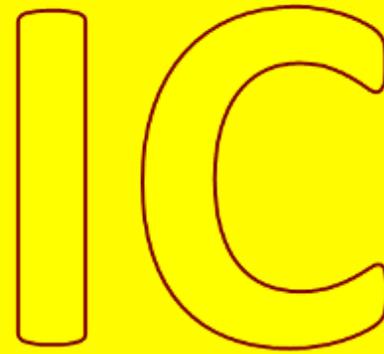
- Extraordinarily safe and secure
- Elite school district
- Excellent access to public transit
- Strong community spirit
- Delightful neighborhoods
- Desirable proximity to region



missing elements

Jenkintown:

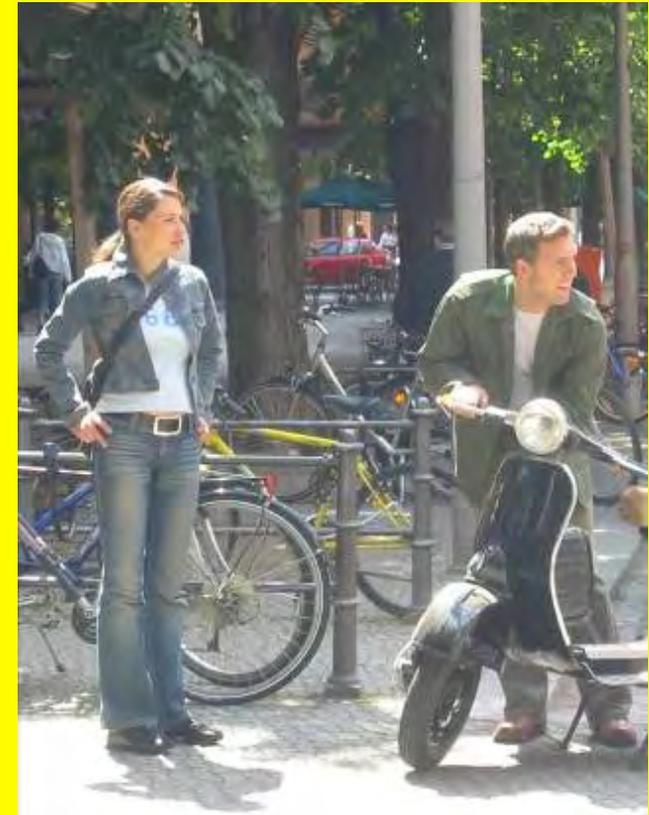
- Thriving retail core
- Competitive office market



Incomplete Grade

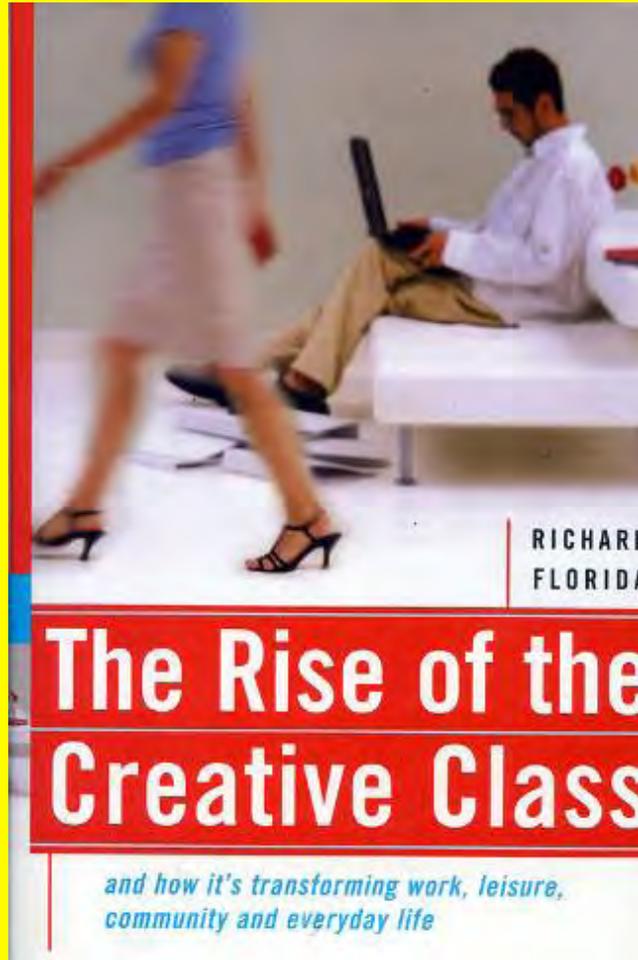
Mixed-use Residential Development

Imagery Below Suggestive of Building Types & Spirit of Place



Empty Nesters | DINKS | “Creative Class”

Living In or Making Jenkintown a Destination



Empty Nesters | DINKS | “Creative Class”

Differentiate, Focus on Existing Advantages, and Create the Framework for a Unique Experience



Differentiate, Focus on Existing Advantages, and Create the Framework for a Unique Experience



5.4 Key Initiatives

The team, along with the task force, has developed thirteen (13) recommendations to help Jenkintown create a thriving retail corridor and competitive office market. The need to diversify residential, workforce, and visitor populations underpin these recommendations. Such efforts should enable the Borough' to better attract demographic profiles such as:

- Empty-nesters
- DINKS (dual income, no kids)
- The creative class (educated professionals who work in knowledge-based industries)

What would attract these groups to Jenkintown are its existing historic fabric, walkability, and excellent public transportation. Drawing this demographic into Jenkintown would create plentiful opportunities for businesses to locate in Jenkintown to cater to the new residents needs: coffee shops, high-end food markets, bistros, etc. These are establishments generally found in close association with this demographic.

What would keep the “new” demographic groups in Jenkintown is protecting the Borough’s signature architectural style and offering unique experiences. New architecture needs to be in keeping with Jenkintown's brick tradition and at the same time it needs to meet the space requirements of the 21st century. Themed events, recruiting interesting retailers and restaurants, and continuing to preserve Jenkintown's safe, friendly, walkable streets will provide the unique experiences to cement the relationship of the population with the Borough. The initiatives map shown outlines the recommendations listed below geographically.

5.5.1 High Priority

- Support the Hiway Theatre’s existing operations and consider funding study to increase program offerings in the future
- Facilitate sale and transformation of key retail parcels to optimize retail growth

- Seek funding to design and construct the Johnson Street Promenade - pedestrian friendly path that becomes Jenkintown's "main street" and a unique destination experience Increase JCA business development efforts including marketing and public relations
- Enhance support for the Jenkintown Community Alliance business development efforts
- Invigorate York Way Place (pedestrian way) and consider better signs at Old York Road and at Johnson Street
- Complete construction of streetscape improvements as planned and ensure that Old York Road remains Jenkintown's ceremonial front door including façade improvements began under the previous plan.
- Continue Borough wide public safety improvements for pedestrians as outlined in the previous plan including traffic calming and improved crosswalks.
- Seek funding to monitor and upgrade / address storm water and sanitary sewer issues. Identify solutions and implement.

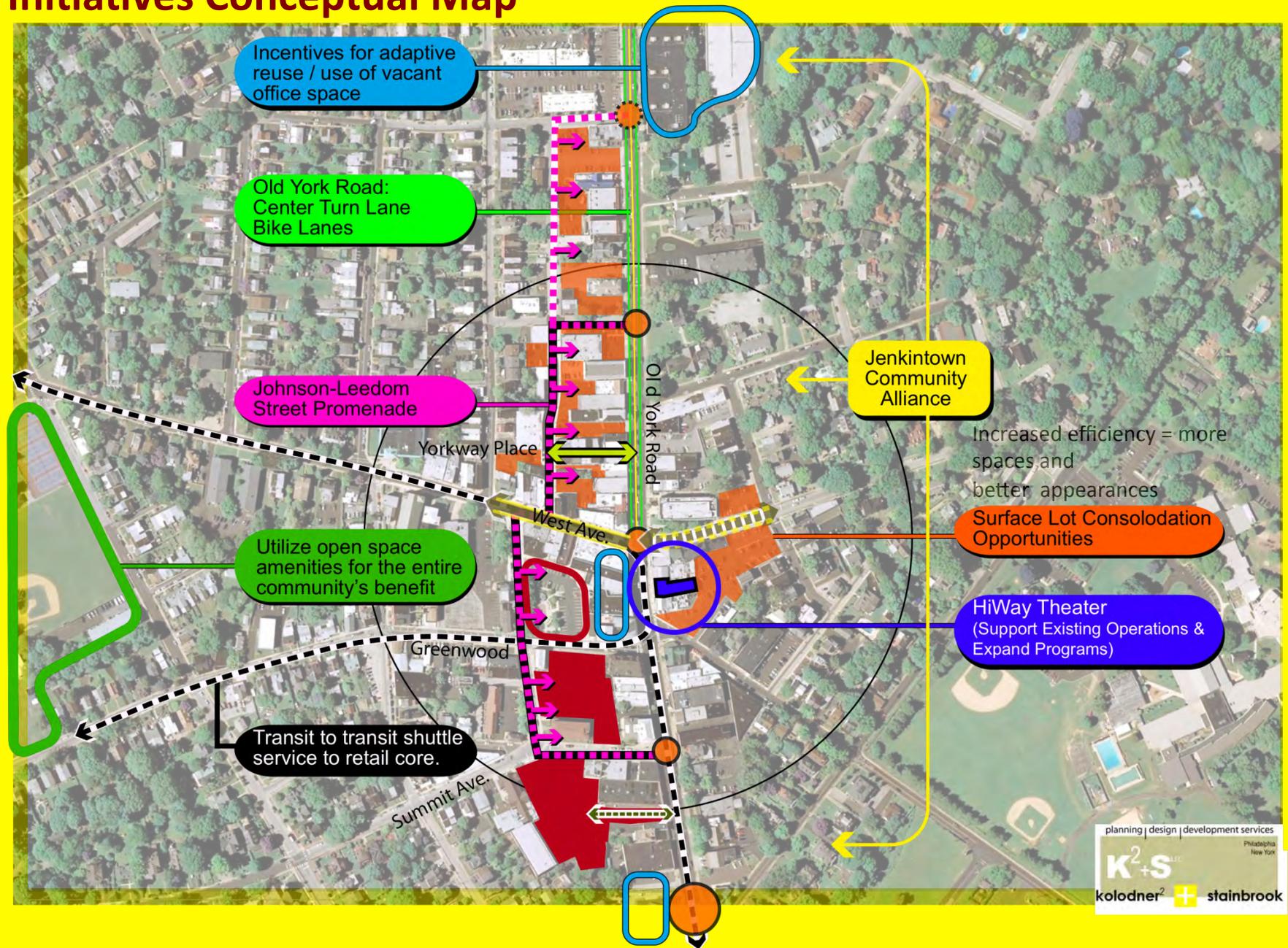
5.5.2 Medium Priority

- Development incentives for condominiums or apartments as well as professional offices
- Transit to transit shuttle
- Continue to improve business climate
- Old York Road Reconfiguration

5.5.3 Lower Priority

- Support school districts efforts to utilize open space amenities for the entire community's benefit
- Mixed use development anchor
- On-going review of ordinances to align with redevelopment goals

Initiatives Conceptual Map



Jenkintown Action Plan								
Project	Project Description	High	Time	Costs	Funding Sources	Responsible Parties	Assumptions	
1	Hiway Theatre		Digital Projector-Study, Bid, & Installation	12-18 months		For All	Theatre	Projector costs based on information from Hiway Theater. Café up to 12 tables/fixtures @ \$300, 800SF @ \$80, FF&E @ \$10k, 20% contingency, & design fees.
			Theatre Cafe Study	12 Months	\$150,000.00	Foundations	Elected Officials	
			Theatre Cafe Construct	18-24 months	\$10,000.00	Grants	Steering Committee	
			Expanded Programs-Study and Implement	36-48 months	\$60 to \$100,000	Fundraising activities		
			Marquee Renovation	12-18 Months	\$24,000.00	Sponsorship Opportunities		
2	Transform Key Retail Parcels (Example Illustrated)		Facilitate Sale and Transformation Sale	6-12 months	\$40,000.00	County / Local Match	County	Costs vary by property. Effort to market & make minor public improvements range per parcel. Illustrated example of adaptive reuse of 1,800 SF of façade.
			Transformation	1-6 Months	\$8 - 25,000 per \$0.00	RACP grant	Elected Officials	
				6-12Months	\$40 to \$150,000	TIF	Steering Committee	
3	Johnson - Leedom Street Promenade		Seek funding to design and construct the Johnson - Leedom Street Promenade			County	County	May be phased between Johnson & Leedom block segments. See unit cost table for detail. Total ROW transformation estimated at \$1,500 linear foot.
			Detailed Planning Study	18 Months	\$15,000	Local Match	Elected Officials	
			Design Documentation & Construction	18 to 24 Months	\$+ 1.8 million	RACP Grant	Steering Committee	
4	JCA Business Development		Enhance ability to attract new business			County	JCA	Estimates for consulting services. Implementation estimate adjusted costs from previous plan & additional staffing costs.
			Study	12-18 months	\$12,000	Grants	Elected Officials	
			Implement	18-36 months	\$70,000.00	Fundraising activities	County	
			Create a Jenkintown Image	3-12 months	\$45,000.00	Sponsorship Opportunities	Steering Committee	
			Collaborate for event promotion	6-12 months	\$8,000.00	Pilot Contributions		
5	Completion of Old York Road Streetscape		On York Road. Possible expansion to include rain garden(stormwater runoff) and pedestrian nodes	6-18 months	\$370,000.00	County / Local Match	Elected Officials	Jenkintown Borough
			Façade Improvement Program	12-24 months	\$200,000 each	County / Local Match	Steering Committee	Local Architect
6	Public Safety Improvements Pedestrian Safety		Continue traffic calming measures.	12-36 months	\$25,000 each \$20,000 each	County / Local Match	Elected Officials	Jenkintown Borough
						Steering Committee		
7	York Way Place Improvements		New paving and landscape. Signage at Old York Road and Johnson Street.	24-36 months	\$1.5 million	County / Local Match	Elected Officials	Provided by local architect.
8	Storm and Sanitary Monitoring & Upgrades		Ensure capacity limits do not threaten redevelopment opportunities	24-72 months	\$800,000	Local Users	Steering Committee	Jenkintown Borough
					Federal / State / Local Grant Opportunities	Elected Officials		
9	Transit to Transit Shuttle		Study Transit and Taxi Connection to Stations	24-48 months	\$24,000.00	DVRPC	Elected Officials	Consulting services estimate.
			Implement Transit	48-72 months		TCDI	Steering Committee	
			Implement taxi	60-72 months		TBD	TE	
10	Incentives for Condos, Apartments and Office		Attract New Demographic - Such as Creative Class, empty nesters, & DINKS			User Support		Consulting services estimate.
			Study	24-26 Months	\$32,000.00	PPP		
			Implement Incentive Package	36-48 months	TBD	County / Local Match	State	
			Construct	48 months on	Private Sector	TIF	County	
11	Continue to Improve Business Climate		Continue parking improvement, festival programming, and collaborative efforts with JCA	1-72 months	\$15,000.00	Tax Abatements	Elected Officials	Marketing and programming costs. Limited parking consolidation opportunity costs based on previous report.
						Steering Committee		
12	Improve Old York Road		Façade Lighting Study	60-72 months	\$24,000.00	Internal	JCA	Consulting services and design estimate. Installation costs assumes LED façade lighting average cost of up to \$8.00 / SF covering a 3 to 4 block area.
			Implementation Phase 1	72-84 months	\$175,000.00	DVRPC	Elected Officials	
			Gateway Study	12-18 months	\$38,000.00	TCDI	Steering Committee	
			Gateway Construction	24-36 months	\$280,000.00	County / Local Match	PADOT	
			Multi Municipal Study	12-60 months	\$60,000.00	County	County	
13	Support School District		Support school district effort to utilize open space amenities for entire communities benefit	1-80 months	\$10,000.00	PA RACP	Elected Officials	Marketing, programming, maintenance, event costs.
						County Open Space	Steering Committee	
14	Mixed Use Anchor		Mixed Use Development Study & Developer RFP		\$60,000.00	County / Local Match	JCA	Consulting services estimate including management of developer RFP process. Hard costs assume min. \$22k/parking space. \$275/sf residential, \$200/sf core & shell office & retail. Open space costs up to \$25/sf. Site prep up to \$90k.
			Implement: Site Acquisition & Prep, Gap Financing, Public Uses	36-60 months	\$5,000,000.00	TIF	Elected Officials	
			Total Construction Costs	60-72 months	\$39 - \$44,000,000.	PA RACP	Steering Committee	
15	Ongoing Review of Ordinances		Align Goals	12-80 months	\$0.00	Private	Elected Officials	Internal Borough operations.
						Equity from Developer	Steering Committee	

5.6 DETAILS OF KEY INITIATIVES

5.6.1 High Priority

A. Hiway Theater

The Hiway Theatre is a unique project because it is both a programmatic and construction project. Hiway Theatre is located in the heart of Jenkintown's business district. It was constructed in 1913 and projected its first movie in 1925 on its one screen. The building was acquired by a nonprofit a few years ago and renovated in 2007. Restoration and/or renovation of the theatre's marquee should be a capital improvement priority that will strengthen the organizations institutional presence on Old York Road and contribute to the Borough's civic identity along Old York Road.

We believe that with some additional improvements the theater can become a unique Jenkintown experience and an anchor for the recovery of retail in Jenkintown. The specific recommendation is that a study be undertaken to see what community support exists for more programs at the theater, such as a film-based summer camp and afterschool programs. The Hiway is very proud of his extensive "candy counter" and expansion of the counter into a full time lobby coffee shop/bistro should be considered.

The Hiway also needs to improve its technology. Funding sources need to be developed to acquire a digital projector so that specialized programming such as Opera can be added to the mix. Finally longer-term studies should be conducted to see if the need exists for a black-box theater. Such an addition could serve as a second screen, vehicle for plays, concerts, ballet and serve as a catering facility. This would also entail studying the possible acquisition of one or more neighboring properties.

Properly done the Hiway can become an even stronger regional asset catering to a broad selection of the community's multi-media performance needs.

Hiway Theater Economics Rationale

- Increase commercial activity in town
- Draw in additional customers who can patronize surrounding businesses
- Serve as catalyst to attract additional new business (restaurants, etc.)

Potential Funding Sources and/or Incentives:

- Foundations/grants
- Fundraising activities (membership drives, etc.)
- Sponsorship opportunities

With additional program offerings at the Hiway Theatre, users from Jenkintown and surrounding areas will have more opportunities and reasons to visit the Hiway. The current single screen format means that once patrons have seen a showing for a particular program, they have little reason to return until a new show is playing. Diversifying program options can not only attract new population sectors to the Hiway, but can also produce repeat visits by patrons during the same showing period. For example, a new digital projector would allow for showing of operas and other non-movie programs during off-peak times, thus offering a draw for patrons to return during any given movie screening cycle. The introduction of a theater café in the concession area could also help to draw in new customers looking for a unique theater experience, providing additional revenue for the theater and in turn, greater tax revenues for the Borough.

Increased visitor traffic to the Hiway not only produces additional activity for the Hiway itself, but also offers a key opportunity for other businesses within the downtown core and throughout the Borough to serve Hiway patrons. As more customers visit the Hiway and utilize its new and expanded programs, the hope is that they will not just visit the theater and go home, but rather will spend time in neighboring shops and restaurants before and/or after the program they have come to see. Such “spillover” activity can

serve to increase commerce within the downtown and produce increased economic and fiscal benefits to the Borough in the way of spending, jobs and wages in local businesses and tax revenues to the Borough.

Additional foot traffic in the downtown can help to attract new businesses into the region that wish to serve the growing Hiway clientele. Such activity helps to revitalize and fill vacancies in the downtown and in turn attract other new businesses that see a growing demand and customer base in the downtown.

Importantly, any new businesses coming to the downtown also offers increased economic benefits such as spending, jobs, wages, as well as fiscal benefits such as increased property, business, and other taxes.

B. Facilitate sale and transformation of key retail parcels to optimize retail growth

One of the key roles that local government can play in a Jenkintown retail rebound is supporting development efforts for projects that have the most negative impact on the Borough's image. Jenkintown has the capability to do several things:

- Support efforts of local developers/realtors to market the parcel to businesses that would be welcome in Jenkintown
- Find a source of funding to help defray any needed renovation cost for the ideal new tenant
- Develop a funding source to assist in the transition from one owner to another who would revitalize the property.

The Borough's efforts are not intended to provide a windfall profit to any party but to be able to “make a difference” for an owner/tenant that would bring the right retail to the space. That, in turn, would help to attract the desire demographic and also be important to traditional Jenkintown residents, as it would remove a community eyesore.

Economics Rationale:

- Increase tax revenue generation (property, gross receipts, etc.) from currently vacant parcels
- Draw new customers into downtown
- Serve as catalyst to attract additional new business
- Provide employment opportunities for local residents

Potential Funding Sources and/or Incentives:

- County funding for acquisition and/or capital improvements
- RACP grant funding for capital improvements
- Tax Increment Financing District
- Tax abatements

As key retail parcels are sold and transformed into new and vibrant uses, they will in turn offer increased tax revenues, including from potentially higher property taxes on increased property values, as well as from business, gross receipts, and other taxes from commercial activity taking place in redeveloped/newly occupied parcels.

In addition to generating increased tax revenues for the Borough, the sale and transformation of key parcels also offers an opportunity for increased economic benefits such as spending in local businesses and jobs and wages for local residents. These benefits will occur both during the upfront development of new parcels on activities such as construction and renovation, as well as through the ongoing operation of businesses once they are up and running. During the upfront construction phase, spending on building supplies and other planning and design services may peak, and during operational phases, spending on goods and services by clients and customers will take over. It is likely that a certain portion of wages earned by local residents would be recycled into the local economy through spending at local businesses.

At the same time, employees of local businesses can provide daytime traffic to local businesses, which is a critical element to a thriving and sustainable downtown core.

Currently vacant parcels do little to attract customers into the downtown and ultimately can even repel potential customers for other businesses by creating a “ghost town” appearance in the downtown core. As new users occupy formerly vacant key parcels, this will help to bring vibrancy to the downtown that will attract new customers not only to these new businesses but also to existing shops and restaurants in the downtown. The sale and occupation of strategically located parcels can also serve as a catalyst for drawing in other new businesses both by presenting a bustling downtown appearance, as well as by promoting increased foot traffic in the downtown and establishing a market for other new businesses to locate in Jenkintown.

C. Johnson Street promenade

Funds should be sought to design and construct the Johnson Street promenade. It would transform Johnson Street into a pedestrian friendly path and create Jenkintown's “main street” and it could become a regional destination. Old York Road would become more of a ceremonial Main Street preserving the traditional image of Jenkintown while sidestepping its disadvantages as a retail thoroughfare. Examples abound from all over the world where small streets have been transformed into successful retail centers. We envision Johnson Street being transformed, using traditional architectural elements, into a pleasant walkable thoroughfare that would parallel new stores. These stores would be constructed to face the promenade rather than Old York Road. Design elements might include: kiosks, benches, bike racks, bollards, signage, planting beds, pavers, and lighting.

As you can see from the illustrations there would typically be room for a number of businesses to expand “backwards” with the existing businesses or the owner can develop new ones. If enough business is generated, capacity exists within the new parking lot on Greenwood Street to expand.

Economics Rationale:

- Increase tax revenue generation (property, gross receipts, etc.)
- Draw new customers into downtown
- Serve as catalyst to attract additional new business
- Provide employment opportunities for local residents

Potential Funding Sources and/or Incentives:

- County funding for capital improvements/bricks and mortar development
- RACP grant funding for capital improvements
- Tax Increment Financing District

By expanding usage of existing parcels (including currently vacant properties) and potentially spurring additional business activity linked to promenade amenities (farmer's markets, festivals, etc), the Johnson Street Promenade offers the opportunity to increase property values and in turn property tax revenues within the downtown, as well as to expand business, gross-receipts, and other taxes generated through expanded traffic and operational activity of downtown businesses.

The development and construction of the Johnson Street Promenade offers both upfront economic benefits during the construction phases, as well as ongoing operational impacts once the promenade is established and populated by new businesses (or through the expansion of existing downtown businesses). As with the sale and transformation of key retail parcels, construction of Promenade elements will result in spending on goods, supplies, and services, as well as in jobs and wages for construction jobs, a portion of which is likely to be within the local area. The expanded business opportunities generated by the promenade offer the potential for increased benefits tied to ongoing operations, including spending, employment, and earnings within the Borough. Moreover, additional

employment means greater daytime spending throughout the Downtown, and in the case of employing local and regional residents, spending on local goods and services.

By providing a pedestrian-friendly pathway and transforming Johnson Street into a unique downtown amenity, the Johnson Street Promenade can help to draw in new customers and re-establish Downtown Jenkintown as a regional destination. High traffic flows on Old York Road have traditionally inhibited walkability within the downtown, but the construction of the Johnson Street Promenade offers an alternative environment to support pedestrian traffic. At the same time the Promenade's potential to expand the town square and help support festivals, farmer's markets, and other community events further enables it to serve as a draw to residents of Jenkintown and its surrounding communities.

Should sufficient demand and interest be established to support the development of the Johnson Street Promenade, the new additions could play a key role in transforming the character of Jenkintown's Downtown and serve as a catalyst for future business activity within the Downtown. Just as selling and transforming key vacant retail parcels can help to bring a new vibrancy into the downtown that attracts both customers and the new businesses to serve them, the Promenade can help to significantly increasing foot traffic within the Downtown and in turn create a market to attract new businesses. The Promenade can ultimately play a role in helping to sell and transform vacant parcels along Old York Road, by presenting the opportunity to expand backwards and think about the use of major parcels in a whole new capacity.

Cost estimates for planning purposes only. Detailed study required to accurately project cost. Estimate below based on planning concept only.

Description	Units	Quantity	Unit Cost	Est. Cost
Site Preparation	SF	72,000	\$ 2.00	\$ 144,000
Paving				
Brick Paver - Border	SF	4,000	\$ 15.00	\$ 60,000
Concrete Sidewalk	SF	20,000	\$ 10.00	\$ 200,000
Street Paving	SF	36,000	\$ 12.00	\$ 432,000
Granite Edging 3"	LF	1,200	\$ 30.00	\$ 36,000
Trench Drain	LF	1,200	\$ 50.00	\$ 60,000
Planting				
Street Trees w/ Pit	EA	40	\$ 2,500.00	\$ 100,000
Shrubs	EA	25	\$ 400.00	\$ 10,000
Planting	LS	8	\$ 4,000.00	\$ 32,000
Lighting				
Lighting	EA	40	\$ 2,000.00	\$ 80,000
Site Furniture				
Benches - Traditional	EA	40	\$ 2,000.00	\$ 80,000
Trash Receptacles	EA	8	\$ 1,000.00	\$ 8,000
Bike Racks	EA	4	\$ 200.00	\$ 800
Bollards	LF	800	\$ 200.00	\$ 160,000
Urns	EA	10	\$ 300.00	\$ 3,000
Signage	LS	4	\$ 500.00	\$ 2,000
Water or Other Project Feature				\$ 100,000
Subtotal				\$ 1,507,800
Contingency at 15%				\$ 226,170
Project Cost Estimate				\$ 1,733,970
Soft Costs				\$ 226,170
				\$ 1,960,140

D. Increase JCA business development efforts including marketing and public relations

A better-funded JCA can establish a process, properly staffed, to enable it to reach out and target new businesses, manage their introduction to the Borough, and provide opportunities to enhance the market for existing businesses. Additional funding would enable JCA to:

- Develop new outreach programs for businesses and developers
- Improve their ability to respond quickly to potential new businesses interested in locating in Jenkintown
- Create a Jenkintown image
- Collaborate with the recreation board in promoting events
- Mitigate and/or replace loss of state funding

Economics Rationale:

- Drive marketing and promotion of downtown
- Aggressively and strategically pursue new businesses for downtown
- Help to streamline and improve approval processes for new businesses
- Help to organize downtown events/programming to draw in new customers and increase ties between business community and residents
- Allow Borough government to focus on service provision

Potential Funding Sources and/or Incentives:

- Foundations/grants
- Fundraising activities (membership drives, etc.)
- Sponsorship opportunities
- PILOT contributions from non-tax paying downtown tenants

- County dollars for marketing (longer term opportunity)

With additional resources and personnel support, the JCA can enhance its existing efforts aimed at marketing and promoting the downtown, in order to help attract new customers and potential businesses alike. If successful, such efforts can bring increased commercial activity and in turn economic and fiscal, or tax, benefits to the Borough.

Beyond marketing and promoting the downtown as a regional destination and place to do business, an aggressive and strategic business recruitment strategy will be critical to revitalizing the downtown. If the downtown is to be sustainable in the long run, it must have businesses that are appropriately matched to the local clientele and which fundamentally make sense within the unique setting that is Jenkintown's Downtown. For example, the smaller footprint and older architectural features of many of the buildings in the downtown core are likely to be a better fit for the smaller (and more flexible) boutique retailer than for a major national chain that typically favors vanilla box construction in a larger shopping center location. However, it is also often the case that such retailers may have difficulty supporting rents in the downtown area, and so a strategic recruitment approach might also entail use of financial incentives to help offset rental rates for a desirable downtown tenant.

Continuing to streamline and improve the approval process for new businesses can also help to grow the downtown and expand commercial activity by not only ensuring that interested businesses get up and running as soon as possible, but also by helping to establish a "business friendly" reputation that can help to attract other new businesses.

Festivals and other similar activities offer key opportunities to attract new potential customers into Jenkintown's Downtown and to help establish links between new and existing customers and the business community that can ultimately drive return business over time. In addition, such activities offer great opportunities to establish a downtown "brand" and to promote the best that the Borough has to offer. Importantly, festivals also typically provide an influx of new spending within their respective locations

(although this is offset somewhat by costs expended to produce the event), and of course offer the potential economic and fiscal benefits gained by any long-term customers that are established as a result of the event.

By entrusting the JCA with marketing, promotion, business recruitment, and other related activities, the Borough government will be able to place a greater focus on management and provision of critical public services, and on doing so as efficiently and effectively as possible.

E. Invigorate York Way Place (pedestrian way) and consider a better signs at Old York Road and at Johnson Street

A reinvigorated York Way Place has the potential to demonstrate what a retail rebound in Jenkintown would look like. York Way Place is located in a narrow alley that exudes charm. It contains a number of retail locations that can be re mixed to provide both existing residents and our target demographic with goods and services that can best be appreciated while people stroll this automobile free area. One of its current difficulties is that it is hard to find; especially for traffic driving by on Old York Road. It is not well lit nor themed and the pavement is not visually exciting. Cosmetic work, signage, and the proper retail mix will create a great example of what can be accomplished in Jenkintown.

F. Complete construction of streetscape improvements as planned and ensure that Old York Road remains Jenkintown's ceremonial front door including façade improvements began under the previous plan.

Groundbreaking is planned for this spring and this project is on schedule. No matter the success of these initiatives, Old York Road will remain “Jenkintown” to most of the region. This project supports the concept that this corridor needs to reflect an appropriate image of the community.

G. Pedestrian Safety Improvements

Continue ongoing traffic calming efforts as outlined in previous plan including crosswalk improvements.

Potential Funding Sources and/or Incentives:

- County
- Local Match

H. Address Storm and Sanitary Sewer Issues

As a first tier suburb, Jenkintown Borough, must continue to be vigilant regarding regional storm and sanitary sewer issues that could have a potential impact on future revitalization initiatives. If the regional system fails to better manage or improve its current capacity, for example, the recent Tucany Creek issue, or keep up with growth, new businesses or residential connections may not be permitted and revitalization will be threatened. The Borough should seek funding to monitor and upgrade and/or address these issues by first identifying solutions and implementing them.

Potential Funding Sources and/or Incentives:

- Federal
- State
- Local Grant Opportunities

hiway theatre



Digital Projector



Theater Café



Expanded Programs

High Priority Initiative

transform key retail parcels

- Facilitate sale and transformation
- Optimize retail growth

High Priority Initiative

Adaptive Reuse Opportunities: Typical property shown before



Adaptive Reuse Opportunities: CONCEPTUAL SKETCH - Typical property shown after



johnson – leedom promenade

- Seek funding to design and construct the Johnson - Leedom Street Promenade –
- Create a pedestrian friendly path that becomes Jenkintown’s “main street” and a unique destination experience

High Priority Initiative

Small Streets At Home and Abroad

Doing a Lot with a Little



Brighton Lanes, England

Small Streets At Home and Abroad

Doing a Lot with a Little



South Beach Miami Promenade

Small Streets At Home and Abroad

Doing a Lot with a Little

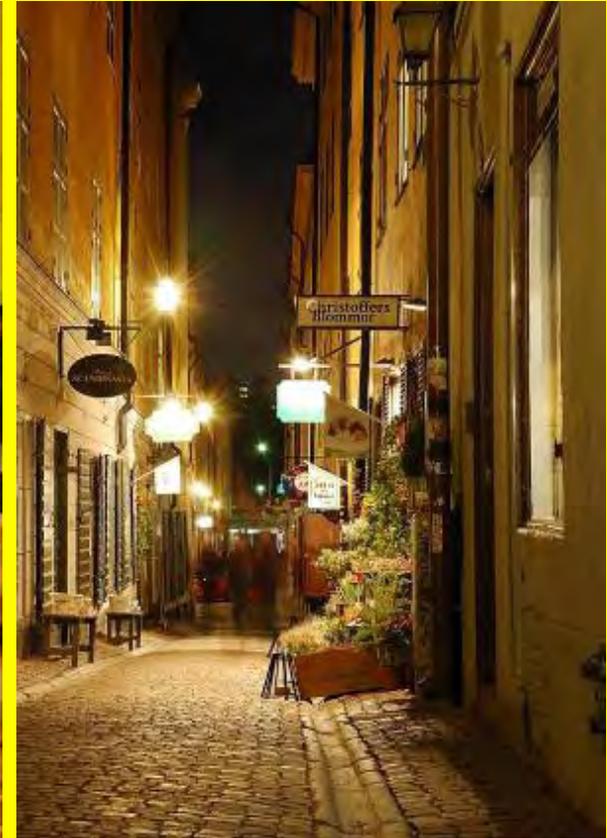


Crosby Street, SOHO, New York, NY



Small Streets At Home and Abroad

Doing a Lot with a Little



Stockholm Sweden – Pedestrian Weekends and Shared Weekday

Small Streets At Home and Abroad

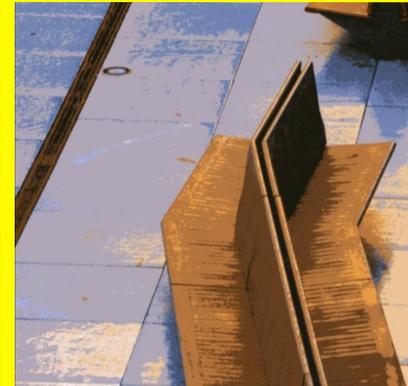
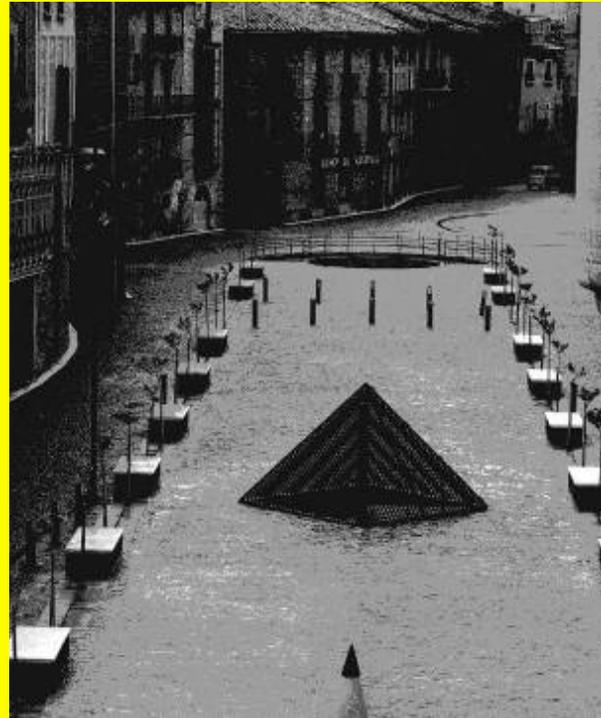
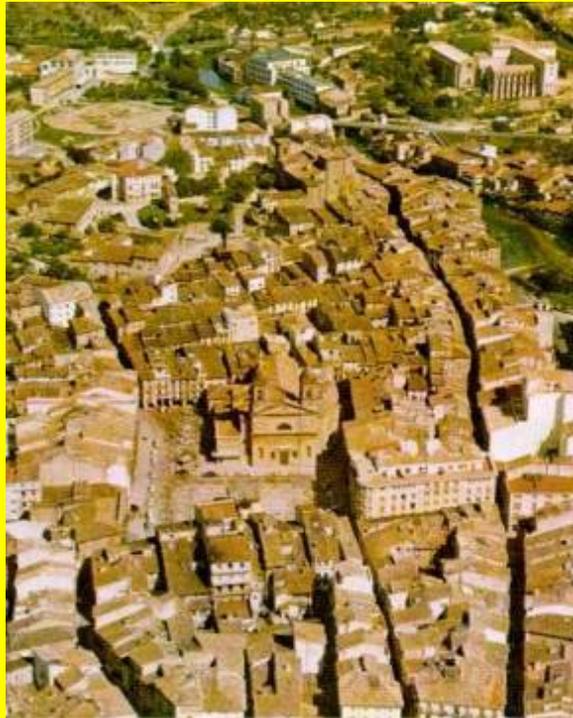
Doing a Lot with a Little



Church Street, Burlington, VT

Small Streets At Home and Abroad

Doing a Lot with a Little



Plaza de los Fueros, Estella Navarra, Spain

Potential Elements of a Johnson-Leedom Promenade



Kiosks



Benches & Bike Racks



Bollards



Gateways & Signs

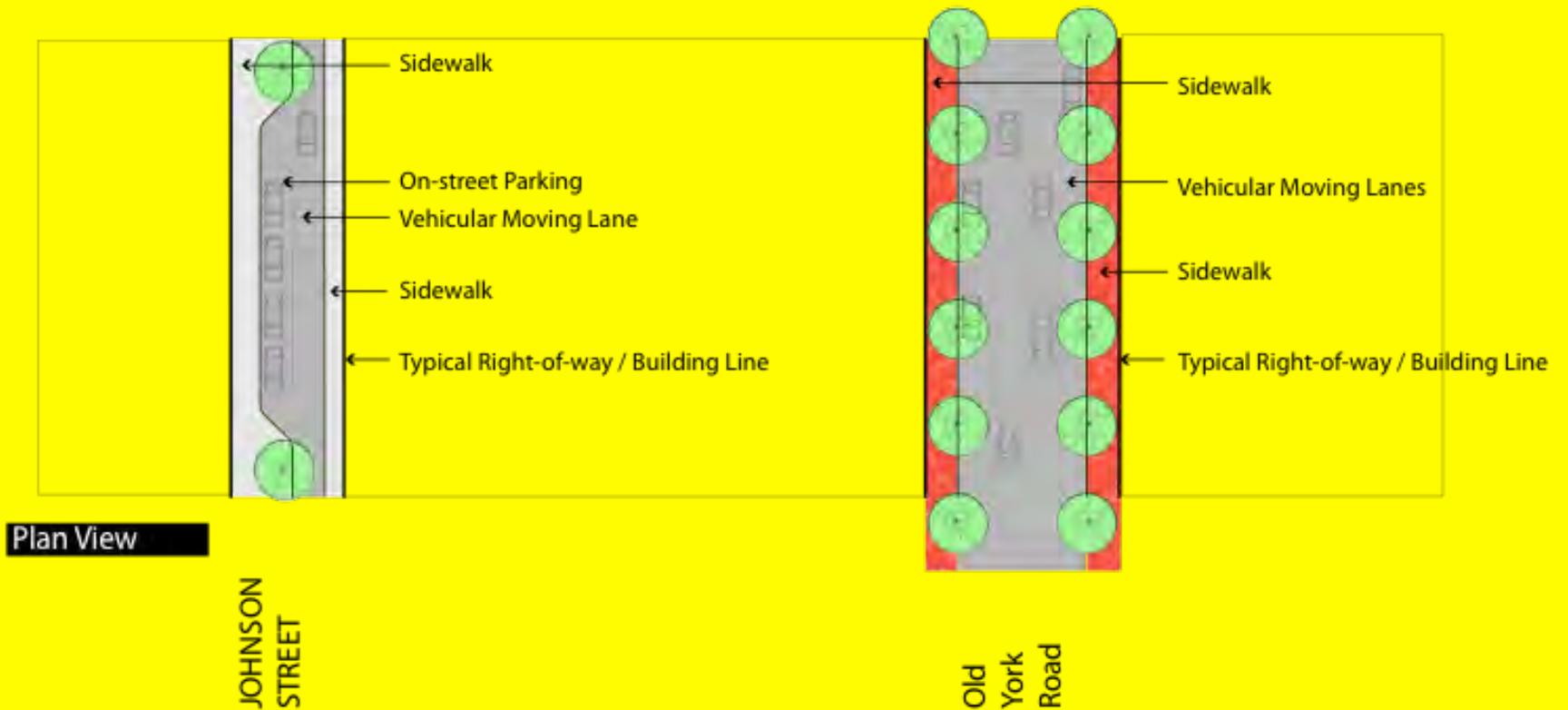
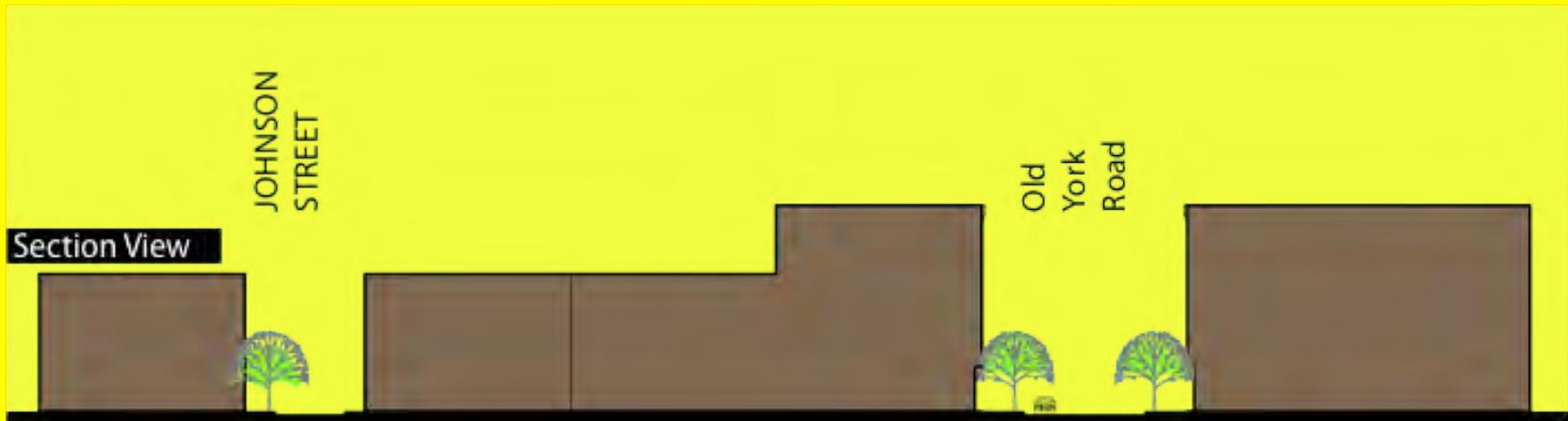


Linear Planting Beds

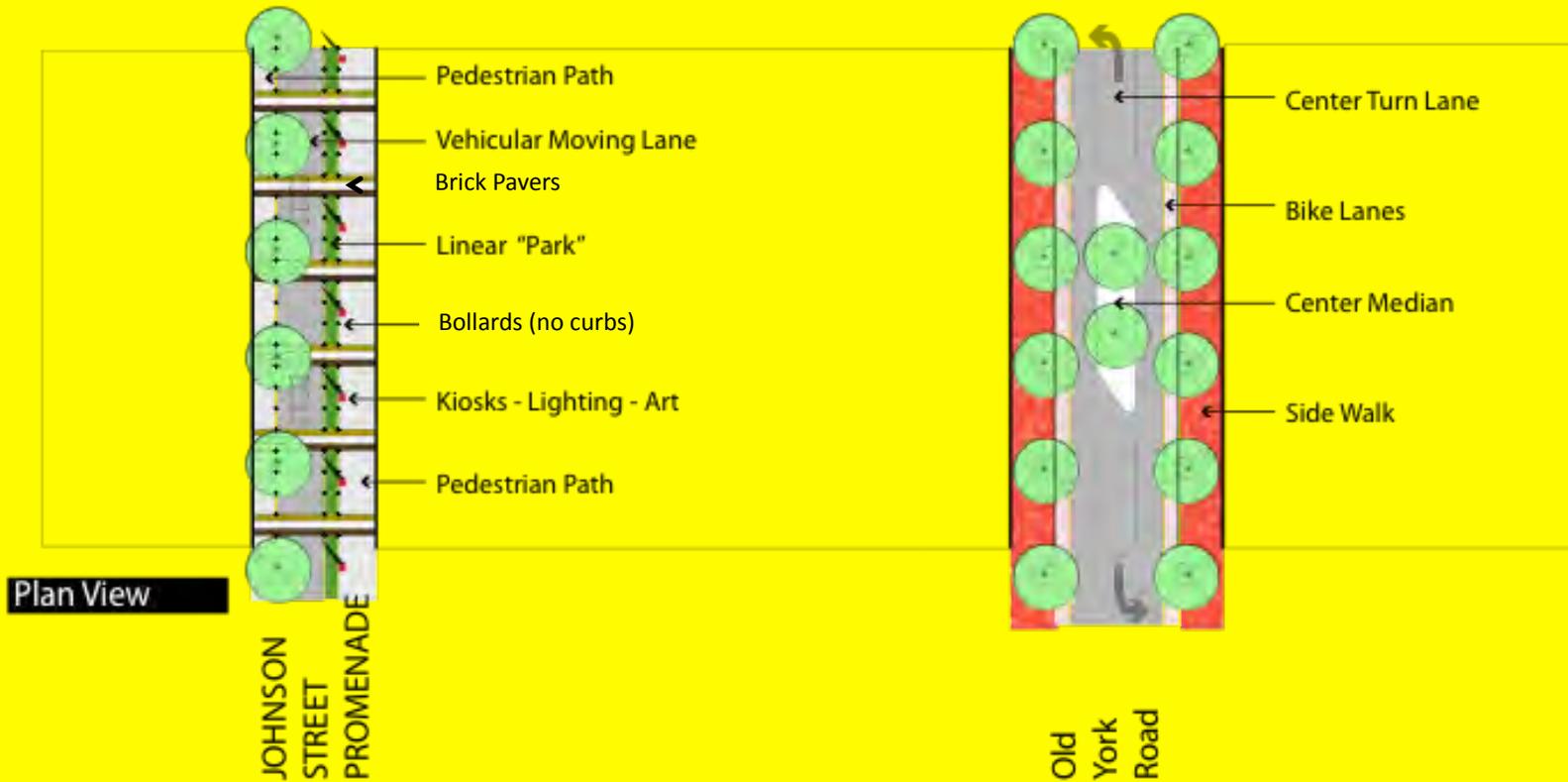
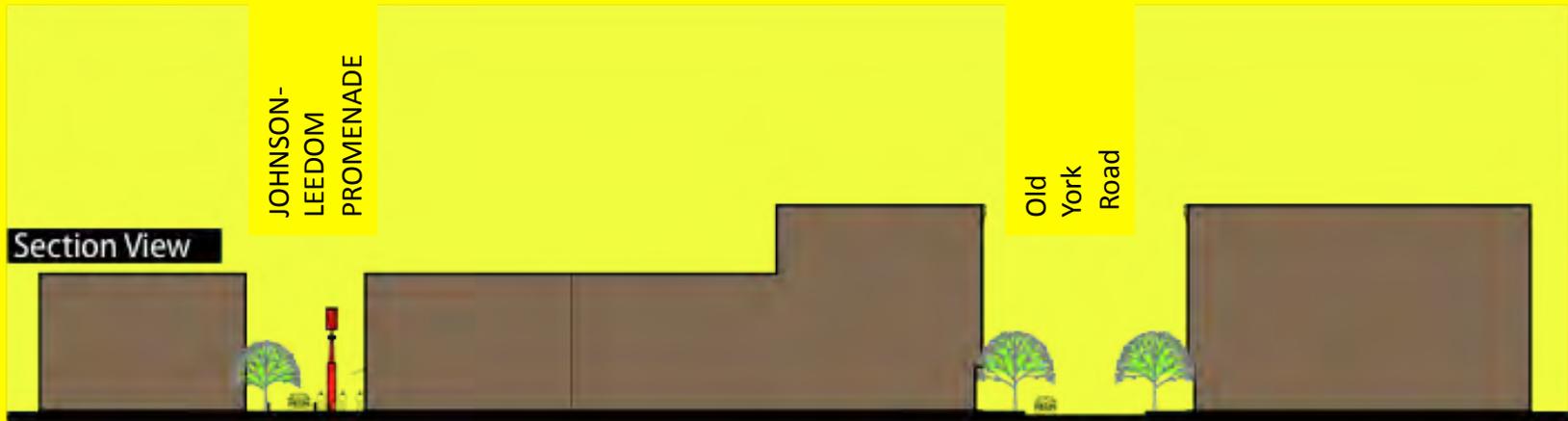


Decorative Pavers and Lighting

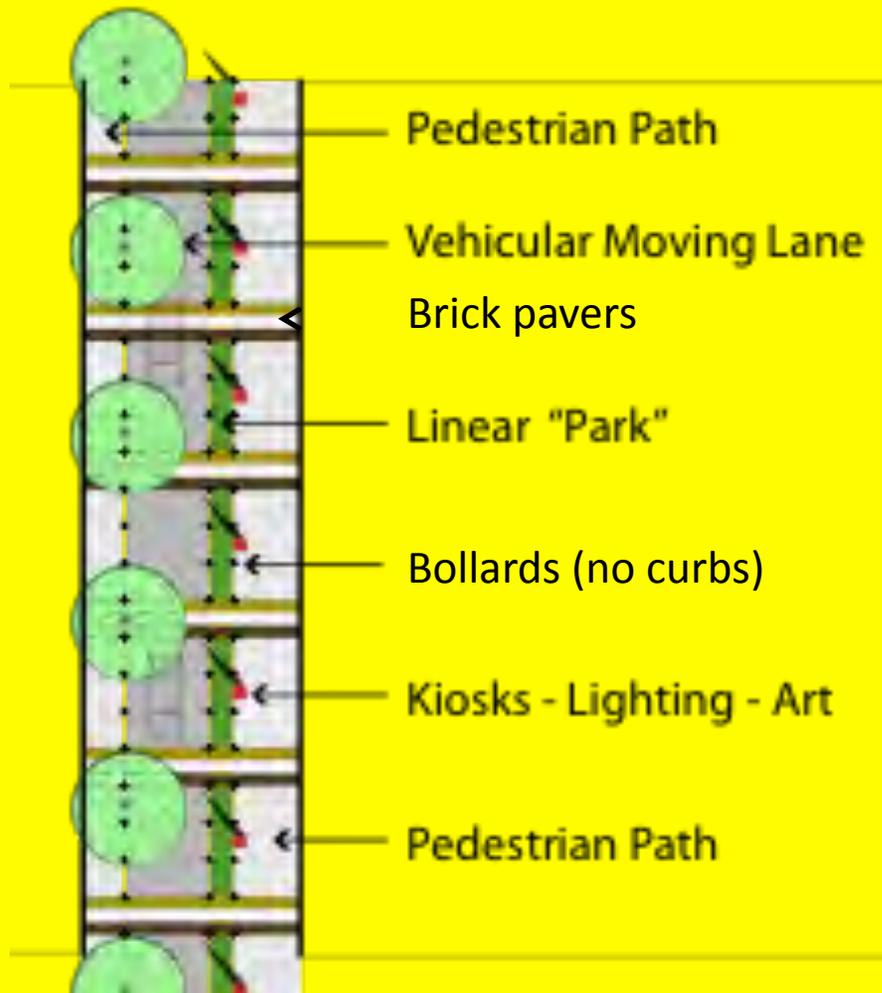
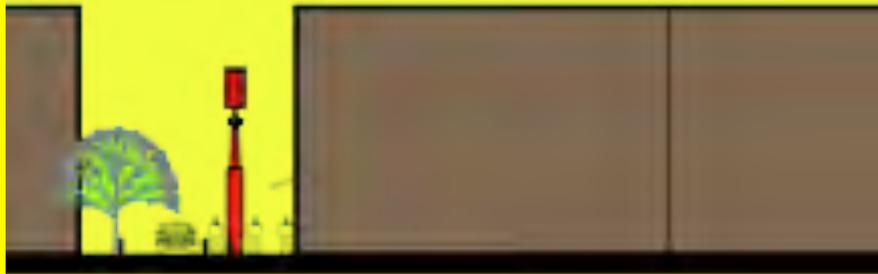
Existing Conditions



Concept Plan: Typical Section (non site specific)



Concept Plan: Typical Section (non site specific)

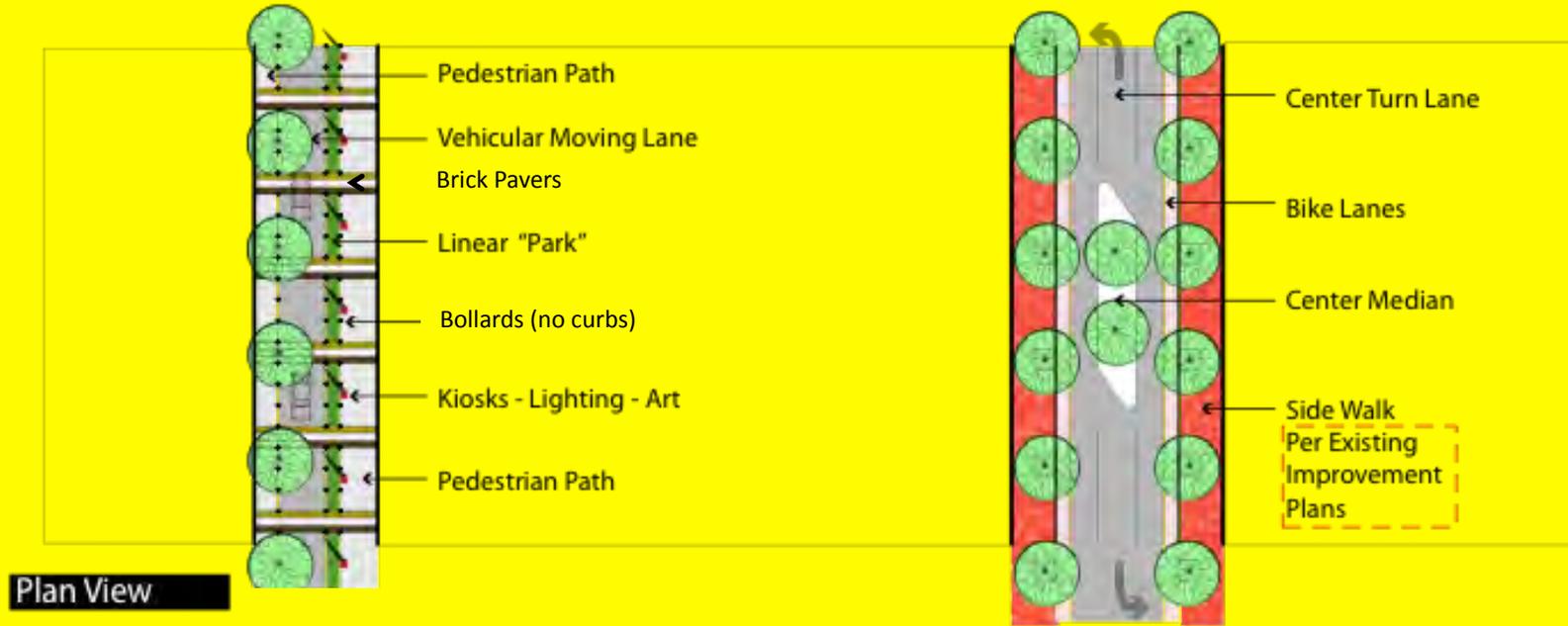
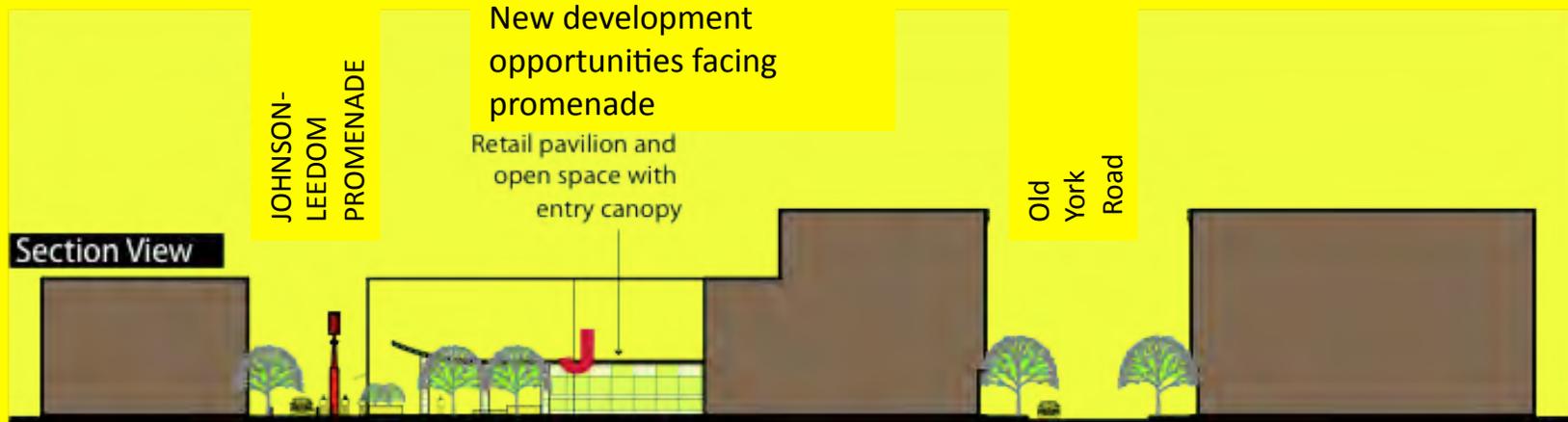


Case Study: Francisco Mangado,
Plaza de los Fueros, Estella Navarra,
Spain:

- Narrow, linear "street"
- Terminates in larger plaza
- Intersected by narrow side streets and pedestrian ways



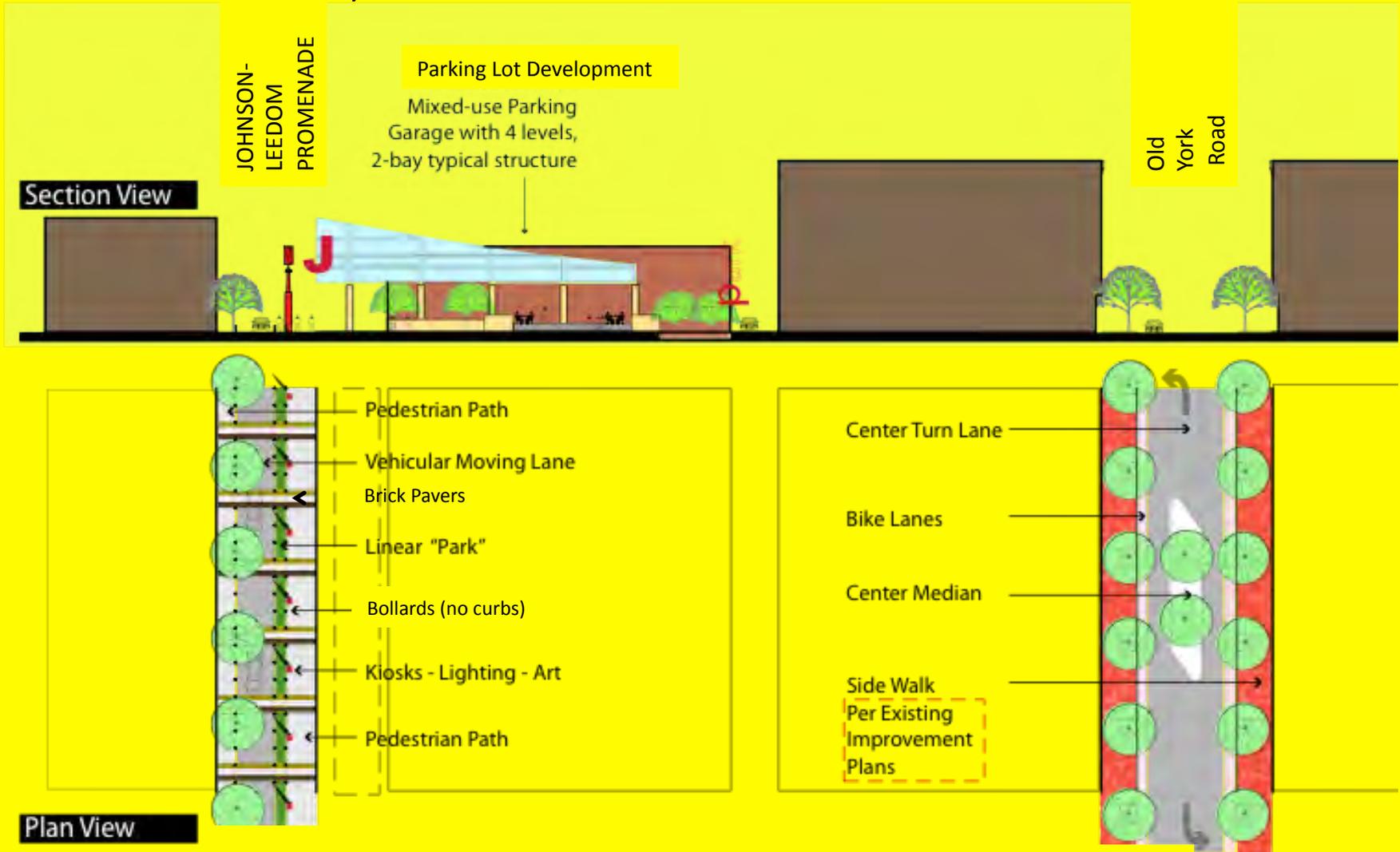
Concept Plan: New Development Opportunities (non site specific)



Concept Plan: New Development Opportunities (non site specific)

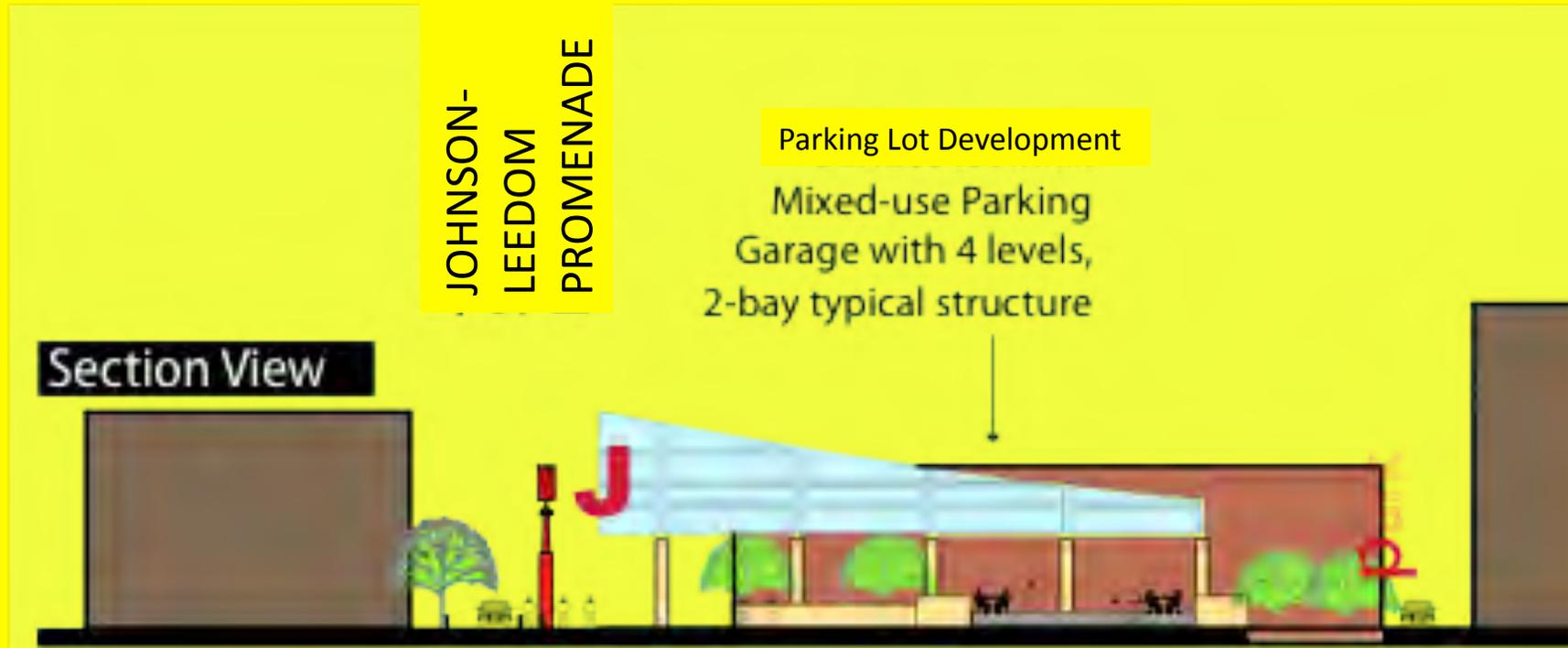


Concept Plan: Larger Development Opportunities (Greenwood & Leedom Surface Lot)



Concept sketch in section showing parking structure on existing public parking lot. All buildings on block to remain. Existing firehouse located behind garage and pavilion in this view. Sketch is for conceptual planning purposes only.

Concept Plan: Larger Development Opportunities (Greenwood & Leedom Surface Lot)



Concept sketch in section showing parking structure on existing public parking lot. All buildings on block to remain. Existing firehouse located behind garage and pavilion in this view. Sketch is for conceptual planning purposes only.

Johnson-Leedom Promenade: Typical right-of-way “before”



Johnson-Leedom Promenade: Typical right-of-way “after”



jca business development

- Enhance ability to attract new businesses
 - Develop new outreach programs for businesses and developers
- Improve ability to respond quickly to potential new businesses interested in locating in Jenkintown
- Create a Jenkintown image
- Collaborate with recreation board in promoting their events
- Mitigate and/or replace loss of state funding

High Priority Initiative

Invigorate york way place

- Consider new signage at Old York Road and Johnson Street
- Replace paving and landscape



High Priority Initiative

public safety improvements

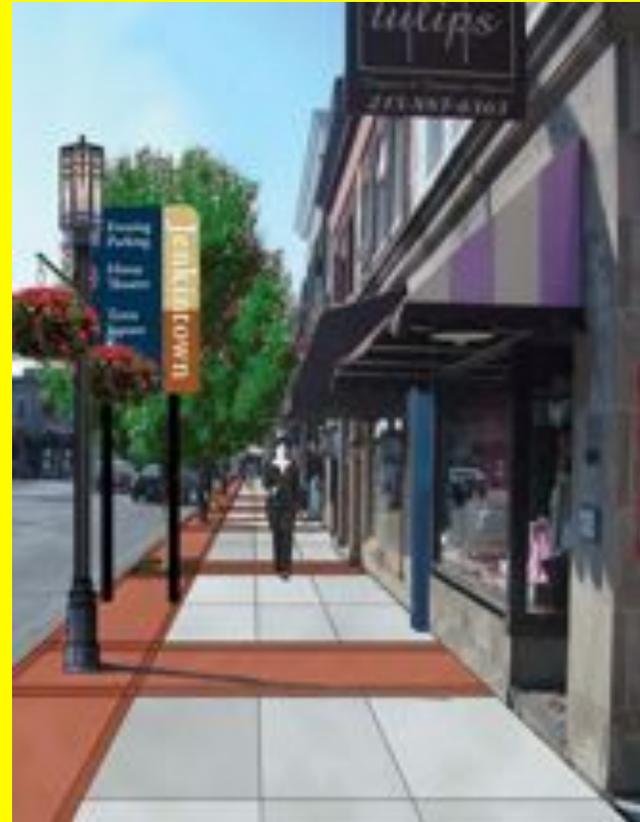
- Continue pedestrian safety initiatives from previous plan
- Traffic calming and crosswalk improvements



High Priority Initiative

complete old york road

- Complete planned streetscape upgrades
- Expand improvements to include storm-water runoff management
- Include gateway nodes
- Continue façade improvement program



High Priority Initiative

storm & sanitary sewer

- Potential to threaten business and residential connections
- Seek funding to monitor and upgrade / address these issues by first identifying solutions and then implementing them.

High Priority Initiative

5.6.2 Medium Priority**A. Developed incentives for condominium or apartments as well as professional offices**

The demographic of young professionals and empty nesters that we are targeting is generally looking for a different housing stock than what Jenkintown traditionally offers. Existing vacancies and land use patterns present the possibility of converting some retail to housing as well as the possibility of new housing construction. This housing would ideally be the form of condominiums or apartments targeted to this demographic. As these units fill, retail and service business opportunities will follow. These demographics are one of the most sought after in the region. Jenkintown competes with Center City Philadelphia, Manayunk, Conshohocken, etc. Jenkintown needs to do something to attract their financial attention.

We recognize that it is not possible to offer tax incentives because they reduce Jenkintown's revenue; however there are still opportunities to provide incentives for the potential buyer that will not reduce Jenkintown's tax revenue.

Economics Rationale:

- Increase tax revenue generation in vacant upper-level spaces
- Help establish built-in customer base in downtown (empty nesters/young professionals)
- Establish demand required to attract new retail and restaurant uses (daytime and night-time traffic)
- Provide employment opportunities for local residents

Potential Funding Sources and/or Incentives:

- County funding for capital improvements/bricks and mortar development
- Tax Increment Financing District
- Tax abatements (on tax increments only)

B. Transit to transit shuttle or taxi service

One unusual characteristic of Jenkintown is having two train stations serving a population of under 5,000 residents. While the community has excellent access to rail service, neither of the stations are within walking distance of the business core. In addition, despite improvements, there remains a perception that it is difficult to park in the center of Jenkintown. Both of these issues can be addressed through a privately funded shuttle to run from train station to train station, picking up and dropping off passengers on demand throughout Jenkintown. In addition we recommend that SEPTA support be solicited to sell a train/taxi ticket. One could purchase such a ticket from SEPTA that would alert a taxi company of your arrival on the train. Upon arrival a taxi would be waiting to take you to any location you desire within a defined area - prepaid.

It is our understanding that some of the apartments in the area already offer their own shuttle service, and that it may be possible to test the concept with an arrangement with the apartments.

Economics Rationale:

- Provides connection between key transit nodes and downtown
- Offers potential to help support future TOD opportunities
- Increases customer base to downtown by bringing in transit users
- Establish demand required to attract new office, retail and restaurant uses
- Provide improved transportation opportunities for employees in downtown

Potential Funding Sources and/or Incentives:

- DVRPC Funding
- Transportation and Community Development Initiative (TCDI) Grants
- Transportation Enhancement (TE) Grants

- User support
- Private partnerships
- County transit funding

C. Continue to improve business climate

Jenkintown has made great strides in the last few years in becoming a Borough that is business friendly.

As with most things there is always more that can be done. Focus should be given to:

1. Continue to build on successes in improving parking
 - o Facilitate consolidation of fragmented surface lots into more efficient and attractive places.
 - o Make payment for 10 hour meter parking more convenient.
2. Develop additional festivals and other downtown activities, which foster connections between business community and residents in Jenkintown and surrounding communities.
3. Continue to facilitate and expand collaboration between the Jenkintown government (including both Borough Council and governmental officials) and JCA in order to improve processes, approval, and other functions for new and existing businesses.

Economics Rationale:

- Help to streamline and improve approval processes for new businesses
- Bring new business/commercial activity into Borough and in turn new tax revenue
- Improve outside perception of doing business in Borough – help to attract new businesses to downtown

D. Reconfigure Old York Road

A four-lane Old York Road passing through Jenkintown with narrow sidewalks and speeding traffic is the most common concern about Jenkintown heard from the public and its stakeholders. Unfortunately there is

no easy answer, but our team has several recommendations; in addition to the streetscape improvement project currently underway.

The first step is to do a study of lighting the façades on Old York Road. Properly done, it would make an evening drive through Jenkintown an event. Both northern and southern Gateway signage needs to be developed for Old York Road to announce to the public that one has arrived in Jenkintown and that the Borough is proud of itself. Finally, the consulting team recommends that a multi-municipal plan be developed to gain regional support for the reconfiguration of Old York Road through Jenkintown to two through lanes, a center turning lane, and bike lanes in each direction. Jenkintown exists in the larger region and we are aware of plans for Old York Road beyond Jenkintown's borders. It might be possible to help other municipalities achieve their goals in return for their support for narrowing Old York Road in the Borough. For example, there is much conversation about a proposal for a dense village around Noble Station. If that concept is not acceptable to Abington residents, perhaps that development can come to Jenkintown, which is seeking something like that, in a exchange for Abington's support for narrowing Old York Road and using the transit to transit shuttle to connect the proposed development to Noble Station. This is only one possibility, and it may no longer reflect current plans, but points out that there can be advantages to both communities in cooperation

Additional information on biking initiatives in Jenkintown can found in Section 3.3 of this report.

Economics Rationale:

- Increase foot traffic by creating a more welcoming pedestrian environment
- Offer new/better opportunities for bicycle traffic
- Improved signage and flow can help direct car traffic to parking and other amenities
- Provide improved transportation opportunities for employees in downtown

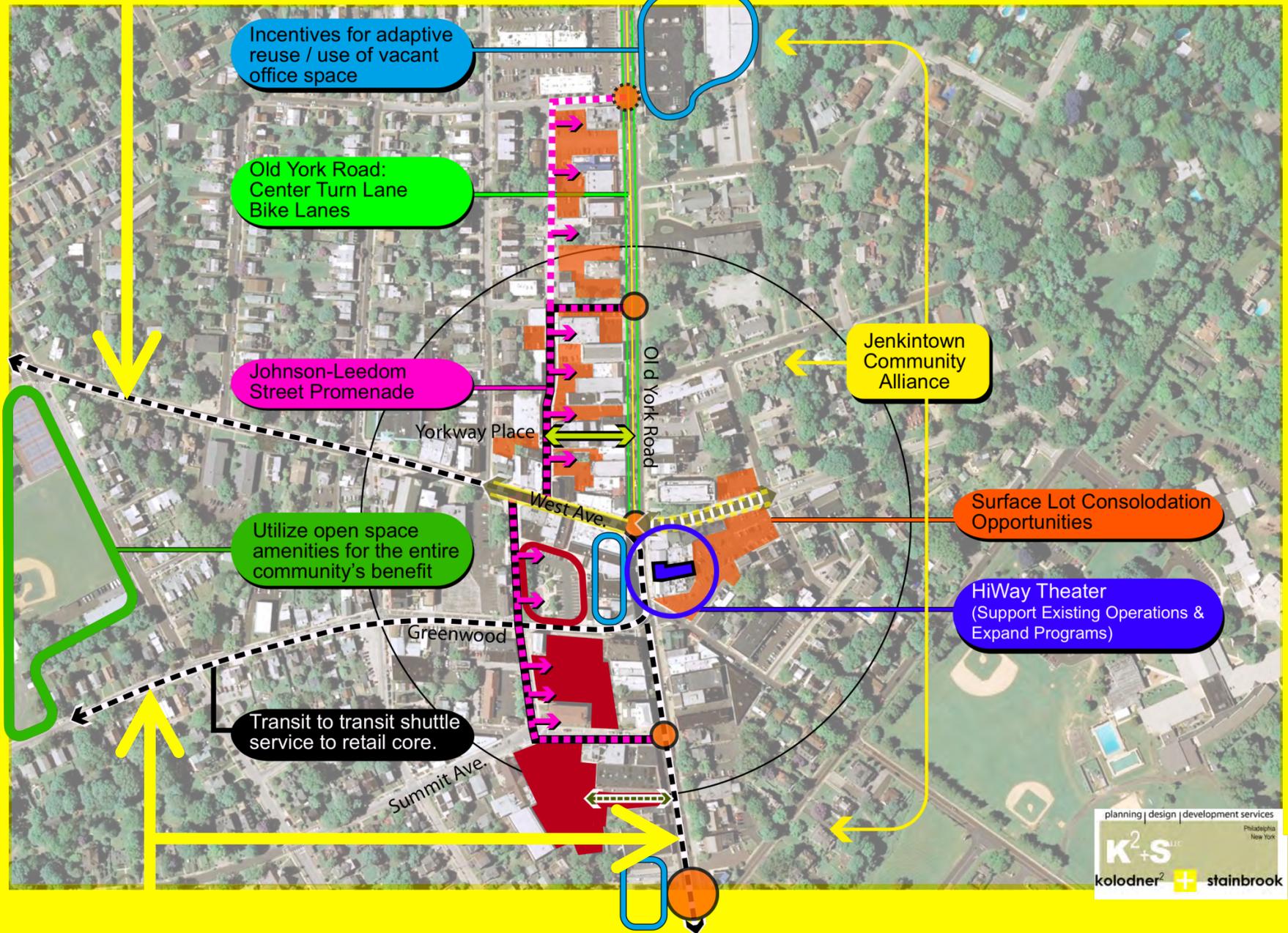
Potential Funding Sources and/or Incentives:

- DVRPC Funding
- Transportation and Community Development Initiative (TCDI) Grants
- Transportation Enhancement (TE) Grants
- County economic development funding
- PA RACP Grant Funding
- Tax Increment Financing District (Gateway mixed-use development)
- Fundraising

transit to transit shuttle

Medium Priority Initiative

Transit to Transit Shuttle or Taxi Service (black dotted line)



Taxis at Train Stations



incentives for condos, apartments, & office

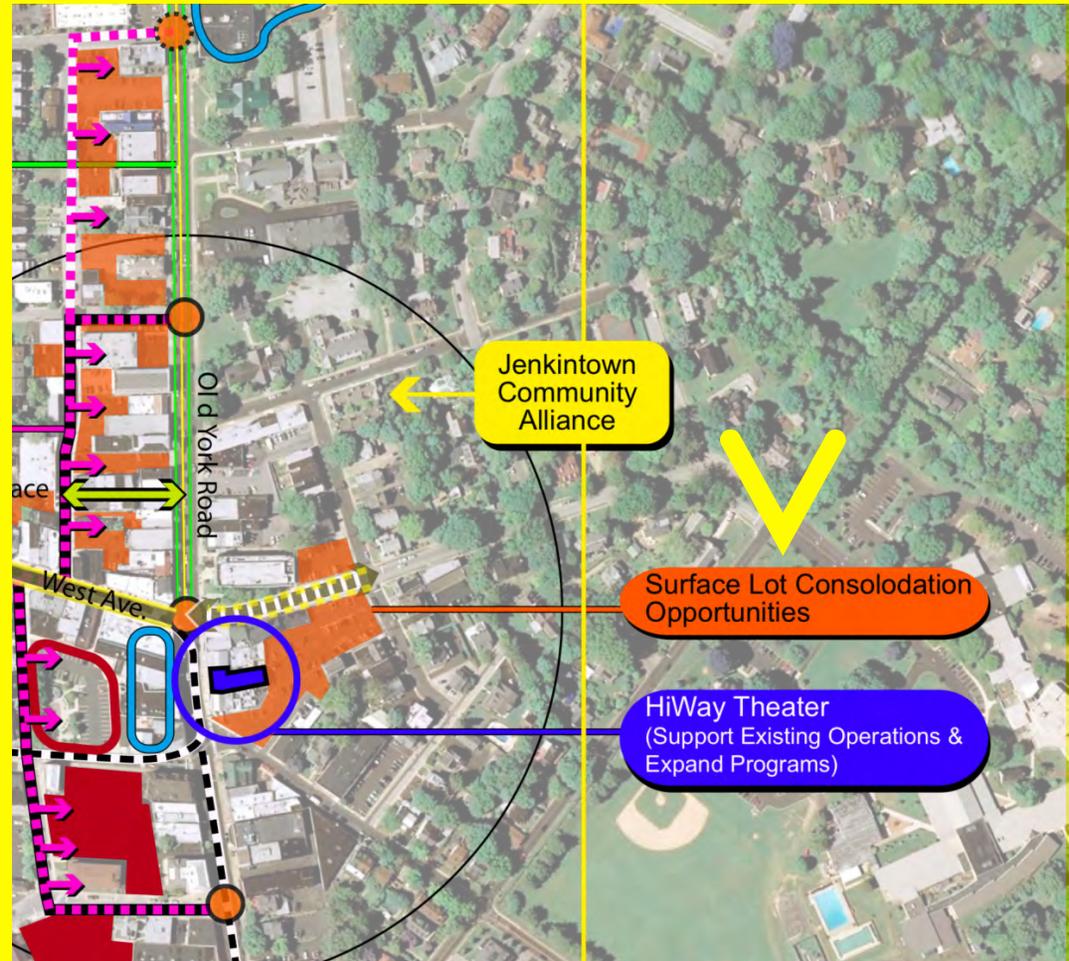
Medium Priority Initiative

**continue to
improve
business
climate**

Medium Priority Initiative

Continue to Improve Business Climate

- Continue to build on successes in improving parking
 - a. Facilitate consolidation of fragmented surface lots into more efficient and attractive spaces
 - b. Make payment for a 10-hour parking meter more convenient
- Develop additional festivals and other downtown activities which foster connections between business community & residents
- Continue to facilitate & expand collaboration between Jenkintown government and JCA



improve old york road

- Façade lighting study
- Gateways
- Multi-municipal cooperation to alter Old York Road and include bike lanes

Medium Priority Initiative

Old York Road Façade Lighting







Photo simulation based on:
Pennoni Engineering
recommendations, Task
Force input, JCA, and
community input.

- a. Improve streetscape
- b. Bike lanes in each
direction
- c. Center turn lane
- d. One moving lane each
direction



5.6.3 Lower Priority

A. Support school districts efforts to utilize open space amenities for the entire community's benefit

Jenkintown is fortunate that it has its own school district. This has enabled the school district to work closely with the Borough on a number of projects to the benefit of the entire community. Such projects include community use of the schools' open space when not reserved for academic uses and the construction of the community room in the newly constructed "link". It is recommended that both entities continue to explore opportunities to develop joint use projects as a way to increase community satisfaction, and perhaps defray some costs.

Economics Rationale:

- Preserve open space and enhance community assets to attract and retain residents in the Borough.
- Increase residential property values by maintaining quality of life assets in Borough.

Potential Funding Sources and/or Incentives:

- Fundraising
- County Open Space funding

B. Ongoing review of ordinances to align with redevelopment goals

Jenkintown has just completed a major revision to its zoning code and it should meet its needs for many years. However, as the redevelopment plans move forward, changes to ordinances may be required to make the redevelopment plans feasible and effective. Since these recommendations are intended to be code compliant, this is not viewed as a significant problem, but one cannot ignore the possibility.

C. Mixed use development anchor

In 2008 the Borough commissioned Tim Haahs to study the possibility of a mixed-use development as a southern Gateway anchor to Jenkintown. This study and others included concept plans illustrating uses including residential, new borough hall, event center, hotel, retail, public plaza, and parking.

Constraints on this project include market conditions, parcel ownership, and visual impact. We recommend that after it is clear that some of the other efforts described in this report show success, the opportunity be studied again. It would be a process that would involve a development team selected through a public RFP process, an interactive community participation process, willingness of private property owners to participate, and a community decision that the proposed retail mix match Jenkintown's vision for the selected site. While a high profile project at the southern end of Jenkintown, or elsewhere, would be very desirable, it also must be something that fits within Jenkintown's vision of itself and benefits more than just the developer. This is because of the amount of public time, money, and effort that would go into such a project. We believe that such a mix can be found, and the opportunity be explored as Jenkintown rebounds and overall market conditions improve.

Economics Rationale:

- Provide gateway to Downtown; help to establish sense of place
- Increase tax revenue generation on currently non-revenue generating sites (ie, Borough Hall location)
- Residential components can help establish built-in customer base in downtown (empty nesters/young professionals)
- Residential components can help to establish demand for new office, retail and restaurant uses
- Provides employment opportunities for local residents (both for upfront development and ongoing operations)

Potential Funding Sources and/or Incentives:

- County funding for capital improvements/bricks and mortar development
- Tax Increment Financing District
- PA RACP Grant Funding
- Private financing and/or equity from developer

support school district effort

Lower Priority Initiative

Support school district's effort to utilize open space amenities for the entire community's benefit

mixed-use anchor

Lower Priority Initiative

Mixed-use Development Anchor



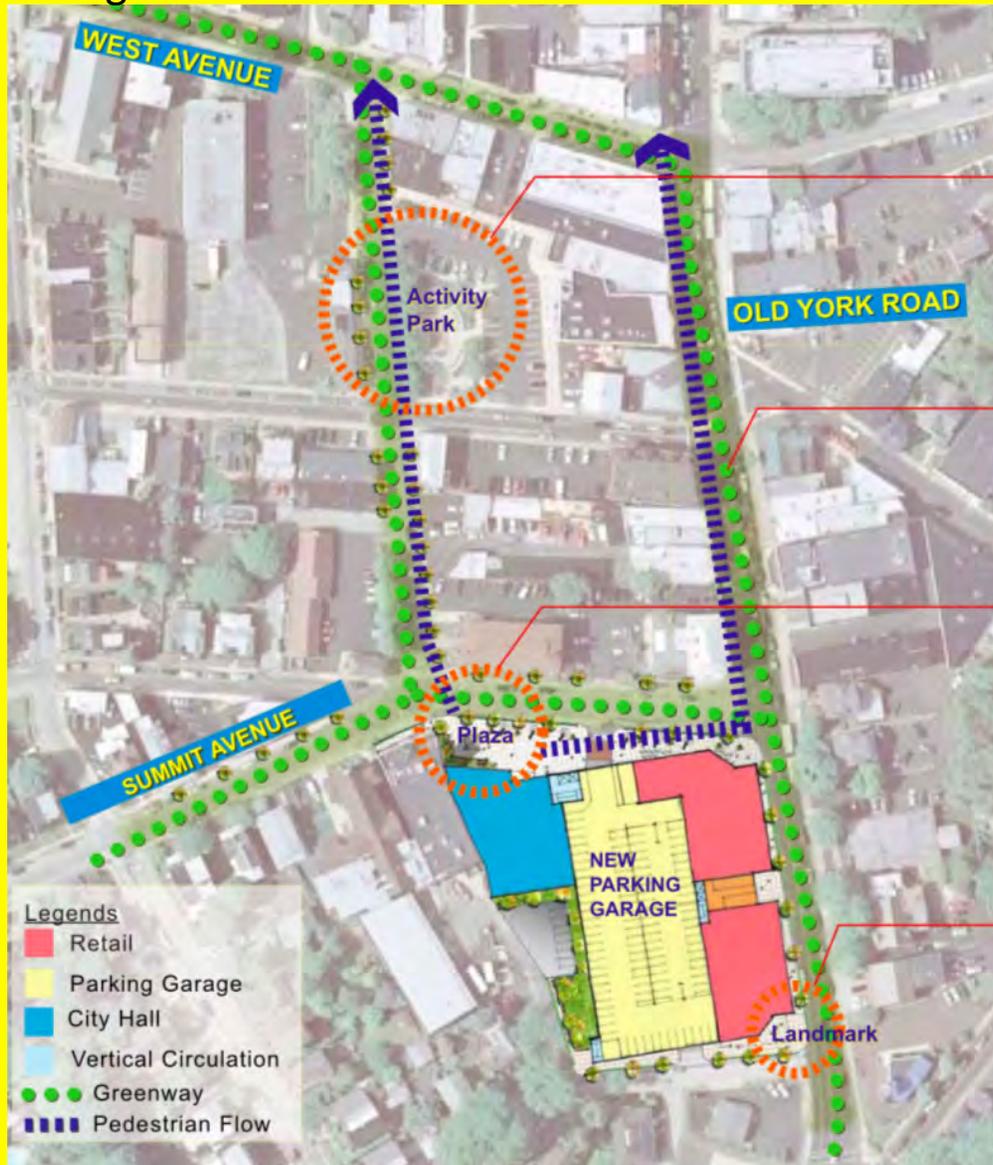
Tim Haahs Mixed-use Study

Engineers and Architects



Tim Haahs Mixed-use Study

Engineers and Architects



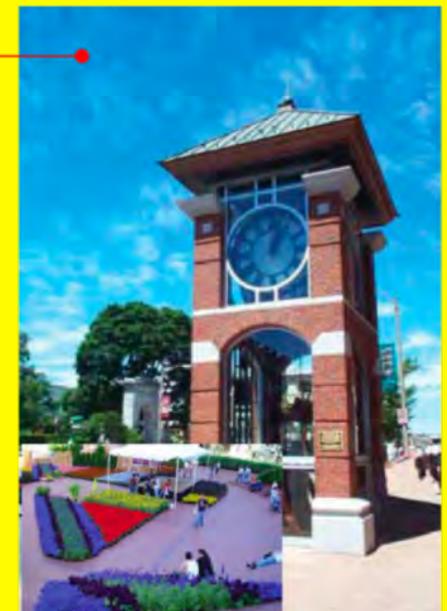
Existing community activities



Street enhancement:
Creating intimate walkable side walk w/
New paving / adding trees, street lamps and landscape



People place: Civic icon tower encompassed by pocket park landscape and architectural feature to provide friendly people gathering place as a greenway connection point to the heart of downtown.

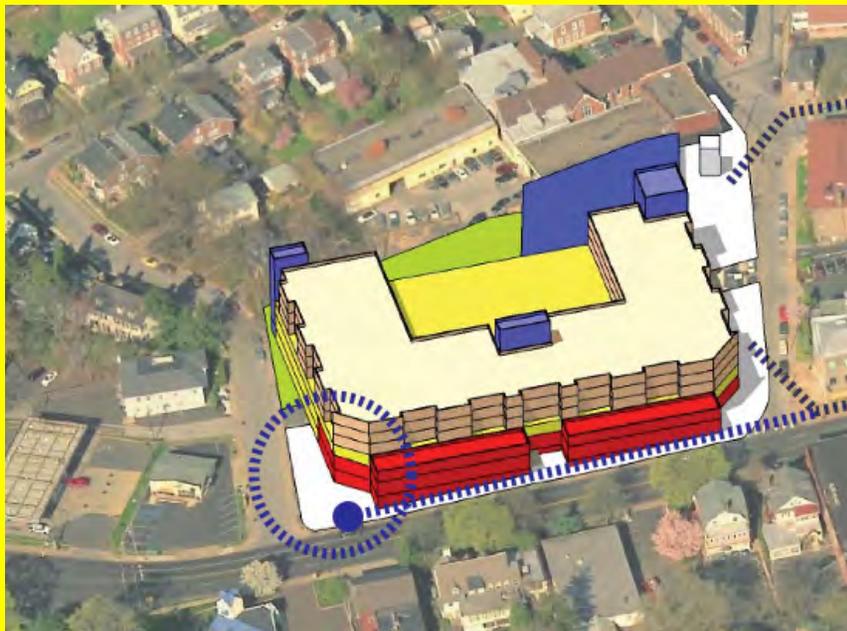


Jenkintown Gateway:
Architectural landmark facade or prime retail shop



Tim Haahs Mixed-use Study

Engineers and Architects



ongoing review of ordinances

- Align with redevelopment goals to ensure plans are feasible and effective

Lower Priority Initiative

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