

# IMPLEMENTATION PROCESS

## INTRODUCTION

The Revitalization Task Force identified 21 potential strategies that could support the implementation of Jenkintown's "Top Ten" revitalization goals. All of these strategies would contribute to achieving the borough's goals, however, due to limited funding, staff time and resources, a prioritization of the revitalization strategies is necessary. Prioritization of projects will enable the borough to focus its attention on a series of initial projects that will provide the momentum for future projects and improvements. A prioritization of the revitalization strategies is also necessary to ensure that projects are initiated in proper sequence.

The prioritization of the revitalization strategies consisted of ranking all strategies as "high", "medium" or "low". Strategies that merited a "high" ranking met at least one or more of the top three revitalization goals - goals that the Task Force believes will have the most positive impact on sustaining and enhancing the future economic vitality of the borough. The top three revitalization goals are:

- Create a quality pedestrian environment that encourages strolling along and crossing Old York Road
- Increase the parking supply in Uptown, while preserving its small town character
- Maintain and expand office and retail tax base

High priority revitalization strategies also represent the "biggest bang for the buck" because in most cases these strategies also meet Revitalization Goals 4 through 10. Strategies were ranked as medium and low depending on their anticipated sequence in the revitalization process and the extent to which the borough can initiate action without involving other parties.

On February 12th, a Revitalization Task Force was held to prioritize the 21 potential strategies as high, medium, or low importance for the borough's revitalization efforts. A full description of the strategies and their prioritization was presented, verified, and modified at a public workshop on February 19th, which attracted approximately 60 stakeholders. Consequently, the following list indicates the borough's prioritization for each strategy and which goals they are likely to achieve once implemented:

### **Streetscape Improvements:**

#### **Implement Streetscape Improvements for Central Uptown Area (Phase 1)**

Goals Achievement: 1, 3, 6, 7, 8  
Prioritization: High Medium Low

#### **Implement Streetscape Improvements for Adjacent Uptown Area (Phase 2)**

Prioritization: High Medium Low

#### **Implement Streetscape Improvements Connecting East Uptown (Phase 3)**

Prioritization: High Medium Low

## **Parking:**

### **Increase Availability of On-Street Parking by Enforcing Time Limits**

Goals Achievement: 2, 3  
Prioritization: High Medium Low

### **Develop a Shared Parking Program, Especially at Offices and Churches**

Goals Achievement: 2, 3  
Prioritization: High Medium Low

### **Improve Efficiency of Existing Parking Lots through Connections/Consolidation**

Goals Achievement: 2, 3  
Prioritization: High Medium Low

### **Reinstate On-Street Parking on Old York Road**

Goals Achievement: 1, 2, 3, 6  
Prioritization: High Medium Low

### **Construct a Parking Garage in Uptown**

Goals Achievement: 2, 3, 10  
Prioritization: High Medium Low

## **Traffic Calming:**

### **Implement a Traffic Calming Program for Old York Road**

Goals Achievement: 1, 3, 6, 7  
Prioritization: High Medium Low

### **Create Gateway Entrances that Physically Define Uptown**

Goals Achievement: 1, 6, 8  
Prioritization: High Medium Low

### **Implement a Coordinated Traffic Calming Plan for the Borough/**

Goals Achievement: 4, 8  
Prioritization: High Medium Low

### **Install Additional Traffic Signal on Old York Rd where applicable**

Goals Achievement: 1, 7, 8  
Prioritization: High Medium Low

### **Reinstate On-Street Parking on Old York Road**

Goals Achievement: 1, 2, 3, 6  
Prioritization: High Medium Low

### **Change Configurations and Parking Limitations on Oversized Streets**

Goals Achievement: 2, 4, 8  
Prioritization: High Medium Low

**Design Standards:**

**Augment draft JCA Design Standards**

Goals Achievement: 1, 3, 5, 6, 7  
Prioritization: High Medium Low

**Underutilized Parcels:**

**Redevelop parcels adjacent to Pioneer Fire Company**

Goals Achievement: 1, 2, 3, 6, 7, 9  
Prioritization: High Medium Low

**Redevelop 'Gateway' parcels**

Prioritization: High Medium Low

**Redevelop Borough Hall parcel**

Prioritization: High Medium Low

**Redevelop parcels adjacent to Immaculate Conception**

Prioritization: High Medium Low

**Uptown Management Entity:**

**Create a Management Entity for Uptown**

Goals Achievement: 1, 2, 3, 5, 6, 7, 9  
Prioritization: High Medium Low

**Establish a marketing program for Uptown as a regional destination**

Goals Achievement: 3, 6, 9  
Prioritization: High Medium Low

The next step in the revitalization planning program is to develop detailed planning concepts and designs for the high priority revitalization strategies, and to map out a series of steps necessary to implement these strategies. The “Summary of High Priority Projects” on the following pages provides basic information on each high priority project, and is preceded by detailed information and concepts for implementation, including:

- A description of the project or programmatic initiative proposed.
- A recommended list of responsible parties to initiate and carry out the project.
- A list of potential funding sources, both public and private.
- An estimated project schedule for initiating and completing the project activities.
- A detailed cost estimate for all proposed improvements or activities.

## SUMMARY OF HIGH PRIORITY PROJECTS

PROJECT	PROJECT DESCRIPTION	TIME FRAME	COSTS	FUNDING SOURCES	RESPONSIBLE PARTIES
<b>Streetscape and Traffic Calming in the Uptown Area</b>	<p>This project would install street trees, street furniture, new sidewalks, new curbs, 'retro deco' pedestrian lighting, and wayfinding signage in the Uptown area. In addition to these elements, bollards and rails along Old York Road would be added in the 1st phase to calm traffic and enhance the pedestrian environment.</p> <p>Phase 1 (Pilot): Uptown WestNeighborhood Phase 1: Old York Road, Greenwood Avenue, and Summit Avenue</p>	<ul style="list-style-type: none"> <li>1.5 - 2 Years</li> <li>2 - 2.5 Years</li> </ul>	<ul style="list-style-type: none"> <li>\$495,000</li> <li>\$1,080,000</li> </ul>	<ul style="list-style-type: none"> <li>Community Development Block Grant Program</li> <li>Montgomery County Revitalization Program</li> <li>TEA-21: Transportation Enhancements, Congestion Management Air Quality Program, Transportation and Community and System Preservation Program</li> <li>Delaware Valley Regional Planning Commission: TCDI</li> <li>Borough of Jenkintown</li> </ul>	<ul style="list-style-type: none"> <li>Local Political Representatives</li> <li>Borough of Jenkintown</li> <li>Uptown Management Entity</li> <li>Montgomery County Planning Commission</li> <li>PennDOT</li> <li>Streetscape Design Consultant</li> </ul>
<b>Increase the Availability of On-Street Parking by Enforcing Time Limits</b>	<p>This project would standardize meter time limits to three hours, offer free or monthly parking permits for employees in other Uptown parking lots, provide signage for permit lots, and tighten enforcement of meters.</p>	1.5 - 2 Years	<ul style="list-style-type: none"> <li>Enforcement and Ticketing</li> <li>Permit Administration</li> <li>Meter Revenue Collection</li> <li>Leasing of Lots</li> <li>Resetting electronic meters</li> <li>Replacing out-dated meters</li> <li>Restriping and paving new all-day lots</li> </ul>	<ul style="list-style-type: none"> <li>Funded through meter, permit, and ticket revenues.</li> </ul>	<ul style="list-style-type: none"> <li>Borough of Jenkintown</li> <li>Jenkintown Parking Corporation</li> <li>Uptown Management Entity</li> </ul>
<b>Develop a Shared Parking Program</b>	<p>This project would meet some of the current demand for parking by allowing complementary uses to share existing parking lots. The project would involve negotiating with parking lot owners, improving infrastructure, and issuing permits.</p>	1 - 2 Years	<ul style="list-style-type: none"> <li>Enforcement and Ticketing</li> <li>Permit Administration</li> <li>Ticket Collection</li> <li>Leasing of Lots</li> <li>Signing and Striping</li> </ul>	<ul style="list-style-type: none"> <li>Uptown Management Entity</li> <li>Jenkintown Parking Corporation</li> <li>Borough of Jenkintown</li> <li>Business Owners</li> </ul>	<ul style="list-style-type: none"> <li>Borough of Jenkintown</li> <li>Jenkintown Parking Corporation</li> <li>Uptown Management Entity</li> <li>Jenkintown Business Association</li> </ul>
<b>Improve Efficiency of Existing Parking Lots through Connections or Consolidation</b>	<p>This project would consolidate parking lots to improve their efficiency and accessibility.</p>	1.5 - 3 Years to negotiate consolidation opportunities, complete an engineering evaluation, and construction.	<ul style="list-style-type: none"> <li>Costs could range between \$1,000 for a consolidating a small lot and \$10,000 for the lots east of Old York Road between West and Greenwood Avenue.</li> </ul>	<ul style="list-style-type: none"> <li>Uptown Management Entity</li> <li>Jenkintown Parking Corporation</li> <li>Borough of Jenkintown</li> <li>Business Owners</li> </ul>	<ul style="list-style-type: none"> <li>Borough of Jenkintown</li> <li>Jenkintown Parking Corporation</li> <li>Uptown Management Entity</li> <li>Jenkintown Business Association</li> </ul>
<b>Implement a Traffic Calming Program for Old York Road</b>	<p>This project couples with the streetscape improvement project to slow traffic throughout Uptown. It also improves the safety of the Washington Lane and Old York Road intersection. The project plans to:</p> <ul style="list-style-type: none"> <li>Reconstruct the 'southern gateway' - intersection of Washington Lane and Old York Road</li> <li>Realign the curbline of Greenwood Avenue and Old York Road</li> <li>Install a traffic signal at Vista Road, Cherry Street, or Yorkway Pl in the 'northern gateway' area</li> </ul>	<p>(Timing depends upon PennDOT's cooperation)</p> <ul style="list-style-type: none"> <li>3 - 9 Years</li> <li>3 - 9 Years</li> <li>3 - 9 Years</li> </ul>	<ul style="list-style-type: none"> <li>~ \$280,000</li> <li>~ \$60,000</li> <li>~ \$60,000</li> </ul>	<ul style="list-style-type: none"> <li>Federal Transportation Enhancements Program</li> <li>PennDOT</li> <li>Borough of Jenkintown</li> </ul>	<ul style="list-style-type: none"> <li>Borough of Jenkintown</li> <li>PennDOT</li> <li>Uptown Management Entity</li> </ul>

*Time frame and cost estimates are for conceptual budget planning purposes only. Funding sources and responsible parties listed are adaptable.*

## SUMMARY OF HIGH PRIORITY PROJECTS

PROJECT	PROJECT DESCRIPTION	TIME FRAME	COSTS	FUNDING SOURCES	RESPONSIBLE PARTIES
<b>Implement a Coordinated Traffic Calming Plan for the Borough</b>	<p>Most of the speeding in the borough's neighborhoods is caused by inappropriately sized cross-sections; a traffic-calming plan would reorganize street cross-sections and install traffic calming devices. This project would recommend the following work tasks to calm traffic in the Borough:</p> <ul style="list-style-type: none"> <li>• Add parking on potential yield-flow streets</li> <li>• Gain the community's support for the traffic calming plan</li> <li>• Install traffic calming devices evenly throughout the community</li> </ul>	<p>The traffic-calming plan should be divided into implementation phases.</p> <ul style="list-style-type: none"> <li>• 1 - 3 Months</li> <li>• 1 - 3 Months</li> <li>• 4 -5 Devices/Year</li> </ul>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Nominal</li> <li>• Roughly \$15,000 - \$20,000/ Device</li> </ul>	<ul style="list-style-type: none"> <li>• Montgomery County Revitalization Program</li> <li>• Borough of Jenkintown</li> <li>• TEA-21: Transportation Enhancements Program</li> </ul>	<ul style="list-style-type: none"> <li>• Borough of Jenkintown</li> <li>• Montgomery County</li> </ul>
<b>Augment Draft JCA Design Standards</b>	<p>The purpose of this project is to build upon the draft façade design standards and provide funding for property owners to enhance their facades. This program would establish a revolving loan program with \$100,000.</p>	<ul style="list-style-type: none"> <li>• 1 - 1.5 Years</li> </ul>	<ul style="list-style-type: none"> <li>• Revolving, low-interest loan program: Startup cost is \$100,000 for 18 loans at \$5000 - \$7500 loans and a consulting Architect at \$100/hour</li> <li>• Grant Program: Up to \$2500/grant</li> </ul>	<ul style="list-style-type: none"> <li>• PA Department of Community and Economic Development</li> <li>• Montgomery County Revitalization Program</li> <li>• Low-interest Loan Funding through Local Banks</li> <li>• Uptown Management Entity (long-term)</li> </ul>	<ul style="list-style-type: none"> <li>• JCA Design Task Force</li> <li>• Borough of Jenkintown</li> <li>• Uptown Management Entity</li> </ul>
<b>Redevelop Parcels Adjacent to Pioneer Fire Company and the Gateway Parcels</b>	<p>The market study determined that the demand exists for more retail and office space in Jenkintown. This project proposes redeveloping key parcels next to Borough Hall and Pioneer Fire Company on Town Square. Redevelopment plans would include adding businesses, housing, parking, community space, and offices to the business district. There are four redevelopment alternatives and pro formas described in the report.</p>	<ul style="list-style-type: none"> <li>• 2 Years to develop a redevelopment plan and proposal for a redeveloper</li> </ul>	<ul style="list-style-type: none"> <li>• \$40,000 - \$60,000 for the Blight Certification, Redevelopment Plan and the Redevelopment Proposal, including \$10,000 for economic consultant and \$10,000 for engineering.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Block Grant</li> <li>• Delaware Valley Regional Planning Commission: Transportation and Community Development Initiative</li> <li>• Montgomery County Revitalization Program</li> <li>• Borough of Jenkintown</li> <li>• Private Developer</li> </ul>	<ul style="list-style-type: none"> <li>• Borough Council</li> <li>• Borough Manager</li> <li>• Borough Planning Commission</li> <li>• Jenkintown Community Alliance</li> <li>• Montgomery County Planning Commission</li> <li>• Montgomery County Redevelopment Authority</li> <li>• Private economic consultant</li> <li>• Private civil engineering consultant</li> <li>• Private planning consultant (optional)</li> </ul>
<b>Create a Management Entity for Uptown</b>	<p>Traditional downtowns are increasingly adapting the management styles of suburban shopping malls in which a single entity supervises the appearance and maintenance of public spaces, maintains and manages parking, oversees marketing activities and actively recruits new tenants when vacancies occur. Most of projects listed above depend upon a single entity to manage and implement them. The JCA will be hiring a full time staff person to begin the transition from a volunteer community group to a management entity for Uptown.</p>	<ul style="list-style-type: none"> <li>• 6 - 12 Months to redefine JCA's role as CDC</li> <li>• 1.5 - 2.5 Years create a Business Improvement District</li> </ul>	<ul style="list-style-type: none"> <li>• The initial budget of the management entity would be within the range of \$50,000 - \$70,000 to cover the costs of the executive director's salary, office space, and office equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Block Grants</li> <li>• Small Business Administration</li> <li>• Federal Home Loan Bank System</li> <li>• PA Department of Community and Economic Development: Community Revitalization Program, Community Economic Development Loan Program, Small Communities Planning Assistance, State Planning Assistance Grants</li> <li>• Montgomery County Revitalization Program</li> <li>• Borough of Jenkintown</li> </ul>	<ul style="list-style-type: none"> <li>• Jenkintown Borough Council</li> <li>• Jenkintown's at-large business community</li> <li>• Jenkintown's civic organizations</li> <li>• PA Downtown Center</li> <li>• PA Department of Community and Economic Development</li> <li>• The National Trust for Historic Preservation</li> </ul>

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### PROJECT DESCRIPTION

The conceptual streetscape plan (figures 1-3) recommends a design to physically improve and beautify streetscapes within the Uptown commercial district. The purpose and need for streetscape improvements has been discussed at length in the Community Action Plan, however, there are two additional considerations regarding the execution of a streetscape improvement program that the borough should bear in mind. The first relates to lifecycle costs of public improvements and the second to the design style. The planning of streetscape improvements must take into consideration not only the initial costs of improvements but also must account for the long-term maintenance and replacement costs. Therefore, it is highly advisable that streetscape improvements consist of durable, low-maintenance and easily replaced elements. Fragile, overly ornamental and costly streetscape improvements and furnishings should be avoided. Additionally, since streetscape elements are intended to play a large role in calming traffic on Old York Road, limited funds should be invested in vertical elements that achieve a traffic calming effect, such as street shade trees, pedestrian-oriented lighting, bollards, etc. Conversely, extensive areas of decorative sidewalk paving (other than in areas where it will have a traffic calming effect, such as at crosswalks and intersections) or expensive ornamental curbing are not recommended.

With regard to the actual style and aesthetic appearance of streetscape improvements, it is important to recognize that improving the public realm of streets and sidewalks is an opportunity for a community to reinforce its civic identity and to express its uniqueness. Therefore, attempts to copy or emulate the streetscape design of other communities or historic periods that are not appropriate to a particular place should be avoided. In the case of Jenkintown, while the Uptown commercial district contains a diverse architectural history with buildings dating to the Victorian period and possibly earlier, the majority of the buildings in downtown were constructed between the turn-of-the century and the World War II. Many of the commercial buildings along Old York Road were designed in a Colonial-Revival style that was popular during this period. However, what is most striking, is the number of buildings in the Art Deco style, most notably, the former Strawbridge's building at Jenkins Court, Oswald's Drug Store, the Buca di Beppo restaurant and associated buildings, as well other structures that are of the style or exhibit (in some cases residual) Art Deco design elements. In addition to the sheer number of examples, many of these buildings are located at prominent locations, intersections or gateways to the town.

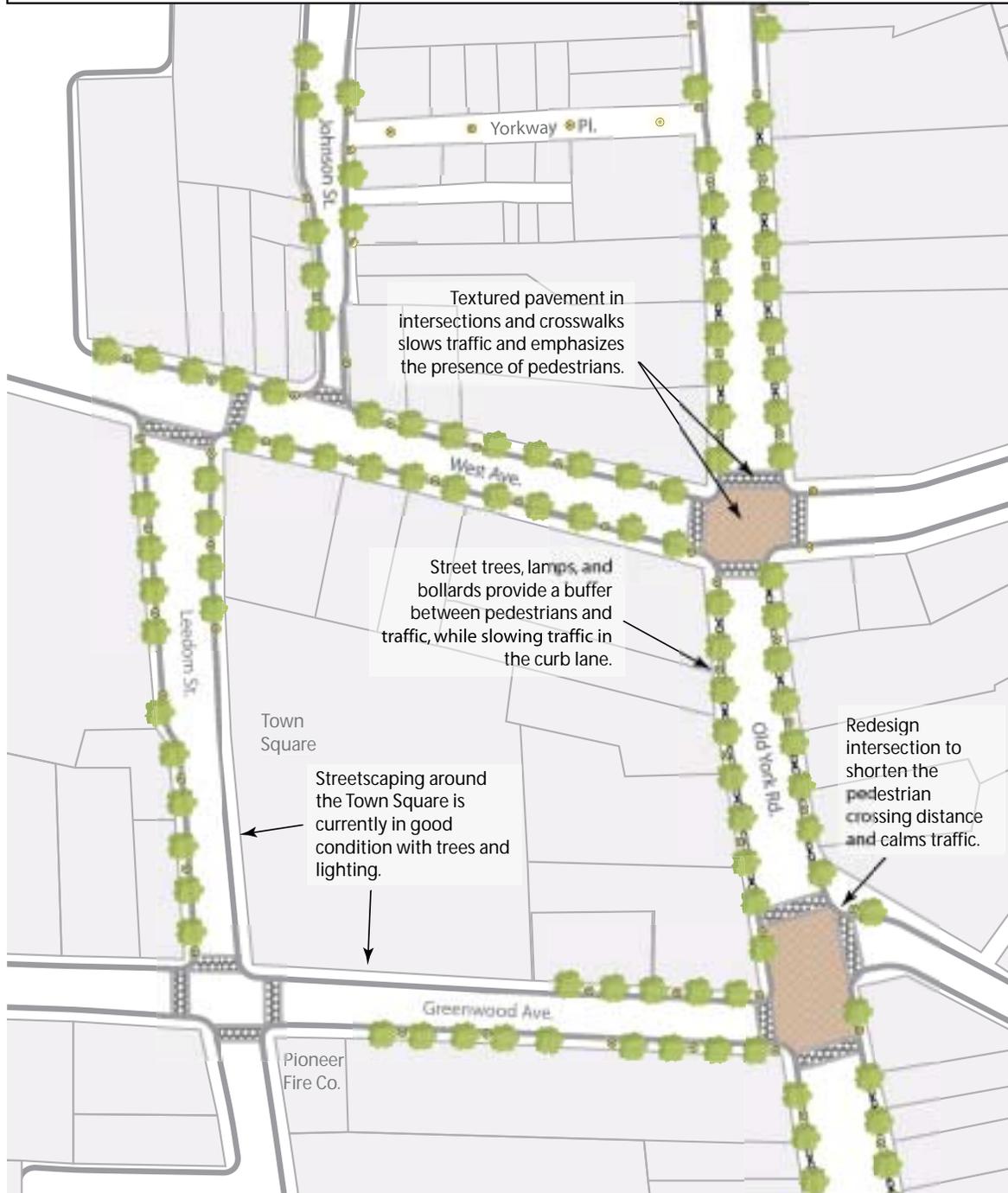
Art Deco is clearly an important part of Jenkintown's architectural heritage and its prominence in Uptown is a unique attribute and a characteristic not shared by many other communities in the region. Therefore, the Revitalization Master Plan suggests taking inspiration from this unique architectural heritage and creating a streetscape design theme based on Jenkintown's genuine Art Deco legacy. The conceptual streetscape design included in the Revitalization Master Plan - "Jenkintown Retro Deco" - is based on various Art Deco motifs found in Jenkintown, such as the façade of Jenkins Court and the façade and door handles of the Strawbridge's building. Other buildings and building details, such as the cornice of Buca di Beppo restaurant and the streamline elements of Oswald's, contributed inspiration to the design concept. Jenkintown is fortunate to have such a significant collection of Art Deco buildings. This is an architectural heritage that is unique to the Borough and one that should be celebrated.

# STREETSCAPE PHASE 1: Conceptual Design - North Section



Figure 1. Conceptual Design-North Section

# STREETSCAPE PHASE 1: Conceptual Design - Central Section



**LEGEND**

- Street Tree** - spaced approximately 25 feet apart on center
- Pedestrian Lighting** - spaced approximately 50 feet
- Bollard and Rail Pedestrian Buffer** - 25 foot modules  
4 bollards per module

Figure 2. Conceptual Design-Central Section

# STREETSCAPE PHASE 1: Conceptual Design - South Section



**LEGEND**

 Street Tree - spaced approximately 25 feet apart on center

 Pedestrian Lighting - spaced approximately 50 feet

 Bollard and Rail Pedestrian Buffer - 25 foot modules  
4 bollards per module

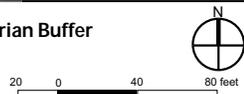


Figure 3. Conceptual Design-South Section

Following is a detailed description of the major streetscape elements that are proposed in the concept plan:

- *Gateways*

Gateway and associated signage are obvious ways to define Jenkintown's Uptown area (refer to figure 4). Gateways reinforce and enhance a community's unique civic identity. They also beautify the streetscape and can contribute to slowing traffic by functioning as a traffic calming feature. Gateways achieve a traffic calming effect by introducing vertical elements into the driver's vision. Vertical elements tend to decrease the perceived width of the street, which encourages drivers to move more cautiously and drive more slowly. The gateways and signage also signal to drivers that they are entering a pedestrian zone, further slowing their speed.

- *Large Canopy Street Shade Trees (tightly spaced)*

Street trees are an integral component in the streetscape program. Trees enhance the pedestrian environment by shading pedestrians and storefronts, buffering pedestrians from traffic, and slowing traffic by introducing a vertical stature element into the driver's vision. In the winter months, trees can be adorned with lights to brighten the street when it is darker earlier. The existing columnar trees along Old York Road are in poor condition and contribute little to the pedestrian environment or to traffic calming. However, street trees can flourish in an urban environment by choosing the correct species and maintenance plan. In general, the trees should be spaced about 25-30 feet apart as shown in the conceptual design plans (figures 1-3). Some examples of hardy urban tree species include:

Gleditsia triacanthos - "Shademaster" Honeylocust  
 Fraxinus pennsylvanica - Green Ash  
 Platanus x acerifolia - London Plane Tree "Bloodgood"  
 Saphora japonica - Japanese scholar tree "Regent"  
 Tilia tomentosa - Silver linden  
 Zelkova serrata - "Village Green" Zelkova

- *Bollards/Edge Treatment*

The most important issue facing pedestrians along Old York Road is the close proximity of speeding, noisy traffic. Due to the absence of a barrier between moving traffic and the sidewalk, pedestrians have a tendency to "shy" away from the curb edge, thus significantly reducing the effective width of the sidewalk. Therefore, a physically and visually strong buffer must be created along the curb line to enhance the perception of pedestrian safety and comfort. Figure 5 shows preliminary designs of the bollard edge treatment. In the event that on-street parking is ever returned to Old York Road, some sections of rail could be removed and aligned with parking spaces to allow egress from parked vehicles.

- *Ornamental Pedestrian Scaled Lighting*

Pedestrian lighting is an essential element of a streetscape. It improves pedestrian safety by lighting the sidewalk and buffering the pedestrian area from moving traffic. Pedestrian lighting also has a traffic calming effect by adding vertical elements to the street that decrease the perceived width of the street. As indicated in the conceptual streetscape design plans, the lighting should be spaced at about 50 feet between lampposts. In the 1980s pedestrian lighting was installed sporadically along Old York Road and many of these fixtures now require repair or

replacement. The existing fixtures appear to be salvageable, however, the borough may wish to adopt a new fixture type to support the proposed streetscape design theme.

- *Special Pavement Treatments at Intersections/Crosswalks & in Sidewalk Areas*

Crosswalk pavement treatments help to increase the visibility of pedestrians, clearly identify their place in the street, and enhance the aesthetic appearance of the street. Along Old York Road, the repetition of treated crosswalks should also serve to slow drivers. Materials could consist of concrete pavers, highly visible striping, or even in-pavement flashing lights. It is critical that the materials chosen are durable with minimal maintenance requirements. Within the intersections along Old York Rd, the pavement should also be textured, similar to rumble strips, and colored to further calm traffic.

- *Street Furnishings*

Attractive, pedestrian-oriented street furniture should be part of the streetscape plan. Such furniture should include benches and sitting areas, trash receptacles, and bicycle racks, to enhance the comfort and convenience of pedestrians. Due to constrained sidewalk widths, street furniture should be used judiciously, for example placing benches near transit stops and intersections. Street furniture should not be located so as to obstruct pedestrian movement.

- *Wayfinding Signage*

A wayfinding signage program would also be helpful to visitors, encouraging greater utilization of Uptown by directing visitors and customers to parking and shopping destinations while contributing to the visual attractiveness of Uptown. Signage should also be provided at the train stations to clearly direct visitors to Uptown.

Streetscape improvements for Jenkintown are recommended in three phases. Phasing will allow the borough to effectively implement streetscape improvements by planning for the necessary funding and community organization to complete each phase incrementally.

Phase 1 - Old York Road and Town Square Improvements should create a sense of place for Jenkintown's Uptown along Old York Road, as well as build upon the recent improvements on Town Square to Old York Road and vice versa. This should enhance the existing retail core and provide incentives for redevelopment at key locations around the Town Square and the Gateway site. Phase 1 should include the following streets:

- Old York Road from Vista Road to Washington Lane
- Greenwood Avenue from Leedom Street to Old York Road
- Leedom Street from Greenwood Avenue to West Avenue
- West Avenue from Leedom Street to Old York Road
- Johnson Street from West Avenue to Yorkway Place
- Yorkway Place

Phase 2 - Adjacent Uptown Area Improvements should expand the first phase, extending the quality Uptown retail area by a block and connecting the Borough Hall and Immaculate Conception to the Uptown area.

- Summit Avenue from Leedom Street to Old York Road
- Leedom Street from Summit Avenue to West Avenue
- Cherry Street from Johnson Street to Old York Road
- Johnson Street from Old Yorkway Place to Cherry Street
- Old York Road from Vista Road to Rydal Avenue



Figure 4. Jenkintown Retro Deco Gateways

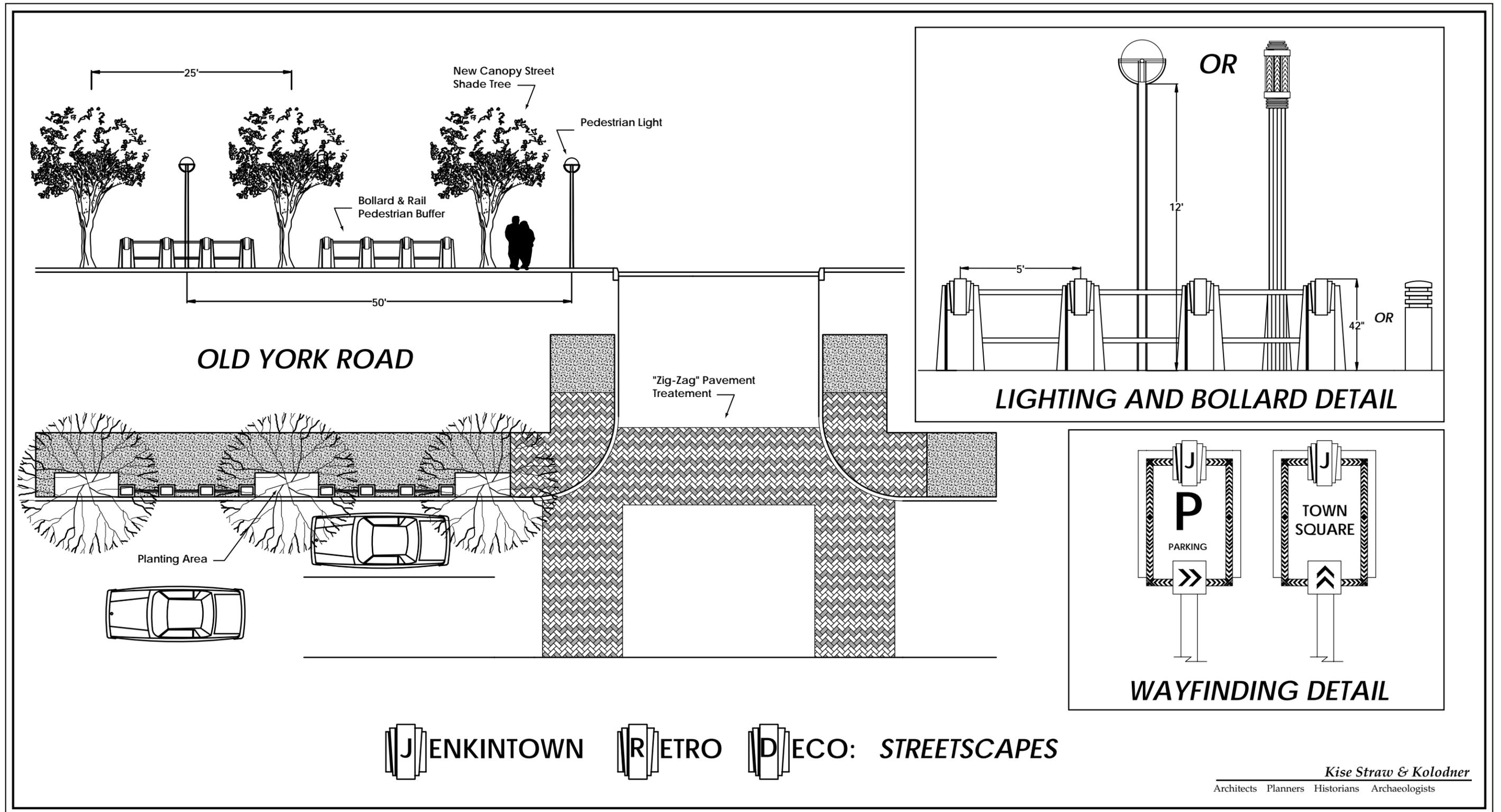


Figure 5. Jenkintown Retro Deco Streetscapes

Phase 3 - Connecting East Uptown Improvements should integrate and develop the east side of Uptown.

- West and Homestead Avenues from Old York Road to Cottman Avenue
- Greenwood Avenue from Old York Road to Nice Avenue
- Nice Avenue from Greenwood Avenue to Cottman Avenue
- Cottman Avenue from Nice Avenue to Homestead Avenue
- Johnson Street from Cherry Street to Hillside Avenue
- Hillside Avenue from Johnson Street to Old York Road

**SUMMARY OF INITIAL WORK TASKS**

The work plan is recommended to implement the first phase of streetscape improvements:

1. Secure funding for design services. The borough and the JCA Design Task Force should secure funding for a design consultant. The JCA should assist in researching funding opportunities and in securing funds through standard application processes and more importantly political connections. The borough, local political representatives, Jenkintown Community Alliance, and the Montgomery County Planning Commission should assist the JCA Design Task Force during the funding application process.
2. Prepare an RFP for design services. The Jenkintown Community Alliance and the borough, with assistance from the Montgomery County Planning Commission, should prepare a request for proposals (RFP) to hire a consultant to prepare the detailed streetscape design documents for Phases 1, 2, and 3.
3. Select a design consultant. The borough and JCA Design Task Force should choose 3 to 5 consultants to short list and subsequently interview. Then the committee should vote for the best proposal. The contract should be arranged through the borough.
4. Secure implementation funding. Once a detailed streetscape design has been completed, funding will have to be secured for the actual construction of improvements. Coordination should begin with local political representatives and the Montgomery County Planning Commission, as well as the Delaware Valley Regional Planning Commission (DVRPC) and PENNDOT in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program and PENNDOT's 12-Year Program to receive federal funding.
5. Bid project to contractors. Create an RFP for contractor services. The borough and JCA Design Task Force should vote for the contractor and then commence construction.

## SUMMARY OF RESPONSIBLE PARTIES

While the streetscape project will primarily be led to fruition by the borough and JCA Design Task Force, responsible parties should include:

- Local Political Representatives
- Montgomery County Planning Commission
- Delaware Valley Regional Planning Commission
- Pennsylvania Department of Transportation
- Streetscape Design Consultant

## SUMMARY OF POTENTIAL FUNDING SOURCES

Various sources of funding exist for implementing streetscape initiatives in the Phase 1, 2, and 3 areas. The borough may wish to provide upfront matching funds to begin the preliminary engineering process, depending on the funding source. Several other sources exist for the design and construction of the streetscape improvements. Those funding sources include:

- Federal: 1. U.S. Department of Transportation - Federal Highway Administration
- Transportation Enhancement Program (TE)
  - Congestion Management Air Quality (CMAQ) Program
  - Transportation and Community and System Preservation (TCSP) Pilot Program
- State: 2. Pennsylvania Department of Transportation
3. Pennsylvania Department of Community and Economic Development: Community Block Grants
- Local: 4. Delaware Valley Regional Planning Commission (TCDI)
5. Montgomery County Planning Commission
6. Borough of Jenkintown - (local match)

## APPROXIMATE PROJECT SCHEDULE

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

1. Secure funding for design services: 6 Months
2. Prepare an RFP for design services: 2 - 3 Months
3. Select a design team: 2 - 3 Months
4. Complete design: 6 Months
5. Secure Implementation Funding: 1 ½ - 2 Years (concurrent with Steps 1 - 4)
6. Bid project to contractor: 3 Months
7. Construction: 12 Months

## STREETSCAPE COST ESTIMATES

The following cost estimates are for conceptual budget planning purposes only. All dimensions are approximate and must be verified in the field.

Final design may result in a revision of project quantities and costs.

### Phase 1 - Streetscaping Uptown and Old York Rd

	Unit		Unit Cost		Total
<b>I. New Sidewalks and Curbs</b>					
<i>New Curbs</i>					
Old York Road from Vista Road to Washington Lane	3,400	L.Ft.	\$20.00	L.Ft.	\$68,000.00
Greenwood Avenue from Leedom Street to Old York Road	600	L.Ft.	\$20.00	L.Ft.	\$12,000.00
Leedom Street from Greenwood Avenue to West Avenue	600	L.Ft.	\$20.00	L.Ft.	\$12,000.00
West Avenue from Leedom Street to Old York Road	600	L.Ft.	\$20.00	L.Ft.	\$12,000.00
Johnson Street from West Avenue to Yorkway Place	400	L.Ft.	\$20.00	L.Ft.	\$8,000.00
<b>Total</b>	<b>5,600</b>	<b>L.Ft.</b>			<b>\$112,000.00</b>
<i>New Sidewalks (8-foot)</i>					
Old York Road from Vista Road to Washington Lane	3,400	Sq.Yd.	\$50.00	Sq.Yd.	\$170,000.00
Greenwood Avenue from Leedom Street to Old York Road	500	Sq.Yd.	\$50.00	Sq.Yd.	\$25,000.00
Leedom Street from Greenwood Avenue to West Avenue	500	Sq.Yd.	\$50.00	Sq.Yd.	\$25,000.00
West Avenue from Leedom Street to Old York Road	500	Sq.Yd.	\$50.00	Sq.Yd.	\$25,000.00
Johnson Street from West Avenue to Yorkway Place	400	Sq.Yd.	\$50.00	Sq.Yd.	\$20,000.00
Yorkway Place (custom)	500	Sq.Yd.	\$50.00	Sq.Yd.	\$25,000.00
<b>Total</b>	<b>5,800</b>	<b>Sq.Yd.</b>			<b>\$290,000.00</b>
<b>2. Street Trees</b>					
Old York Road from Vista Road to Washington Lane	129	Units	\$500.00	Each	\$64,500.00
Greenwood Avenue from Leedom Street to Old York Road	14	Units	\$500.00	Each	\$7,000.00
Leedom Street from Greenwood Avenue to West Avenue	15	Units	\$500.00	Each	\$7,500.00
West Avenue from Leedom Street to Old York Road	24	Units	\$500.00	Each	\$12,000.00
Johnson Street from West Avenue to Yorkway Place	9	Units	\$500.00	Each	\$4,500.00
<b>Total</b>	<b>191</b>	<b>Units</b>			<b>\$95,500.00</b>
<b>3. Crosswalk Treatments</b>					
Old York Road and Vista Road	33	Sq.Yd.	\$100.00	Sq.Yd.	\$3,300.00
Old York Road and Homestead Avenue	33	Sq.Yd.	\$100.00	Sq.Yd.	\$3,300.00
Old York Road and West Avenue	155	Sq.Yd.	\$100.00	Sq.Yd.	\$15,500.00
Old York Road and Greenwood Avenue	166	Sq.Yd.	\$100.00	Sq.Yd.	\$16,600.00
Old York Road and Summit Avenue	38	Sq.Yd.	\$100.00	Sq.Yd.	\$3,800.00
Old York Road and Harper Avenue	33	Sq.Yd.	\$100.00	Sq.Yd.	\$3,300.00
Old York Road and Washington Lane	107	Sq.Yd.	\$100.00	Sq.Yd.	\$10,700.00
Leedom Street and West Avenue	67	Sq.Yd.	\$100.00	Sq.Yd.	\$6,700.00
West Avenue and Johnson Street	22	Sq.Yd.	\$100.00	Sq.Yd.	\$2,200.00
Leedom Street and Greenwood Avenue	111	Sq.Yd.	\$100.00	Sq.Yd.	\$11,100.00
<b>Total</b>	<b>765</b>	<b>Sq.Yd.</b>			<b>\$76,500.00</b>
<b>4. Pedestrian-Scale Lights</b>					
Old York Road from Vista Road to Washington Lane	77	Units	\$6,000.00	Each	\$462,000.00
Greenwood Avenue from Leedom Street to Old York Road	8	Units	\$6,000.00	Each	\$48,000.00
Leedom Street from Greenwood Avenue to West Avenue	10	Units	\$6,000.00	Each	\$60,000.00
West Avenue from Leedom Street to Old York Road	13	Units	\$6,000.00	Each	\$78,000.00
Johnson Street from West Avenue to Yorkway Place	7	Units	\$6,000.00	Each	\$42,000.00
Yorkway Place (4 units)	4	Units	\$6,000.00	Each	\$24,000.00
<b>Total</b>	<b>119</b>	<b>Units</b>			<b>\$714,000.00</b>
<b>5. Bollard and Rail Pedestrian Buffer Unit (4 Bollards)</b>					
Old York Road from Vista Road to Washington Lane	97	Units	\$2,500.00	Each	\$242,500.00
<b>6. Signage</b>					
Vehicular and Pedestrian Wayfinding Signage	Lump Sum		\$10,000.00		\$10,000.00
<b>Total</b>					<b>\$10,000.00</b>
<b>Grand Total</b>					<b>\$1,540,500.00</b>

## PARKING

### INTRODUCTION

There is a perception in Jenkintown that the available parking supply is inadequate for retail, office, and general use. This introduction examines this assertion by presenting a quantitative analysis of supply and demand. The discussion of parking strategies that follows identifies opportunities for addressing the shortfall for specific parking demand sectors while offering recommendations for a phased approach.

Due to the nature of Jenkintown Borough, specifically its "park-once" potential and transit accessibility, the determination of parking needs is not straightforward vis-à-vis a conventional suburban locale. Specifically, there are several applicable demand-side "reductive factors" based on the overall mix of uses within the Uptown district and the potential success of the park-once concept. These factors are estimated below, but, since there is no one-size-fits-all formula, the recommended phasing plan would allow periodic adjustments to the parking demand forecasts as the effects of early parking and improvement programs are observed.

*Figures 1 and 2* show the existing parking supply in the main Uptown commercial area, highlighting off-street and on-street parking, respectively. The total numbers of spaces within the target park-once district are 895 off-street spaces and 193 on-street spaces, for a total of approximately 1090 parking spaces.

The total amount of existing retail space in the district is approximately 130,000 square feet; that for restaurants is 25,000 square feet; and that for office space is approximately 167,000 square feet. The current zoning code requires one parking space per 300 square feet gross floor area for retail establishments, one per 50 square feet of restaurant/café space devoted to the use of patrons, and one per 250 square feet of office space. These are generally consistent with conventional suburban requirements. This translates into approximate parking space requirements of 430, 375 (assuming an average of 75% of total space devoted to the use of patrons), and 670 for the three uses, for a total of 1475 spaces. With the existing parking space count of 1090, the apparent shortfall is 385 spaces.

However, as mentioned, Jenkintown was built as a commuter railroad suburb with a traditional compact town center. The zoning code is primarily geared toward stand-alone development, i.e., it assumes that all people arrive at a specific business by car as a sole-purpose trip, which is NOT the case with a park-once district (by its very definition). Partially in recognition of this, small businesses (for which computed parking requirements are 10 spaces or less) in the Uptown area are already exempt by the zoning code from all parking requirements. So the pure parking demand figures that result from a strict interpretation of the zoning code's numerical base must be adjusted backward to get a true impression of actual parking demand.

The important concept in adjusting these numbers is that of "trip-chaining." In contemporary suburban environments, this term refers to the practice of driving to several locations—such as the cleaners, a restaurant, and the convenience store—in succession on a single trip from home. In park-once districts, trip-chaining is performed on foot. From the patron's perspective, in the case of the cleaners, restaurant, and convenience store, only one parking space is needed to visit all three establishments. However, because the patron's car would be parked for a longer period, this does NOT mean that only one-third the parking requirements are needed.

What it does mean is that the individual parking requirements can be steeply discounted, for the following reason: The parking requirements from the zoning code are based on the individual peak demands for the different business types. Since the demand periods for different businesses vary, and since parking spaces would be in close proximity and could thus be shared, it is not necessary in a park-once district to

# PARKING: Parking Lot Uses and Number of Parking Lot Spaces

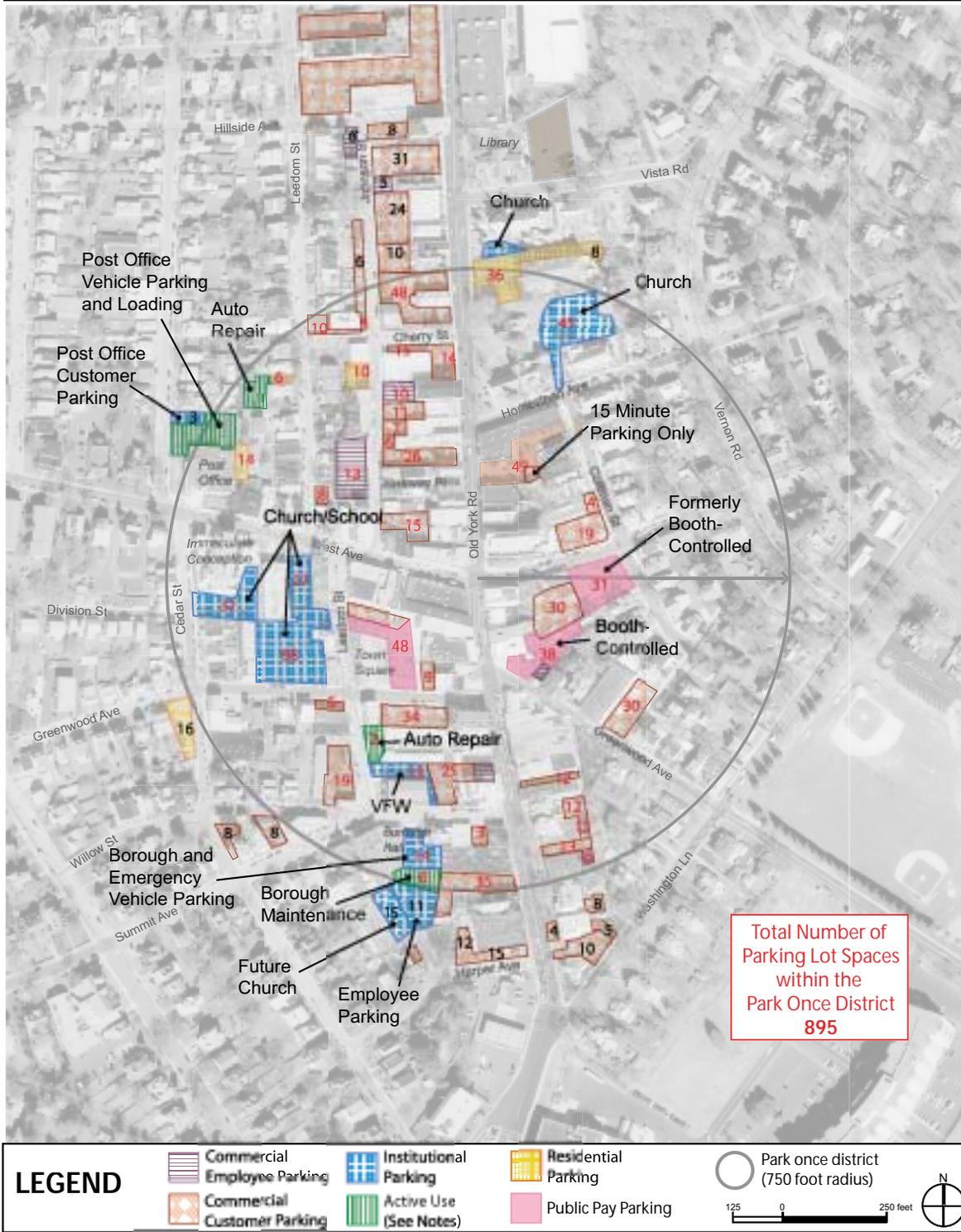


Figure 1. Parking Lot Uses and Number of Parking Spaces



provide separate spaces for every establishment's individual peak. Rather, planning for a "combined peak"-i.e., the period where the total DISTRICT parking demand is highest-is sufficient. This is almost invariably the weekday lunch hour, where offices and many (but not all) restaurants are at their peak demand, and shops are at a level that is approximately 75% of their Saturday peaks (based on standard trip generation comparisons).

The office parking demand would thus remain constant, at 670 spaces. Retail parking requirements would be reduced to 75% of their peak levels to 320 spaces. Furthermore, it should be assumed that a very substantial percentage of lunchtime restaurant peak demand is filled by people who have walked over from offices and other shops within the district. A conservative estimate of this interaction would be one-third, meaning that the lunchtime restaurant demand for parking would be revised to 250 spaces. The total estimated adjusted parking demand during Uptown's combined peak period is therefore 1240 spaces, implying that the total shortfall is closer to 150 spaces than the original unadjusted estimate of 385. Moreover, each of the adjustment factors presented above have been assigned very conservative values in order to avoid underestimating total demand.

On the other hand, this analysis has assumed a fully fluid and shared parking supply. This is not presently the case in Jenkintown and probably never could be to this much of an extent. Nonetheless, there are many realistic opportunities for improvement in this regard. The three parking strategies that follow represent actions that would increase the fluidity of the parking supply, thus making it more efficient and beginning to address the parking shortfall through better use of the district's existing spaces.

Regardless of the actual value of the present shortfall-and the degree to which it can be addressed through short-term, low-cost strategies-what is certain is that any substantial new development would overstress the existing parking supply and should include its own parking infrastructure. The main redevelopment schemes presented in this report all include parking structures of some form, several variations of which include adding parking to the general supply as well as meeting the needs of the development projects themselves. As the success and limits of the early phase strategies are observed, then the Borough could make a final decision about whether it wants to help fund the redevelopment schemes that contain the highest-capacity parking structures.

In the absence of an adequate observation lag between the implementation of the initial parking programs and the groundbreaking of major redevelopment plans, we recommend that the Borough support the redevelopment options that provide additional general-use parking capacity, the details and funding scenarios for which are described in the *Underutilized Parcels* Section.

## INCREASE THE AVAILABILITY OF ON-STREET PARKING BY ENFORCING TIME LIMITS

### PROJECT DESCRIPTION

As shown in *Figure 2*, the current collection of on-street parking in Uptown consists of metered spaces of various time limits. The majority of the meters have a two-hour limit, while others along West Avenue and near the Post Office have shorter limits (from 20 minutes to one hour). Since the meters are set up to encourage turnover, it is important that they be consistently enforced to deter violators (particularly business owners and employees) from filling spaces that are intended for customers and visitors.

The approach to this issue is more than simply enforcement, however. It involves offering convenient and cost-effective alternate parking spaces for business owners and employees, as well as establishing time limits that support the function of the desired park-once district.

### PROJECT APPROACH

*Offer viable alternate parking arrangements for business owners and employees.*

Since business owners and employees are consuming large numbers of the intended short-term parking spaces (by periodically "feeding the meter"), it is important to understand and address their needs as part of a comprehensive solution. The designation of a centrally-located parking lot for monthly permit holders and charging a reasonable fee could entice many present violators to give up their practice of meter-feeding. The challenge is to identify a lot that is conveniently located and to provide parking at a cost sufficiently less than that of feeding the meters.

There are several lots potentially available for this use (see *Figure 3*):

- *Library lot:*

The library lot at Vista Avenue and Old York Road is potentially usable because it is owned by the Borough and largely underutilized. However, it has two characteristics against it: It is located outside the park-once district so is not centrally-located for most business owners and employees; and, it is located along a stretch of Old York Road where there is no signal, and hence no safe pedestrian crossing opportunities. Because of these drawbacks, financial incentives for users would have to be significant, i.e., the cost should be no more than half the meter-feeding cost.

- *Leased lot at Cottman Street and West Avenue:*

This lot, formerly booth-controlled, is owned by the Jenkintown Parking Corporation. It is centrally-located with access to the signal-controlled pedestrian crossing of Old York Road at West Avenue. However, spaces in this lot are already being leased to surrounding businesses and are mostly filled. When used by business owners and employees, this current arrangement is exactly what is being proposed by this sub-strategy, but for specific businesses rather than open to all Uptown employees and business owners. A physical connection to the adjacent public lot to the southeast (see **Connections and Consolidations** strategy) could make this a very efficient public parking bank, as the entire cache of parking could be controlled by a single booth, with spaces for both visitors and permit holders.

# PARKING: Potential Permit Lots



## LEGEND

- Potential Permit Lots
- Park once district (750 foot radius)



*Figure 3. Potential Permit Lots*

- *Church Lots:*

The church lots within the park-once district that are not used (or lightly used) for school purposes could be tapped for the provision of business owner and employee parking. Under this concept (discussed further under the *Shared Parking* strategy), church parking lots (or portions of lots) could be leased by the Borough for weekday use by permit holders. No booth controls would be necessary; since all the designated parking would be by permit only, an occasional daily check by the Borough parking attendant could ensure (by ticketing) that only permit-holders were using the lot.

Depending upon the demand, ultimately all these resources could be used in tandem, with specific permits for specific lots. Pricing could then be scaled accordingly, with a low-price "economy lot" at the library, due to its farther separation from the bulk of Uptown businesses, and higher though still moderately-priced lots in the interior, providing long-term parkers with a variety of options to fill their parking needs.

#### *Standardize meter time limits.*

The existing meters throughout Uptown range in time limit from 20 minutes to 12 hours, with the majority at two hours. In order to create a visitor-friendly environment, these meter limits should be as consistent as possible to minimize user frustration and confusion. If all meters operated equally, visitors would always know what to expect and feel confident taking the first available parking space. The only strong argument for an exception would be for retaining the 20-minute parking at the post office (although there is also off-street, short-term visitor parking at this location).

For the remainder of the on-street spaces then, including those along West Avenue, there is no reason why metered time limits should differ. While well-intentioned, the current 30-minute and one-hour parking spaces in the heart of Uptown in fact encourage too much turnover. These short time limits have probably succeeded in making it difficult for chronic violators to tie up spaces by meter feeding, but they have also made it difficult for visitors to go anywhere but their primary destination within town. This directly contradicts the concept of a park-once environment.

Given adequate enforcement and alternate arrangements for business owners and employees, the parking time limits could be reissued to support the desired park-once district. To do this, all metered spaces should be reset for a three-hour time limit, which is long enough to accommodate most multi-purpose visits to town (shopping, strolling, leisurely dinner, etc.). Enforcement and viable parking alternatives would prevent longer-term usage through meter-feeding.

Most of the meters have an electronic display and could thus be reset relatively easily; reposting the markings and signs would be the primary task. Dial-controlled two-hour meters (particularly along Harper Avenue) would have to be remarked and recalibrated, or replaced.

#### *Tighten enforcement.*

As the meter lengths are converted to three hours, and alternate arrangements are made for long-term parkers, then it would be very reasonable to step up enforcement to the point where it is very strict. There would be two main justifications for this:

- a. Visitors who want to visit more than one Jenkintown destination would no longer be hard pressed for time, as three hours would leave them an adequate "cushion" to make it back to their cars before the meter expires.
- b. All-day parkers, specifically business owners and employees, would have an opportunity for alternate convenient and cost-effective parking arrangements, giving them no further excuse for continuing to use metered parking.

To deter all-day meter-feeders, it would be reasonable to periodically chalk tires as well as check meters, allowing the parking attendant to issue tickets even if the meter itself has not expired (but the vehicle has clearly been parked there for more than three hours).

**SUMMARY OF INITIAL WORK TASKS**

- 1. Create Uptown Management Entity to control parking and other revitalization matters.  
With the creation of an authoritative entity to oversee parking, special events, marketing, and public area improvements, the setting of parking prices and regulations could be fully coordinated with overall revitalization goals. In terms of parking, this entity would be responsible for pricing, supply, collection, permit issuance, enforcement, negotiation for shared parking, maintenance, and capital improvements. However, the Borough should coordinate parking until the Uptown Management Entity has the organizational stability to undertake this task.
- 2. Designate, Sign, Improve, and Advertise New Borough Permit Lots.  
As described under Project Approach, this would be the first step toward relocating business owners and employees away from metered spaces.
- 3. Advertise and Issue Permits.
- 4. Re-Time/Replace/Re-Post Meters.  
As described under Project Approach, a uniform time limit of three hours would support the goals of the park-once district.
- 5. Increase Enforcement.

**SUMMARY OF RESPONSIBLE PARTIES**

Borough of Jenkintown  
 Jenkintown Parking Corporation  
 Uptown Management Entity

**SUMMARY OF COSTS AND POTENTIAL FUNDING SOURCES**

Parking prices could be set so that the entire program was essentially self-funding. The revenue sources for the Borough would include the following:

- *Meters:*

Current revenues from meters have been estimated at \$30,000 per year, at a cost to the consumer of 10 cents per hour. This consumer cost is very low and should be raised to at least 25 cents per hour to conform with similar retail districts throughout the country. This raise in cost would be virtually negligible to most shorter-term visitors, but would be very noticeable to chronic meter-feeders, further deterring this practice and keeping spaces free for visitors.

- *Permits:*

Permits sold to business owners and employees to park in new all-day lots would be an additional source of revenue. Prices for these lots should be set so that they are roughly equal to one-half the equivalent cost of parking all day in a metered space, but adjustable based on specific lot location (see *Meters* discussion under Project Approach). At 25 cents per hour for eight hours for 20 days per month, the baseline meter-feeding cost would be \$40 per month. Thus, permit prices ranging from \$20 for the outlying library lot to \$30 for the centrally-located lots, together with strict enforcement of violations, would in most cases represent sufficient incentive to buy a permit and stop meter feeding. (However, given that the current 10-cent per hour meter-feeding baseline cost is approximately \$16 per month, ultimate permit costs should be phased in beginning at lower rates to introduce the program and to preclude initial "sticker shock.")

- *Tickets:*

Parking tickets are currently five dollars and are hardly a deterrent to illegal parking. Once again, to conform with standard practice and offer a sufficient penalty for violations, parking ticket values should be raised to 15 dollars.

The ongoing costs for the Borough would consist of the following:

- Enforcement and Ticketing.
- Collection, including both meter revenues and ticket charges.
- Permit administration and sales.
- Staffing of multi-purpose public lots, such as the proposed consolidated lot between West Avenue and Greenwood Avenue east of Old York Road.
- Leasing of lots or portions of lots from third parties, particularly churches.

Additionally, up-front capital costs would include the following:

- Re-posting, re-signing, and resetting electronic meters.
- Replacing outdated meters.
- Restriping and posting new all-day lots.
- Consolidating and reorganizing the large lot between West Avenue and Greenwood Avenue east of Old York Road, if used.

Given the magnitude of the proposed increase in revenues, all or most of the ongoing costs could be covered directly through ticket fees, permit costs, and meters. With the exception of the consolidation of the large lot (see Connections and Consolidations strategy), the capital costs of the program are small and could likely be covered through revenues or through a Borough general funding source.

## APPROXIMATE SCHEDULE

1. Create Uptown Management Entity variable (see Uptown Management section)
2. Identify and Improve Permit Lots 6 months
3. Issue permits Ongoing after 6 months
4. Re-time meters 9 months
5. Increase enforcement Ongoing after 12 months

## DEVELOP A SHARED PARKING PROGRAM

### PROJECT DESCRIPTION

The importance of a shared parking program is that it would allow existing resources to be used to their maximum potential before requiring large expenditures on new infrastructure. **Figure 1** shows the distribution of lots throughout Uptown, categorized by use. Because many of the lots are privately owned and very proprietary, many parking facilities throughout Uptown are often completely empty while others are completely full.

Parking demand profiles for numerous Jenkintown entities—for example, offices and churches—very rarely intersect. It is in these circumstances where shared parking makes the most sense, provided that an arrangement can be reached that is beneficial—in terms of parking or finances—for all parties involved. Proper management agreements can allay common concerns about shared parking, and hence ultimately reduce the total amount of land throughout the town that needs to be dedicated to off-street parking.

### PROJECT APPROACH

*Negotiate financial and operational agreements with private lot owners.*

The first step in establishing a useful shared parking program is to identify and negotiate with potential private partners. Based on the distribution and usage characteristics of lots in **Figure 1**, the following locations are, from an operational perspective, promising candidates for shared parking, as highlighted in **Figure 4**:

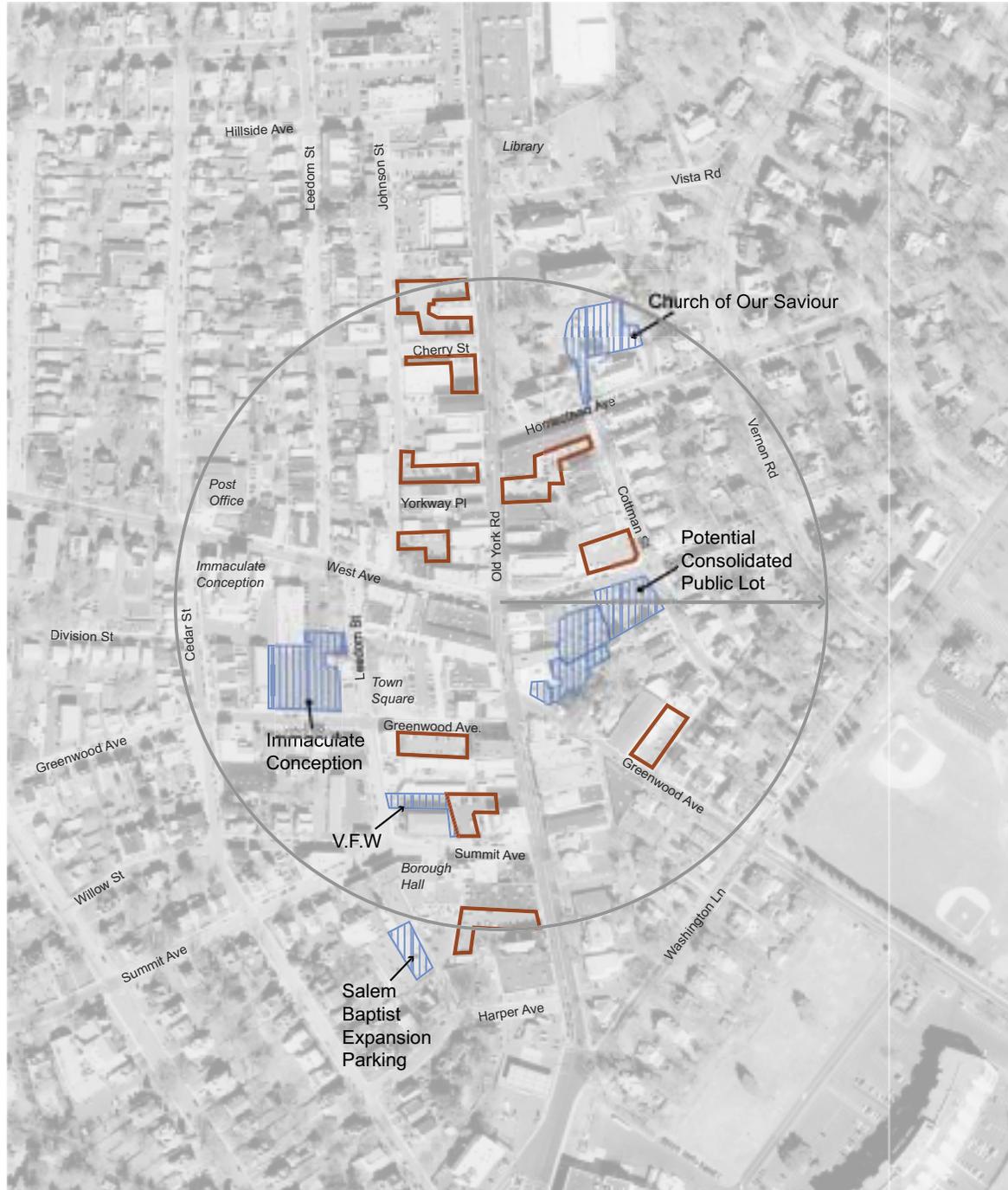
- *Immaculate Conception Church/School Parking off Greenwood Avenue:*

This is the largest contiguous lot in Uptown west of Old York Road, on the block directly adjacent to the town square. This is a promising shared parking opportunity because the majority of spaces within this lot are empty during the typical weekday. (In fact, it is often used as a playground for schoolchildren, activities that would have to be relocated elsewhere if a shared parking agreement were reached.)

- *Post 1711 VFW:*

The Veterans of Foreign Wars facility has 13 spaces that are usually filled during special events, meetings, and at night, but that are mostly unutilized during the typical weekday morning and afternoon.

# PARKING: Potential Shared Use Lots



## LEGEND



Primary Opportunities



Secondary Opportunities



Park once district (750 foot radius)

125 0 250 feet



Figure 4. Potential Shared Use Lots

- *Future Salem Baptist Church Expansion:*

The planned Salem Baptist Church expansion at the southwest tip of Borough Hall has a parking area that is contiguous with the Borough employee lot (connected by a sloping ramp), which may offer some short-term or even longer-term shared parking opportunities.

- *Church of Our Savior at Old York Road and Homestead Avenue:*

The Church of Our Savior, like the Immaculate Conception Church, has a parking demand profile that is sharply peaked on Sundays when most other uses within the town experience slowed demand.

- *Public Lot at Old York Road and Greenwood Avenue, in Conjunction with the Adjacent Leased Lot at West Avenue and Cottman Street:*

This combination of lots offers the possibility of a very large contiguous public parking supply near the center of the park-once district with a signalized crossing of Old York Road at West Avenue. Efficient use of this parking bank would rely on a new physical connection between the component lots (see **Connections and Consolidation** strategy) and on the reorganization and reallocation of existing spaces, including those currently used as private parking.

- *Private Commercial Lots:*

Most of the easily-accessible large retail lots within Uptown qualify as "secondary" candidates for shared parking arrangements. They are referred to as such because their demand profiles in many instances overlap that for public parking (in contrast to those of the churches and the VFW). Nonetheless, there may be cases (identifiable by their owners) where some lots have spaces that are very seldom used and thus may be leasable to the Borough.

For the first four lots listed above (Immaculate Conception, Post 1711 VFW, Salem Baptist, and Church of Our Savior), the most consistent parking arrangement would be permit parking, in which only permitted users would be allowed to use the lots and only during certain days and times of day. These specific times, in addition to the numbers and locations of leased spaces and financial details, would have to be arranged individually with each of the owners. If achievable, permit holders should be allowed to use these lots at least from 8:00 AM to 6:00 PM on weekdays and, if possible, Saturdays, making them very marketable to office workers, retail business owners, and retail business employees.

The proposed consolidated public lot east of Old York Road requires an entirely different approach. Taken together, these lots consist of public parking, office parking, retail parking, and leased parking for various uses, all distributed throughout the lot area with signs threatening strict enforcement of their specific intended uses. The most efficient way to organize this area would be to physically consolidate all the contiguous lots, remove the restrictions from all parking spaces (i.e., make them all equally public), and consolidate access to a single booth-controlled driveway.

Operationally, there would be three groups of users who would park in this new centralized, simplified resource: daytime public visitors, who would take a ticket upon entry and pay the appropriate fee upon exit; visitors to the shops and professional offices immediately surrounding the lot, who would be able to have their tickets validated for free parking; and, business owners, business employees, and office

workers, who would be issued a limited number of permits or passes to allow them unlimited access to and from the lot. (Permit-holders would never be "shut out" of a space if the number of issued permits were properly capped, and if the lot were routinely "closed" to non-permitted arrivals after a certain number of daily use tickets were issued and subsequently reopened as vehicles "checked out.") As daily-use parking demand increases with new development, permits could be phased out and relocated elsewhere.

The advantage of this arrangement, in contrast to the haphazard existing arrangement, would be that the spaces could be utilized much more efficiently to a fuller level, since all spaces would be at-large instead of reserved for specific uses only. The incentive for surrounding businesses to participate in this program would be financial: The Borough (through a centralized parking and management authority) would take over operation and maintenance of the lot and also enforcement. The benefit to the Borough would be that it would gain a true centralized multi-purpose parking supply to which it could direct visitors on weekends (as well as weekdays and evenings). Although the number of property owners would make the agreement complex, the potential benefits make it a course worth pursuing.

The secondary commercial lots identified in *Figure 4* require still another approach. In these cases, the first step would be to identify which owners believe they have spaces to spare and would be willing to lease them to the Borough, either by surveying each owner individually or by advertising the program and awaiting feedback. Depending on the lot size, these facilities could be either permit-controlled or fitted with meters, with the public spaces clearly marked and set aside from the private business spaces.

*Make required infrastructural improvements.*

After agreements are reached, the required infrastructural improvements would have to be made. These would include the following, depending upon location:

- Signs in front of the leased spaces that designate their operational arrangement (hours, eligible permits, etc.);
- New striping to reinforce the lot organization;
- Meters;
- Connections and consolidations;
- New entrances and control booths;
- Signs throughout the Borough, particularly on Old York Road, directing visitors to the largest public lots.

Most shared cases would only require signs in front of leased spaces. Meters would be applicable where permit-control is not used. Connections would apply to adjacent participating commercial lots as well as to the proposed consolidated public lot east of Old York Road between West Avenue and Greenwood Avenue, the latter of which would also be a candidate for a new or repositioned control booth.

*Issue permits.*

The third and final step would be to issue permits to specific users. In some cases, particularly at the proposed consolidated public lot where existing business parking would be leased or sold to the Borough, the number and price of permits to be issued back to the existing business would be determined as part of the overall financial agreement between the Borough and businesses. All other permits throughout the Borough could be offered publicly for a set price on a monthly basis.

Permits should be issued for specific lots or "lot groups," designated by color or number, ensuring permit purchasers a parking space close to their specific destinations.

SUMMARY OF INITIAL WORK TASKS

- 1. Create Uptown Management Entity to control parking.
- 2. Negotiate shared parking arrangements with private lot owners.
- 3. Add signs and make other capital improvements to shared lots.

These are relatively simple with the exception of the proposed centralized consolidated lot east of Old York Road between West Avenue and Greenwood Avenue, which would require construction of a new connection and reorganization of driveways and spaces.

- 4. Advertise and Issue permits.
- 5. Enforce.

SUMMARY OF RESPONSIBLE PARTIES

Borough of Jenkintown  
Jenkintown Parking Corporation  
Uptown Management Entity  
Private Lot Owners

SUMMARY OF COSTS AND POTENTIAL FUNDING SOURCES

Costs of the shared parking program could be likely be offset by the revenues of parking permits. Costs include:

- a. Enforcement and Ticketing.
- b. Ticket charge collection.
- c. Permit administration and sales.
- d. Leasing of lots or portions of lots from third parties.
- e. Signing and Striping.

Revenues would consist of:

- a. Charges for permits.
- b. Ticket/Violation fees.

The level of financial compensation by the Borough for the right to use these lots should be weighed against: expected revenues from permits; expected economic development value; costs of capital improvements (signs, striping, meters, consolidation); costs of enforcement; and, the alternate costs of constructing additional public parking.

With willing partners, the cost per space paid to lot owners should be less than that charged to customers, with the increment used to pay for administration, enforcement, and capital improvements.

## APPROXIMATE SCHEDULE

- |    |                                           |                                          |
|----|-------------------------------------------|------------------------------------------|
| 1. | Institutionalize Uptown Management Entity | variable (see Uptown Management section) |
| 2. | Negotiate shared parking arrangements     | 6 months                                 |
| 3. | Signs/Capital Improvements                | 9 months                                 |
| 4. | Advertise/issue permits                   | Ongoing after 9 months                   |
| 5. | Enforce                                   | Ongoing after 9 months                   |

### STRATEGY: IMPROVE EFFICIENCY OF EXISTING PARKING LOTS THROUGH CONNECTIONS OR CONSOLIDATION

## PROJECT DESCRIPTION

The consolidation and connection of parking lots would have several benefits: ease of use for patrons; reduction of local traffic friction; and, ability of the wayfinding system to lead patrons to large parking supplies. This strategy relies on implementation of the shared parking strategy, at least in a limited form, in order to have the intended effects.

## PROJECT APPROACH

### *Examine candidate lots for potential physical connections.*

When several adjacent lots, through the shared parking program, are identified for possible consolidated and/or public use, the removal of existing barriers or the creation of a new connection should be sought, in conjunction with an overall plan for parking lot layout.

There are three types of public lots that would require varying physical treatments if they were to be consolidated with adjacent lots:

- ***Booth-Controlled Parking:***

When parking is to be booth-controlled, the number of connections to the public street system must be the same as the number of intended booths. With facilities limited in size as those in Jenkintown, a single booth should suffice for even the largest public lots. In this case, some existing driveways would have to be closed as the lots are connected, with the remaining driveway located where it would allow convenient access to and from a signalized intersection on Old York Road. This condition is illustrated in **Figure 5** for the proposed consolidated public lot east of Old York Road between West Avenue and Greenwood Avenue.

- ***Permit-Controlled Parking:***

With permit-controlled lots, connections with adjacent lots could be made without concern about the number and location of driveway entrances and exits. However, the restrictions on the designated permit spaces should be clearly disclosed with signs that are visible and easy to interpret.

# PARKING: Proposed Consolidated Public Lot

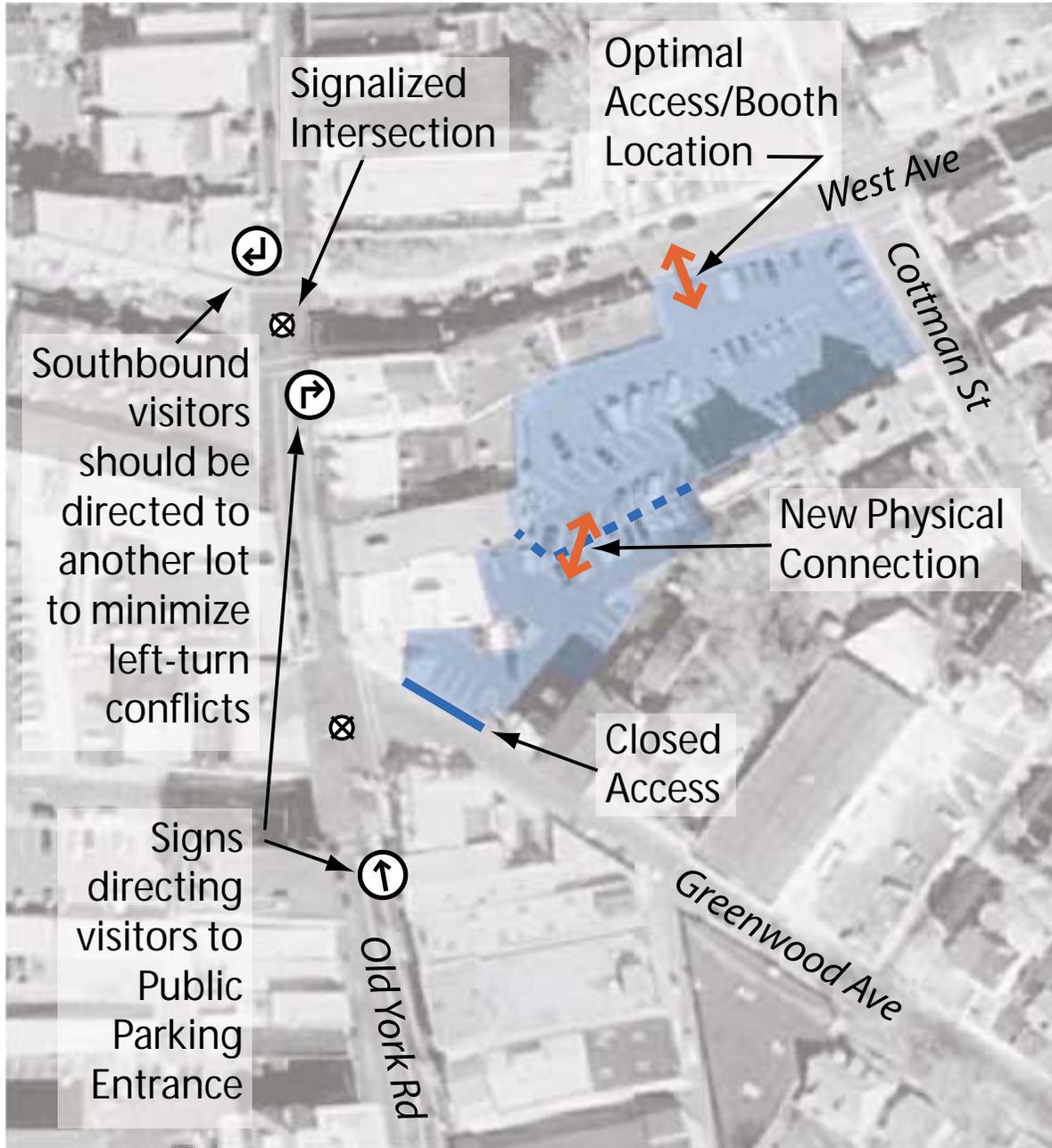


Figure 5. Proposed Consolidated Public Lot

- *Meter-Controlled Parking:*

As with permit-controlled lots, metered lots require no specific concern about the number of access points, since they would be enforced by wandering patrols rather than through booth-control. Again, however, all restrictions should be clearly posted.

Prime opportunities for lot consolidation are highlighted in *Figure 6*.

*Construct Physical Connections and Associated Physical Elements*

After operational arrangements have been agreed upon, the actual physical connections between the lots can be constructed. In some cases, only the removal of artificial barriers is necessary. In others, small landscaped separations or curbs may have to be cut through, and some minor re-grading might also be necessary. In either case, all that is needed would be a sixteen-foot-wide drive lane, which is wide enough for two standard-sized cars to pass comfortably yet still preserves as much space as possible for parking.

**SUMMARY OF INITIAL WORK TASKS**

1. Create Uptown Management Entity to control parking.
2. Negotiate consolidation opportunities.

Before physical consolidation can take place, a financial and operational agreement with and between all the participating parties must be completed.

3. Perform Detailed engineering evaluation for individual connections.

Because tasks associated with consolidation vary from site to site, and depend on specific site characteristics such as drainage, grade, and sub-base, a detailed engineering evaluation of each prospective site would be needed. It is unlikely that such a study would preclude a consolidation at any specific location, but would provide critical details in terms of optimal construction procedures and costs.

4. Construct physical connections and associated improvements.

**SUMMARY OF RESPONSIBLE PARTIES**

Borough of Jenkintown  
Jenkintown Parking Corporation  
Uptown Management Entity  
Private Lot Owners

**SUMMARY OF COSTS AND POTENTIAL FUNDING SOURCES**

Costs estimates would require a brief engineering analysis of each separate case. Construction costs could range from \$1000 or less for adjacent flat lots to \$10,000 or more for the proposed consolidated lot east of Old York Road between West Avenue and Greenwood Avenue. The smaller of these could potentially be financed by revenues from the overall parking program, including permit fees, ticket fees, and meter

# PARKING: Lot Consolidation Opportunities



## LEGEND

 Lot Consolidation Opportunities

 Park once district (750 foot radius)



Figure 6. Lot Consolidation Opportunities

revenues (and should thus be included as a factor in determining appropriate pricing levels), while the larger would likely require support from a general local funding source for the specific purpose of creating a dedicated public parking resource.

**APPROXIMATE SCHEDULE**

- 1. Create Uptown Management Entity    variable (see Uptown Management section)
- 2. Negotiate consolidation opportunities    9 months
- 3. Detailed engineering evaluation(s)    12 months
- 4. Construction    18 months

**STRATEGY: IMPLEMENT A TRAFFIC CALMING PROGRAM FOR OLD YORK ROAD**

**PROJECT DESCRIPTION**

Old York Road in its current state is a significant impediment to the pedestrian-based redevelopment of the Borough, due to the combination of high traffic speeds, a lack of adequate buffer between sidewalks and travel lanes, and the absence of a suitably controlled pedestrian-crossing location within the 1400-foot distance between West Avenue and Rydal Road.

As part of the plan to re-pedestrianize Uptown, it is thus important to address each of these issues. This strategy deals primarily with controlling vehicle speeds through physical design measures. There is a considerable overlap with the streetscape program since many streetscape "edge" features have significant impacts on travel speeds, as will be described below.

The addition of a signalized pedestrian crossing would have positive implications for traffic calming on Old York Road yet faces significant institutional barriers, so the proposed combined traffic calming and streetscape program is designed to be effective with or without a new signal.

One final note is that the objective of the traffic calming program is to encourage traffic to travel the posted speed limit (in this case 25 mph) as opposed to significantly exceeding it on a consistent basis. Vehicle speeds of 20 to 30 mph are acknowledged acceptable flow rates in pedestrian-based town center environments given an adequate actual or perceptual buffer between sidewalks and the roadway. Reductions in traffic speed as discussed here would have very little if any effect on traffic capacity, given the limited length of the target roadway segment.

**PROJECT APPROACH**

**Streetscape.**

The most significant and straightforward method of affecting traffic speeds on Old York Road, and the one that faces the fewest institutional barriers because it does not infringe upon the cartway, is to design and implement an upgraded streetscape concept. In terms of its traffic calming impacts, the following design options should be emphasized:

- *Verticality:*

One of the main determinants of traffic behavior is sense of enclosure. In general, if a roadway feels "wide-open," there is a tendency to speed; when the roadway feels enclosed and defined, it is common for motorists to drive slower. As a result, it is important to include consistent, significant vertical elements as part of the streetscape, including trees and street lamps.

- *Edge:*

A consistent defined "edge" likewise helps to convey perceptions of narrowness to motorists, further slowing their speeds. This edge can consist of a raised curb or any type of visible continuous raised treatment (such as a barrier/fencing treatment or a series of bollards connected together by a rail or chain) defining the boundary between the sidewalk and the cartway.

- *Repetition:*

Significant streetscape elements should be more tightly spaced throughout Uptown as compared with other locations along Old York Road. For instance, street lamps should be spaced closer together through Uptown than through the rest of the corridor. Closer spacing helps to convey an illusion to motorists that they are moving faster, since significant elements pass more quickly.

- *Articulation:*

An oft-underrated component of streetscape traffic calming is simply the degree to which streetscape elements are articulated. In other words, to what degree do they contribute to an interesting environment that has a clearly separate identity from that of the remainder of the corridor. Simply creating interesting elements along the roadway edges, such as historic-appearing pedestrian-scale street lamps, changes driver behavior, though to an admittedly unmeasurable degree.

It should be noted that not all drivers would respond to these elements as described above. However, the important point is that SOME drivers would be affected in this manner (i.e., slow down), and all drivers behind them would have to follow suit.

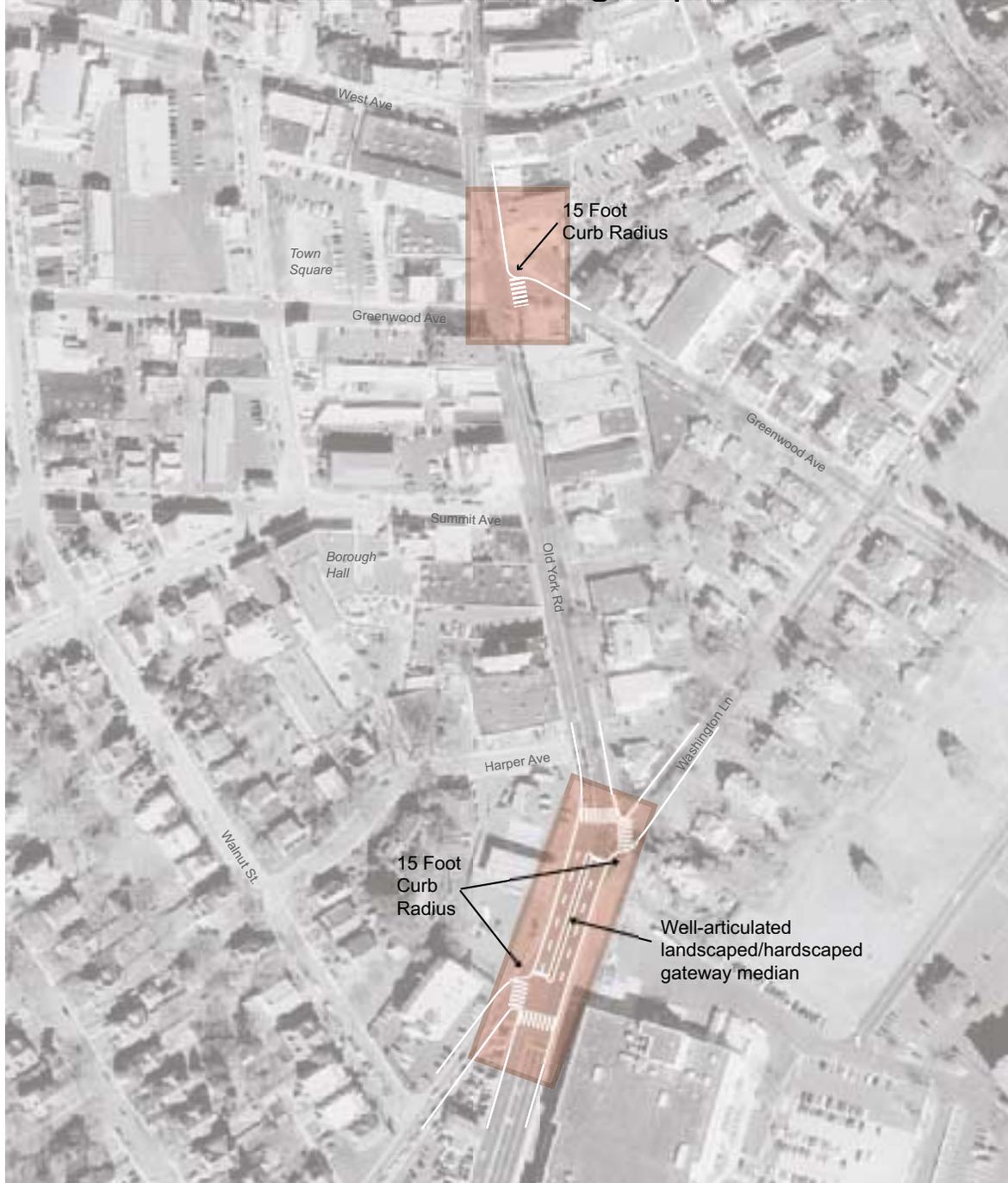
*Install cartway traffic calming treatments.*

New and enhanced elements within the cartway would support the streetscape treatments in affecting driver behavior. Several of the planning principles on which cartway modifications should be based, such as articulation and repetition, are similar to those previously described for streetscape recommendations, while others address vehicle profile at specific locations:

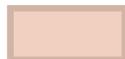
- *Intersection Realignment:*

The angled intersections of side streets with Old York Road have two negative effects: They widen the perception of Old York Road by creating occasional "open" areas along the route; and they allow high-speed turning movements from Old York Road to side streets and vice versa. Opportunities for reconstructing these intersections at right angles-by simply modifying the curb line within the existing right-of-way-are conceptually illustrated in *Figure 7*, and incorporated into the recommended streetscape program.

# TRAFFIC CALMING: Geometric Traffic Calming Improvements



**LEGEND**



Geometric Traffic Calming Improvement Opportunities



Figure 7. Geometric Traffic Calming Improvements.

- *Median Islands:*

The southern "gateway" to the Uptown district-i.e., the intersection of Old York Road with Washington Lane-consists of a wide expanse of asphalt that serves as an inappropriate entryway to the pedestrian district. An opportunity to reconstruct this intersection into a suitable gateway is conceptually illustrated in Figure 7, making use of a median island to narrow the perceived width of Old York Road and to transition the scale of the roadway from the wide section on the south side to the narrow pedestrian-focused section on the north. Operational characteristics and a phasing diagram of the existing versus proposed intersections are shown in *Figure 8*.

- *Texture:*

In areas where the cartway is constrained, a subtle method of affecting the vehicle's vertical profile and thus helping to obtain traffic calming objectives is to install some sort of textured element at regular intervals throughout the corridor. Often taking the form of crosswalks, these areas of texture simulate, though to a lesser degree, the effects of "grooved pavement" often used to alert drivers on freeways of the approach of a toll booth. As with grooved pavement, it is both the physical feel and the sound of textured crosswalks that make them effective as traffic calming devices. These effects could be attained to varying degrees by authentic brick treatments or colored pressed concrete, the former of which has effects greater in magnitude but the latter of which has become increasingly in favor to state highway departments on arterial roadways.

- *Articulation:*

As with streetscape, the articulation of cartway treatments has a further cumulative effect on driver behavior. Important are both the appearance of center median islands-for instance, a nicely landscaped island is a significantly more effective traffic calming element than a low concrete median of the same width-and of the textured crosswalk areas. The degree to which the crosswalks are visible and stand out greatly affect driver reaction to them.

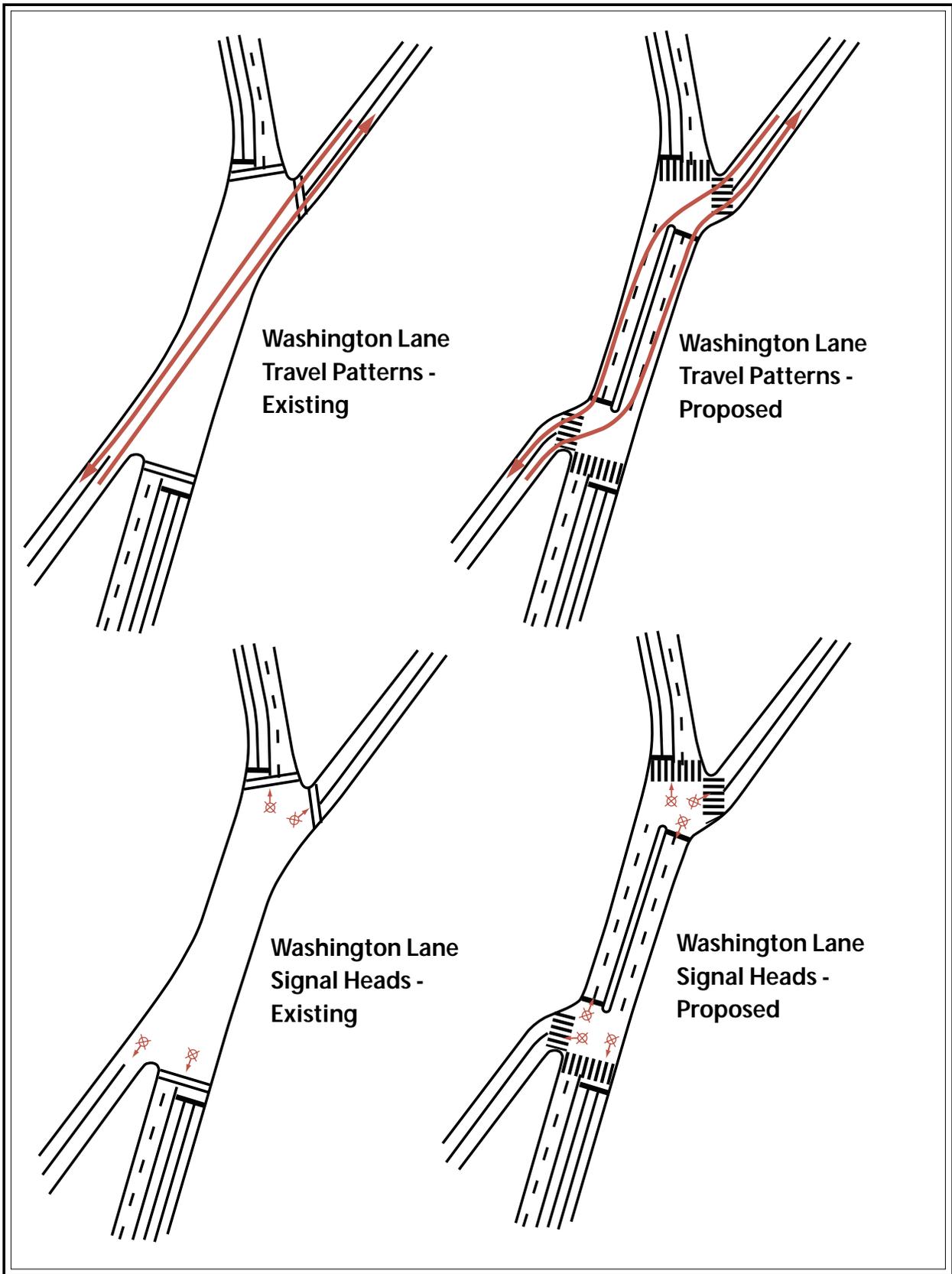
- *Repetition:*

Also as with streetscape, the frequent repetition of cartway treatments, particularly textured crosswalks, increases their cumulative effectiveness.

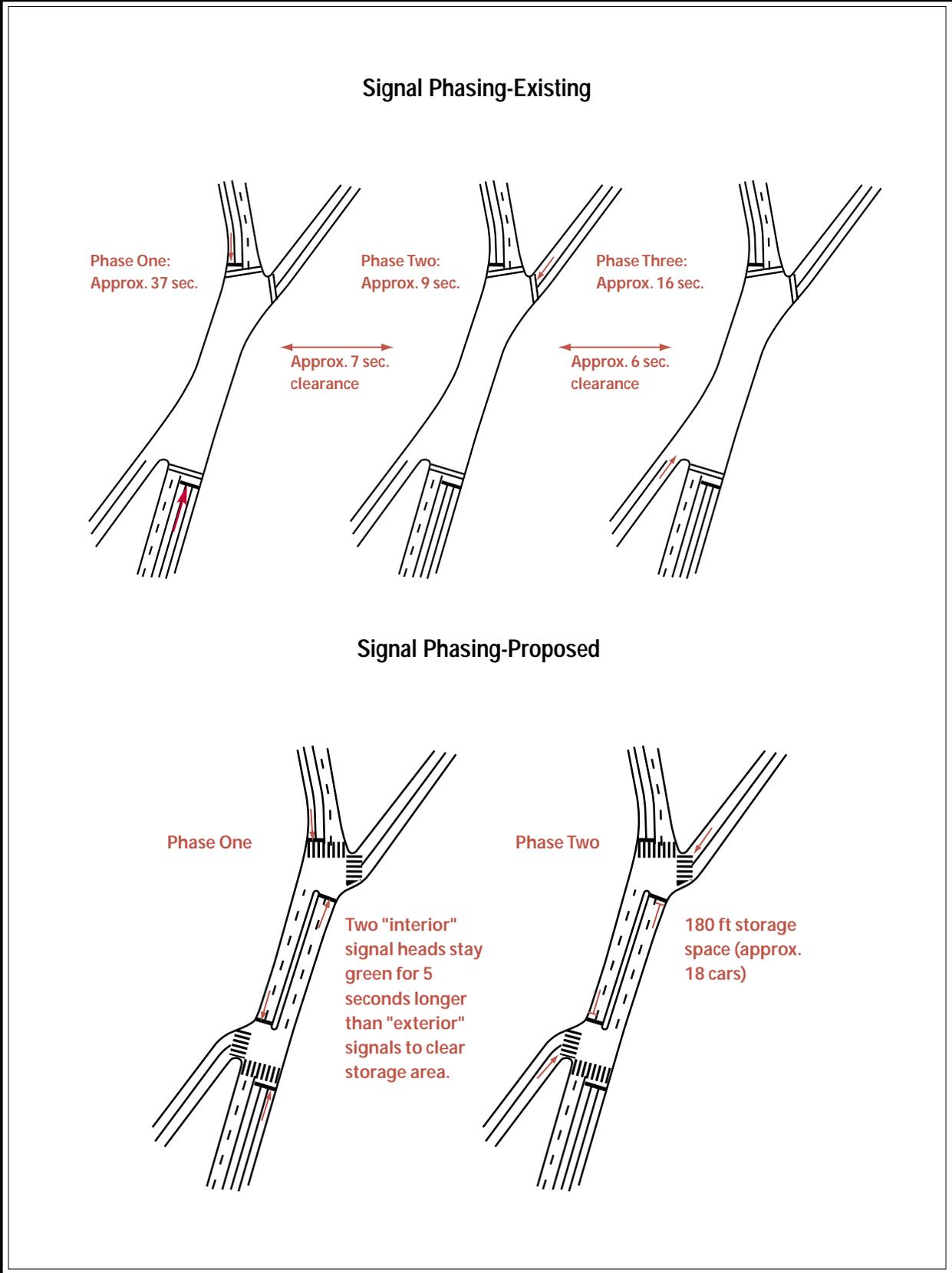
### *Add Traffic Signal at Northern Gateway*

Part of the reason why speeding is a problem on much of Old York Road through Uptown is because the section north of West Avenue stretches almost 1500 feet to Rydal Road without another traffic signal. This is very atypical of a traditional town center with high actual or desired pedestrian volumes, but rather resembles the signal spacing of outlying conventional suburban highways. For this reason, and to accommodate pedestrian cross-traffic at the northern edge of the proposed park-once district, it is recommended that a signal be installed at Homestead Avenue.

However, it has to be acknowledged that PennDOT receives numerous requests for traffic signals that it cannot fulfill, and even though a signal at Homestead Avenue makes an infinite amount of sense in terms of pedestrian circulation and traffic calming, it does not meet any of the standard signal warrants of the Manual on Uniform Traffic Control Devices, on which the PennDOT standards are based.



**Figure 8a.** Signal Phasing Proposed



**Figure 8b.** Old York Road/Washington Lane Signal Phasing

So the streetscape program must proceed on the assumption that a traffic signal is not a readily available option for the northern portion of Old York Road, but that it would rather constitute a second phase more likely to come about at a future time when traffic calming and support of pedestrian-focused development plans become acceptable objectives for new traffic signals. The streetscape and traffic calming concepts presented in this report thus do not rely on a new signal but accommodate its potential future installation.

In the meantime, the best approach for this area is to include a very significant northern gateway treatment as part of the streetscape program. The addition of a significant vertical landmark to this stretch of roadway would partially substitute for the lack of a signal by at least breaking up the long unimpeded landscape between West Avenue and Rydal Road, thus helping to slow traffic in conjunction with the general streetscape features. An uncontrolled crosswalk should NOT be included as part of the gateway design, as the four-lane undivided nature of the roadway precludes this as a sufficiently safe option. Even with a crossing guard at certain times, the main problem is that a painted crosswalk at this location would encourage pedestrians to cross here at ALL times, creating significant liability in the event of an incident. Four-lane roads elsewhere that employ unsignalized crossings either have a median "refuge" island or have lower traffic demands (i.e., lower volumes and/or well-established lower-speed progressions) than Old York Road.

SUMMARY OF INITIAL WORK TASKS

- 1. Streetscape.  
See Streetscape strategy. Initial focus should be on the edge features. This strategy should also include a gateway feature at the northern end of Uptown.
- 2. Reconstruct southern gateway.  
Reconstruction of intersection of Old York Road and Washington Lane is critical to the establishment of subdued driver behavior as they approach from the south. The reconstruction should include realigned curbs, a landscaped median, and retuned signal phasing as described under Project Approach.
- 3. Rebuild the curb line of the intersection of Greenwood Avenue and Old York Road.  
As described under project approach, this intersection is a candidate for reconstruction as a right-angle junction, by rebuilding the north curb of Greenwood Avenue.
- 4. Add traffic signal at northern gateway.

SUMMARY OF RESPONSIBLE PARTIES

Borough of Jenkintown  
PennDOT

## SUMMARY OF COSTS AND POTENTIAL FUNDING SOURCES

Streetscape costs and potential funding sources are detailed in the Streetscape strategy.

An engineering study would be required to determine the exact costs of realigning the curbs at the Greenwood Avenue and Washington Lane intersections. Because these represent significant reconstruction schemes (particularly at Washington Lane), at least \$30,000 should be allocated toward this effort. This may be fundable through the Federal Transportation Enhancement Program due to the focus on pedestrian circulation and traffic calming, but would still require a local match of 10% to 50%.

A very preliminary planning-level cost estimate for rebuilding the curb line at the intersection of Greenwood Avenue and Old York Road would be \$50,000, but this figure could differ based upon surface characteristics, drainage characteristics, existing and planned sidewalk locations, utilities, landscaping, striping, and preferences for trees, streetlamps, or other amenities in the reclaimed space.

The cost for the southern gateway location at Washington Lane and Old York Road would be much higher, since it would involve the relocation of two separate curb lines as well as the installation of a center landscaped median and additional traffic signal constructs. Again, a detailed engineering study would be needed for an accurate assessment, but, for purposes of comparison, an educated guess would place the costs in the range of \$250,000.

There would be two potential approaches to funding these intersection projects. One would be to locally (Borough and County) fund the improvements, perhaps with assistance through the Federal Transportation Enhancement Program. The upside to this approach is that the time frame could be flexible, assuming PennDOT endorsement and cooperation.

However, the high costs of these efforts would make the local funding scenario very challenging. The alternate approach would be to partner with PennDOT to fund the project. The difficulties with this approach are that there is no guarantee that PennDOT would be a willing contributor to these actions, and, if it were, it would be some time before the projects could begin. In this case, the time frame for starting the project would be five years at a minimum from the time of completion of the engineering study, since it would have to be placed in the State's Capital Improvement Program.

In light of these costs and options, it is worth noting that the two intersections could be split up as two separate projects, since the Greenwood Avenue intersection is simpler, less costly, and located in the center of the Uptown district.

## APPROXIMATE SCHEDULE

- |    |                                          |                                                                                       |
|----|------------------------------------------|---------------------------------------------------------------------------------------|
| 1. | <u>Streetscape detailed design</u>       | 6 months                                                                              |
| 2. | <u>Streetscape construction</u>          | 12 months                                                                             |
| 3. | <u>Intersection engineering study(s)</u> | 12 months (pending adequate funds)                                                    |
| 4. | <u>Intersection reconstruction</u>       | 2 years (local funding with PennDOT cooperation)<br>6 years or more (PennDOT funding) |

## STRATEGY: IMPLEMENT A COORDINATED TRAFFIC CALMING PLAN FOR THE BOROUGH

### PROJECT DESCRIPTION

Speeding issues exist not just along Old York Road but throughout the entire Borough, most threateningly on residential streets. These are partly the result of inappropriately-sized cross-sections given their low traffic volumes, and partly the result of other geometric considerations. Some of these issues can be rectified simply through a reorganization of street elements (such as on-street parking), while others require the installation of new design elements (see **Figure 9**) at strategic points. The coordinated traffic calming program proposed here represents a phased combination of these approaches.

### PROJECT APPROACH

#### *Reorganize street elements.*

Given the low volumes of most of Jenkintown's residential streets, the creation of a "yield" condition is the most straightforward, readily-implementable, cost-effective method of traffic calming. For each of the candidate streets, this would entail allowing parking on both sides of the street at all times, leaving a center travel lane of 10 to 16 feet in width. Since parking demand on these streets would remain constant, allowing parking on both sides would create adequate gaps in occupied parking to permit a motorist to edge over to "yield" to an opposing car.

Candidates for this treatment meet the following three conditions:

- a. They currently must allow parking on only one side of the street;
- b. On-street parking demand is adequate such that a sufficient presence of parked cars would be attainable on both sides of the street; and,
- c. Paved cartway width is between 24 feet and 32 feet. Anything below this range would be too narrow for a safe and effective yield scenario, while anything above would require a more dramatic treatment (even the upper part of this range would operate as more of a "slow flow" rather than "yield flow" condition).

Streets that meet these criteria, and that are of a length and orientation as to warrant speed control, are highlighted in the traffic calming concept plan overview diagram (Figure 10).

#### *Install traffic calming devices.*

Where streets do not meet the yield flow conversion criteria, physical traffic calming elements should be constructed to occasionally force a deflection or narrowing of the vehicle path. Traffic calming measures that accomplish these ends are shown conceptually and photographically in **Figure 9**. **Figure 10** shows an option for optimal placement of these devices given route characteristics, right-of-way constraints, and potential network impact.

Vernon Road and Newbold Road on the east side of town represent a special condition in that they are one-way streets of extended length. While the fact that they are one-way probably discourages some cut-through traffic, it also allows (and in some ways encourages) the remaining traffic to travel at high speeds. This is due to the almost total absence of impedance.

It is recommended that these two roadways be reconverted to two-way streets to re-introduce opposing traffic to help control speeds, while installing artificial impedance at strategic locations to discourage



Raised Crosswalk



Roundabout



Splitter Island

**Figure 9.** Common Traffic calming Devices

cut-through traffic and further control speeds. On-street parking demand on these streets is too sparse to create an adequate yield condition.

In terms of artificial impedance, roundabouts (as pictured in *Figure 9*) are the most efficient types of traffic calming devices available, for three reasons:

- a. Due to their locations at the centers of intersections, they affect traffic on two separate axes.
- b. They break up the extended site distances on all approaching streets.
- c. Their navigation requires significant vehicular deflection (hence slow speeds).

Splitter islands are mid-block treatments that entail minor vehicular deflection, broken sight distances, and narrowed cartway, and are appropriate on streets where on-street parking demand is not high enough to create a consistent narrowing effect.

Raised intersections and raised crosswalks both entail a significant vertical vehicle deflection (like an extended speed bump) and are appropriate where pedestrian flows are very high and the utmost driver attentiveness is required.

While specific measures and locations would evolve based on citizen input or design preferences, the distribution option shown in *Figure 10* is based on the principle that all potential major cut-through routes are recipients of some form of speed-reduction treatment, to avoid a non-uniform reduction of traffic on some streets at the expense of others. *Figure 10* could thus form the basis of a detailed design plan.

Since the streets eligible for the "yield street conversion" treatment have relatively low traffic volumes (but significant speeding problems), such conversions could proceed in advance of the physical design elements without significant concern over redistributed traffic.

#### SUMMARY OF INITIAL WORK TASKS

1. Reorganize/Remove parking restrictions on potential yield-flow streets.  
Since these are relatively simple actions, they can be implemented almost immediately upon approval of the Borough's engineer. In addition to signs denoting the modified parking restrictions, additional signs should be installed at the entrance to each yield-flow block reading "Yield to Oncoming Traffic."
2. Present traffic calming concept plan to the community.  
A community input process should be undertaken before actual traffic calming devices are installed, to refine and improve upon the concept plan. This program would involve meeting with affected residents, identifying specific problems and issues, explaining potential approaches and seeking community support. To ensure resident support for traffic calming proposals, communities will typically require at least 51% of residents of a street to sign a petition requesting the improvements. In any event, significant public education and community involvement will be necessary to successfully implement an effective traffic calming program.
3. Install traffic calming devices in properly phased manner.  
Phasing should be such that each street is "phased in" simultaneously with parallel routes, rather than completing a single street at a time.

# TRAFFIC CALMING: Traffic Calming Concept Plan



<b>LEGEND</b>	Two-way Conversion	Proposed 4-Way Stop	Raised Intersections/Crosswalks
	Yield-Street Conversion	Proposed Splitter Island Locations	
	Traffic Slowed by Improvements	Optimal Roundabout Locations	

Figure 10. Traffic Calming Concept Plan.)

## SUMMARY OF RESPONSIBLE PARTIES

Borough of Jenkintown  
Montgomery County

## SUMMARY OF COSTS AND POTENTIAL FUNDING SOURCES

General planning-level cost estimates for constructing an individual traffic calming device (splitter island, roundabout, raised intersection) are \$15,000 to \$20,000, with great potential variation based on level of landscaping, drainage, size, and existing street characteristics. Because of these costs, traffic calming programs are usually phased in at a typical target level of 4 to 5 devices per year, spread out across multiple roadways so as not to unfairly shift traffic to unaltered streets in the interim periods.

The main funding pool for traffic calming projects is USDOT's Transportation Enhancement Program, dedicated to the expansion of transportation choices, the improvement in safety of pedestrian and bicycle facilities, and beautification. The majority of traffic calming programs are locally funded—by municipalities and/or counties—through a variety of specific sources. Because this strategy is focused on local residential streets and NOT state highways, it is unlikely that PennDOT would be a realistic funding partner.

## APPROXIMATE SCHEDULE

- |     |                                                 |                  |
|-----|-------------------------------------------------|------------------|
| 1.  | <u>Reorganize/remove parking restrictions</u>   | 6 months         |
| 2.  | <u>Traffic calming concept plan process</u>     | 9 months         |
| 3.  | <u>Traffic calming design plan, phase one</u>   | 12 months        |
| 4.  | <u>Construct phase one</u>                      | 18 months        |
| 5.  | <u>Traffic calming design plan, phase two</u>   | 2 years          |
| 6.  | <u>Construct phase two</u>                      | 2 years 6 months |
| 7.  | <u>Traffic calming design plan, phase three</u> | 3 years          |
| 8.  | <u>Construct phase three</u>                    | 3 years 6 months |
| 9.  | <u>Traffic calming design plan, phase four</u>  | 4 years          |
| 10. | <u>Construct phase four</u>                     | 4 years 6 months |

## AUGMENT DRAFT JCA DESIGN STANDARDS

### PROJECT DESCRIPTION

Downtown business districts containing restored historic buildings and an enhanced, pedestrian streetscape offer a striking contrast to sterile strip store/shopping mall retail environments available in most suburban communities. Since Jenkintown's Uptown business district contains many historic commercial buildings, the borough should focus on the implementation of design standards and a complimentary loan program to restore historic facades that are deteriorating or have been insensitively altered over time.

### PROJECT APPROACH

The purpose of this project is to build upon and enhance the draft façade design standards developed by the Jenkintown Community Alliance (JCA) by recommending additional information, standards and guidelines that should be included and by suggesting options for implementation. To enhance the effectiveness of the draft guidelines, the following revisions and modifications to the grant program, policies, procedures and standards are recommended:

#### *Policies and Procedures*

- *Grant Program*

Currently the facade program offers a \$2500 for specified façade improvements as a 50% match for projects over \$5000 in value. The grants are made as a cost reimbursement basis. This is a very good program and will certainly encourage property owners to undertake small projects and minor improvements. However, to encourage more significant investment, Jenkintown may wish to consider creating a revolving, low-interest (or zero interest) loan program that provides matching funds in the range of \$5000 - \$7500. To initiate a revolving loan fund, the borough would establish a base sum of funding that would be let until available funding was exhausted. New loans would be made as the fund was replenished thorough loan repayment from the initial lending round. Additionally, the borough may be able to encourage local banks to also provide, special low-interest loans to finance the property owner match, such that all or most of the improvements could be financed.

- *Eligibility*

The existing façade program guidelines state "major maintenance, repair, rehabilitation and restoration of commercial storefronts and facades are eligible activities. Projects must achieve visible results the enhance Jenkintown's downtown image, marketability and economic viability." The foregoing succinctly summarizes the overall goal of the program, however, additional specificity and some prioritization may increase the immediate effect of the program. It is recommended, for example, that corner buildings - which are very important visual elements in the streetscape - be eligible for a separate grant for both street frontages.

Another program refinement that the borough may wish to consider is establishing criteria for prioritizing grant and loan applications. It is conceivable that the borough may receive more requests than it can fund, at least initially. Giving priority to certain areas or blocks of Uptown, therefore, may be necessary. Alternatively, priority may be given to specific building types or locations, such as corner buildings, large buildings or groups of projects that will yield a more significant visual impact. Ultimately, the goal of the program is to initiate private investment. The first round of grants and loan will be very important in stimulating further investment and improvement.

- *Design Assistance*

The draft façade design program guidelines wisely offer professional design services to grant applicants. The borough may wish to make this a mandatory component of the project and require the applicant to utilize an architect designated by the borough. Alternatively, the borough could create a Façade Improvement Committee that would review façade improvements to determine the conformity with the façade program standards and procedures and policies. The Façade Improvement Committee could also serve to review applications and recommend grant and loan awards in the event that applicant requests exceed available funding.

### *Design Standards*

- *Building Types*

An important part of any façade improvement program is educating property owners about the value and significance of the architectural style and appearance of their buildings. In many cases, property owners may be unaware of the original appearance or visual significance of their property, especially if it has been unsympathetically modified. Thus, it is necessary, to provide information and guidance to property owners as to the architectural era or period to which their building belongs. One way to do this would be to provide examples of all the architectural styles and eras that are represented in Jenkintown so that a property owner may identify the appropriate period of a specific building by comparison. Information on architectural details, characteristics and features appropriate to different styles or periods should also be included to guide the rehabilitation of significantly modified structures.

A cursory review of existing structures in the uptown area reveals a rich variety of styles and periods. At a minimum, representative examples of Victorian, Colonial & Georgian Revival, Romantic Revivals, Neo-Classical, Art Deco, and Commercial Vernacular should be included. Draft language for each of these styles as well as images of suggested representative buildings are included in Appendix 7: Supplementary Design Guidelines of this plan.

- *Restoration Guidelines*

The "Painting and Exterior Decoration" section of the draft guidelines contain a number of very good and specific recommendations and guidance for the restoration of the exterior facades of existing buildings. However, additional guidance relating to the restoration of storefronts, windows, awnings, masonry, cornices, parapets, and roof elements is necessary for the guidelines to achieve maximum effectiveness. Draft language on these restoration topics is included in the appendix of the plan and should be incorporated in the Painting & Exterior Decoration section of the draft guidelines.

- *New Construction, Additions and Infill.*

The "Architectural Elements" section of the draft design guidelines succinctly summarizes the major elements in Jenkintown's existing architecture and community design that contribute to the borough's highly prized pedestrian and human scale. However, it is expected that the function and use of existing structures will change over time and there will continue to be a need for additions to existing buildings and construction of new buildings over time. New construction will most likely occur on surface parking lots or on marginally or underutilized lots occupied by non-historic buildings. As recent examples of auto-oriented types demonstrate, new construction, infill and redevelopment demands greater sensitivity to the scale, location, bulk and massing, orientation, materials and architectural details that characterize the historic built form of Jenkintown.

A key element in achieving compatible and sensitive infill and new construction in the Uptown district are appropriate zoning controls, especially with regard to "place making" characteristics such as front yard setbacks and building height. Conventional zoning codes generally establish a "minimum front yard setback" to control the location of a building in relation to the street. However, such an approach can be counter-productive, allowing property developers to "exceed the minimum" and set their buildings from the street and insert off-street parking between the building and sidewalk. This is a very undesirable condition that significantly undermines the pedestrian scale of the street and disrupts the continuity of the streetscape. In the case of the Uptown area, the zoning ordinance should be revised to incorporate a "build-to" line that requires buildings to be located at the edge of the sidewalk or street line. This will ensure that infill and new development contributes to the continuity of the street wall and that parking will be located appropriately at the rear of new structures.

The draft design guidelines provide some basic advice for new buildings and additions. However, it is suggested that these recommendations be augmented with additional design advice. Recommended language may be found in the appendix of this plan.

- *Color Palette*

In addition to providing standards for rehabilitating and restoring historic buildings and guidance for the planning and design of new construction and infill, the façade program should also provide property owners and designers with some guidance on color selection. Exterior color schemes can have a significant positive or negative effect on the overall appearance of the streetscape and therefore, a general range of colors or a pre-selected palette of colors should be developed and recommended, especially for new construction. Currently, the design guidelines refer the reader to manufacturer's color guide, which may be acceptable for restoration work, but insufficient guidance for infill and new construction. It is recommended that the JCA consult with an architect to develop a range of acceptable colors for use in the Uptown area.

- *Sign Design*

The draft JCA design standards provide a fairly complete design guidance of signs, suggesting appropriate locations, configuration and materials. Signs can be the most important visual element within a commercial area; they can create unity and rhythm along a street. However, oftentimes signs are over-illuminated and out of character with the style of existing buildings. Generally, the keynote for signage is "less is more". Unfortunately, the Borough's current zoning ordinance is not consistent with this guidance. Section 181-87.B. (1) essentially permits two façade signs for every building up to a maximum of 200 square feet of total signage (allowable signage is calculated based on the frontage of the building) as well as ground-mounted signs, which are inappropriate for the Uptown area. The sign regulations in the zoning code should be refined to reflect the intention of the draft design guidelines by incorporating the following changes:

- Reducing the total allowable square footage of signs such that the maximum size of a wall mounted sign does not exceed 35 square feet or some other reasonably acceptable dimension.
- Permit only one sign for each façade.
- Revise regulations to exclude ground-mounted signs and encourage historically appropriate freestanding signs.
- Size variances may be given for signs designed to compliment or act as an extension of a building's architecture.

In addition to the foregoing, it is recommended that additional sign design guidelines, similar to that found in the appendix of this plan, be incorporated in the JCA guidelines

- *Implementing the Guidelines*

The obvious incentive for property owners to adhere to the JCA's design standards is the potential availability of both grant and loan funding, the award of which will be contingent on compliance with the program guidelines. However, it would be a highly desirable goal for all restoration work and new construction to conform to the JCA design standards, regardless of participation in grant and loan funding. There are two options to achieving this (1) create an official historic district with all attendant regulatory powers or (2) create a Design Review Board that would serve as an advisory committee which would review all land development proposals and building permit applications for exterior work.

The first approach, creating an official historic district would have significantly more regulatory power to enforce the standards, however, there may be resistance to the perceived inflexible and burdensome nature of the Secretary of the Interior standards. Nevertheless, a historic district would give the borough the greatest degree of design control. A less burdensome alternative that would achieve similar benefits is to purchase facade easements for those property owners that wish to retain and rehabilitate historic facades. This approach may be done on a building by building basis, instead of an entire district, with the property owner receiving grant money for the facade restoration.

Alternatively, the second option - requiring all applicable development proposals to submit to a review by a newly formed Design Review Board - would rely largely on persuasion and influence as the means of encouraging compliance. Under this arrangement, legally Borough Council could not deny an application for non-compliance with the recommendations of the Design Review Board; however, it is reasonable to expect that most members of the development community would seek the endorsement of the Board. In many cases the development community is both desirous of design guidance and willing to accommodate reasonable requests, especially if they are received early enough in the planning and design process. Such an approach, however, will not guarantee an appropriate design solution in every case.

The Jenkintown community must engage in a serious discussion regarding which approach to take. Both approaches have certain merits as well as disadvantages, and the relative merits of each must be evaluated to determine which approach is most consistent with the culture of the community.

**SUMMARY OF INITIAL WORK TASKS**

1. Reconvene the JCA Design Task Force. The task force should provide leadership for this project by reviewing the recommendations of master plan and determining if the recommended revisions are acceptable or require further modification. The task force would be responsible for assembling the final draft of the guidelines as well as developing a recommendation to Borough Council as to the appropriate implementation approach (i.e., historic district or design review board). The task force may wish to organize a broader dialogue on this issue to ensure adequate involvement of civic and business groups. The task force would also play a role in working with the local banking community to arrange low-interest matching loan programs as discussed in item #3 below.
2. Obtain Professional Design Services. The design committee should seek the participation of an architect to serve on the task force and provide professional advice that may be necessary for

revising the design guidelines, for example, to help select an appropriate color palette for the Uptown area. The consulting architect would also provide design assistance and supervision for loan and grant program applicants.

3. Explore Grant and Loan Funding. The master plan recommends that the façade program be expanded to provide not only small grants but also loans for larger projects. Obviously, funding for both grants and loans will have to be secured. In the case of grant funding it is most likely that this program would be of a finite nature; that is, that a lump sum grant would be secured by the borough and passed on to property owners in the form of individual grants. When the initial grant funding has been exhausted, the grant portion of the façade program would be terminated. However, if the Uptown management group recommended by this plan is able to develop a permanent revenue stream, then it is possible that some portion of this revenue could be used to fund future cycles of façade grants. Conversely, in the case of the façade loan program, an initial seed amount would be secured and lent out with subsequent loans made as the initial applicants repaid their loans. In this way, the loan program could operate indefinitely, with the original amount recycled many times. An another important source of funding would be, as suggested by the plan, to work with local banks to establish a special low-interest loan program that property owners can use to obtain the required matching amount.
4. Organize a Historic Review Commission or Design Review Board. As suggested in the plan, while grant and local applicants would be required to adhere to the JCA design guidelines, it would be highly desirable for all construction and development activities in the Uptown area to conform to the recommendations of the façade program. Two options have been suggested: a regulatory approach through the creation of an official historic district or advisory approach through the creation of a legally non-binding design review board. In either case, both approaches will require the organization of a new body with appointments made by the Borough Council.

#### SUMMARY OF RESPONSIBLE PARTIES

It is anticipated the JCA Design Task Force will lead the implementation of this initiative, however, support from the Borough may also be necessary, especially with the regard to appointing a historic review commission or forming a Design Review Board. It is also possible that the recommended Uptown management entity could assume some or all of the responsibility for managing and operating the façade grant and loan program.

1. JCA Design Task Force
2. Borough of Jenkintown
3. Uptown Management Entity (long-term)

#### SUMMARY OF POTENTIAL FUNDING SOURCES

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

- |          |                                                                  |
|----------|------------------------------------------------------------------|
| State:   | 1. Pennsylvania Department of Community and Economic Development |
| Local:   | 2. Montgomery County Revitalization Board                        |
|          | 3. Borough of Jenkintown                                         |
| Private: | 4. Low-Interest Loan Funding through Local Banks                 |
|          | 5. Uptown Management Entity Revenue (long-term)                  |

## APPROXIMATE PROJECT SCHEDULE

The Façade Improvement project in Jenkintown will take a couple years to implement from beginning to end, but efforts can begin as soon as the community has decided to pursue improvements. The following provides an estimated timeframe from the point of initiation to implementation:

1. Reconvene JCA Design Task Force: 1 month
2. Obtain Professional Design Services: 2-3 months (concurrent to Step 1)
3. Review and Recommend Final Draft Façade Guidelines: 2-3 months
4. Explore Grant and Loan Funding Sources: 2-3 months (concurrent to Step 3)
5. Organize Historic Review Commission/Design Review Board: 6 Months
6. Initiate Façade Program: 6 months +

## COST ESTIMATE

The major costs for this initiative involves the loan program and architectural consulting services. The loan program should be funded at \$100,000 in order to have a major effect, and the loans should be distributed to priority blocks within the Uptown. The architectural fees will depend on the type of implementation approach works best for Jenkintown's business culture. An architect can be contracted to complete the facade design improvements for each business that is awarded a loan. Although this approach would be more costly, upwards of 10% of the overall loan program funds, it would provide control over all facade improvements. A less costly approach would entail the borough contracting with an architect to provide design feedback once a business owner, who would hire their own architect, submits an application for improvements. This approach would cost the borough a few hundred dollars per application.

## UNDERUTILIZED PARCELS

Although Jenkintown's business district has lost its stature as a regional destination to suburban shopping malls over the last twenty years, it has responded to the loss of major retailers by substituting professional office tenants while maintaining its small town charm with neighborhood retail and a moderate amount of specialty retail. Jenkintown is now poised to capitalize on its small town assets and become a regional destination once again by redeveloping underutilized parcels in a sensitive manner that provides space for modern tenants and adds to the architectural diversity of its Uptown business district.

## REDEVELOP PARCELS ADJACENT TO PIONEER FIRE COMPANY

### PROJECT DESCRIPTION

Jenkintown has essentially re-defined the Uptown business district when the Town Square was constructed two years ago at the intersection of Greenwood and Leedom, one block west of Old York Road. Although a "New Main Street" has not developed in accordance with the 1980 Venturi Study, the Town Square has created an additional focal point for Uptown that provides an excellent respite from the auto-dominated Old York Road. Therefore, Jenkintown has selected the Town Square area as a high priority for future revitalization efforts, including redevelopment options for parcels adjacent to the Pioneer Fire Company.

The Pioneer Fire Company was started in the 1880s; and is housed in an historic civic building directly across from the Town Square. Since this facility provides an important civic presence in the Town Square area, the fire company should remain at this location. Pioneer has developed conceptual expansion plans that will incorporate their current building.

Behind the Pioneer Fire Company, two auto service businesses front Leedom Street and a driveway leads to storage garages in the interior of this block. These uses do not provide the quality small town characteristics as those provided by the Pioneer Fire Company with its local volunteers rushing off to an emergency. Actually, the Pioneer Fire Company purchased these properties a few years ago to accommodate their future expansion.

A surface parking lot is directly adjacent to Pioneer, and only provides parking for the Center Building located at Old York and Greenwood. The Town Square development represents a significant public investment, including new open space, streetscape beautification, landscaping, and a bandstand. The nearby surface parking lot provides an almost blighted condition; presenting an essentially vacant and underutilized development parcel that detracts from the revitalized business core surrounding the Town Square.

There are also four small parcels with frontage along Old York Road, which contain three one-story buildings and a two-story building. Although these types of buildings contribute to the organic quality of small town development, they minimize their re-use potential by modern retailers. In addition, they are not as architecturally significant as the Saks Building and the Center Building that function as bookends to the block. Therefore, Jenkintown should determine whether it is desirable to preserve these small buildings or to add another architecturally significant building in their place that provides larger retail or restaurant space, which could also create better synergy with the Chas II Movie Theatre across the street.

There are numerous redevelopment alternatives for the underutilized parcels adjacent to the Pioneer Fire Company. Each of the concepts detailed below were evaluated to determine the extent to which they would facilitate the Pioneer Fire Company's expansion plans and add new activity and pedestrian-generating uses to the Town Square, as well as to accommodate the parking demand for all new uses and provide excess parking supply for evening uses.

#### REDEVELOPMENT ALTERNATIVE #1: NEW OFFICE, RETAIL, APARTMENTS, AND PARKING GARAGE

- **Pioneer Addition on Greenwood**

The expansion plans for the Pioneer Fire Company call for a new three-bay garage. The garage, or apparatus room, should be at least 60 feet wide for three bays and 60 feet in depth to accommodate the typical fire trucks for a small town. If the new garage is sited along Greenwood Avenue, it could be placed side by side with the existing garage and could contain complimentary architectural features. However, this option does not provide any room for future expansion or reserved parking, which is needed to help improve emergency response time.

- **New Mixed-Use Building on Greenwood**

If Pioneer expands along Greenwood, a new mixed-use building with a footprint of 4,000 square feet could be constructed. This building should be at least three stories high in order to properly frame the Town Square, but not larger than four stories in order to respect the scale of adjacent buildings, such as the architecturally significant Center Building. The ground level would be ideal for new retail or restaurant space because it would provide higher levels of pedestrian activity near the Town Square. Upper story apartments would be ideal because they would provide "eyes on the street" and pedestrian activity at night. In addition, new rental housing could cut back on the conversions of single-family homes into apartments.

- **New Office Building on Old York Road**

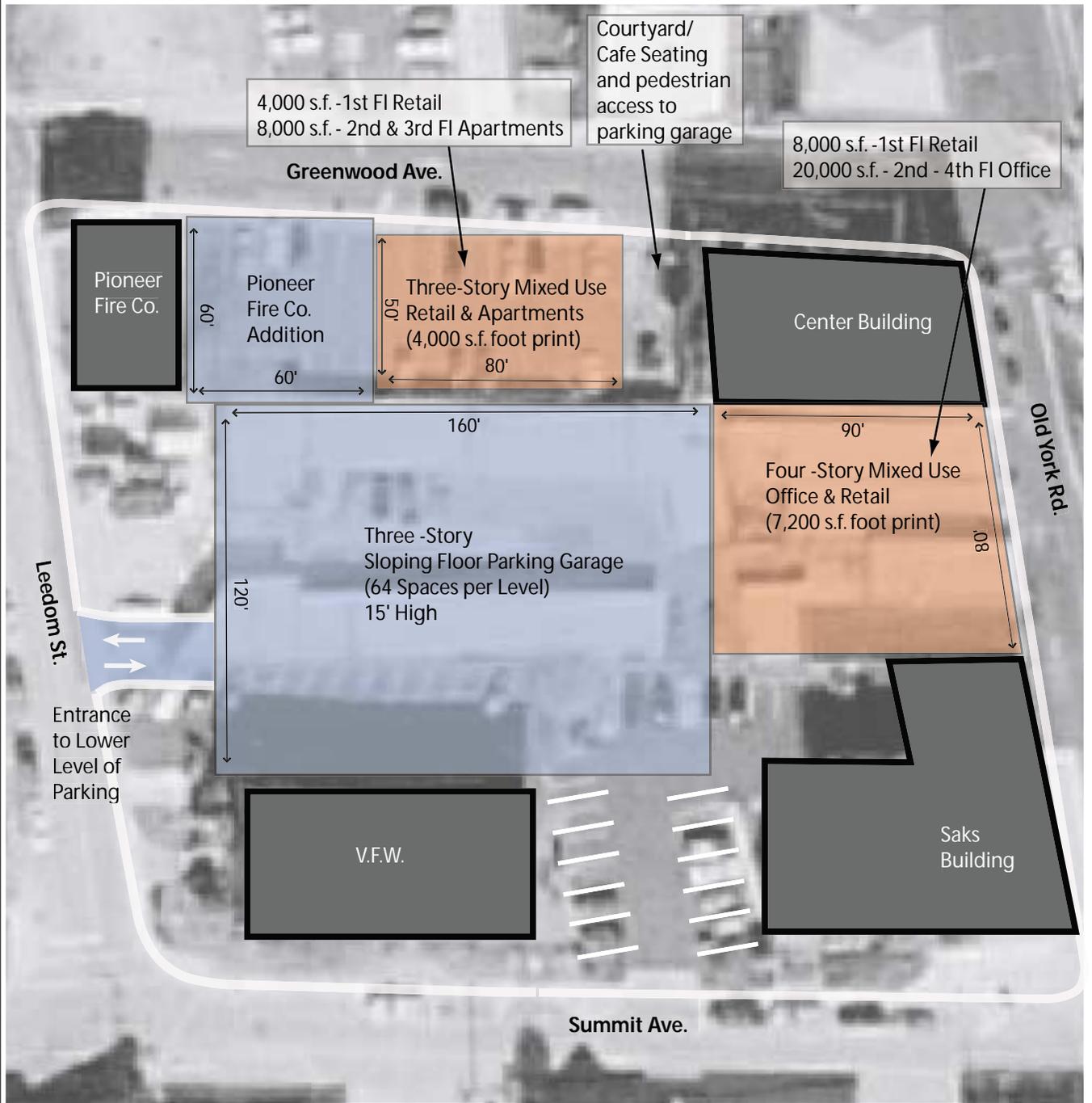
If Jenkintown decides to capitalize on local office demand, a new office building with a footprint of 7,200 square feet could be constructed. The new building should not be larger than four stories in order to respect the scale of adjacent buildings, such as the architecturally significant Center Building and Saks Building. Although the design of the new office building should respect the architectural styles of these two buildings, the design should add value to the architectural diversity of Uptown. The ground level would be ideal for new retail, and the upper story office uses would provide more pedestrian activity and customers for Uptown.

- **Parking Garage**

A parking garage would be necessary to accommodate the parking demand of all new uses, as well as existing uses. New retail on Greenwood would require approximately 12 spaces, and new retail on Old York would require 18 spaces. New office uses on Old York would require 80 spaces. The Center Building has 34 spaces in its adjacent parking lot on Greenwood Avenue. The Saks Building has 25 on-site spaces, but 10 spaces could remain on-site. Therefore, the total daytime parking demand would be approximately 159 spaces.

# REDEVELOPMENT OPPORTUNITIES

## Pioneer Area - Alternative #1



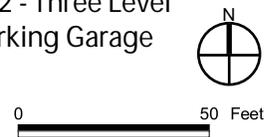
### Pioneer Area Redevelopment: New Retail, Apartments, Office, and Parking Garage

- New Public Facilities
- New Commercial
- Existing Buildings

**Parking Demand:**  
 80 - 20,000 s.f. office  
 36 - 12,000 s.f. retail  
 34 - Center Building  
 15 - Saks Building  
**165 - Total Spaces**

*Kise Straw & Kolodner*  
 Architects Planners Historians Archaeologists

**Parking Supply:**  
 192 - Three Level  
 Parking Garage



Alternative 1. Pioneer Area Redevelopment: New Retail, Apartments, Office, and Parking Garage

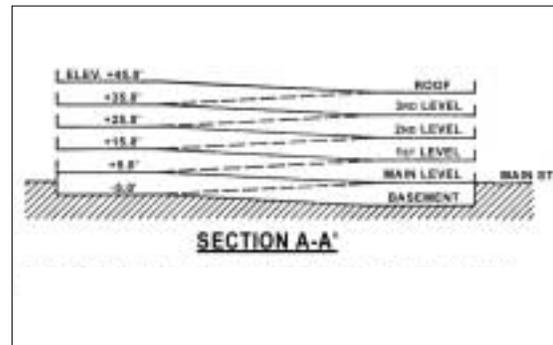
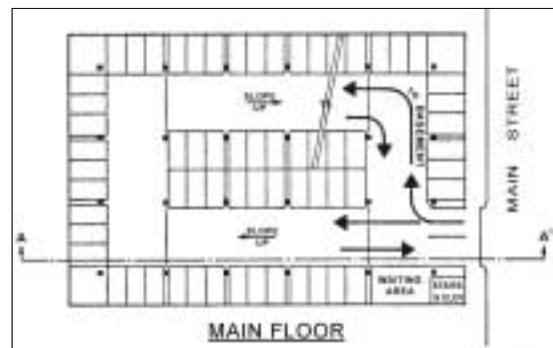
Parking Demand:159 spaces

- 30 spaces - New Retail Uses
- 80 spaces - New Office Uses
- 34 spaces - Center Building
- 15 spaces - Saks Building

The V.F.W. has 13 on-site spaces, but their parking demand is in the evening and weekends. The new mixed-use building on Greenwood could contain about 10 apartments, which would require 15 spaces during the evening and on weekends. Therefore, the parking demand for these uses could be accommodated through a shared-use system with reserved permit spaces.

Since one of Jenkintown's top goals is to "increase parking supply in Uptown, while preserving its small town character," a sloping-floor garage should be used to meet the parking demand for this redevelopment alternative. This type of garage has the smallest standard footprint of 120 feet by 160 feet, and minimizes the height required between floors. A three-story garage would provide approximately 192 spaces with a height of 15 feet, if a basement level is constructed. Ultimately, this parking garage would meet the daytime parking demand of 159 spaces, and provide excess parking capacity after office hours during the evening and weekends for retail and restaurant demands.

A development budget and pro forma for Redevelopment Alternative #1 is contained in Appendix 8 of this report.



Functional plan for sloping floor-garage  
Source: Time Saver Standards for Building Types

- **Pioneer Addition on Leedom**

Based on the facility and programmatic needs of the Pioneer Fire Company, a site with Leedom Street frontage would be more appropriate. A new three-bay garage could be attached to the back of the existing building to provide for access between the two. In addition, the garage could be set back 15 feet from the curbline to provide an apron for adequate egress/ingress of fire trucks. More importantly, a surface parking lot could provide 12 reserved spaces adjacent to the new garage. If necessary, this parking lot could serve further need for expansion in the future.

Due to the depth of a three-bay garage, Pioneer's expansion on Leedom would prevent the construction of a three-story parking garage. In turn, this means that a large office building could not be constructed along Old York in this block due to the inability to meet the parking demand.

- **New Mixed-Use Building on Greenwood**

This mixed-use building would essentially be the same as that described under Alternative #1, except the building footprint could be expanded to 7,000 square feet since Pioneer would be located along Leedom Street. This larger building footprint would be more likely to result in the additional activity and pedestrian-generating uses the Borough desires in the area of the Town Square.

- **Parking Deck**

Although a parking garage cannot be built, a parking deck could be constructed to accommodate the parking demand of the new mixed-use building, as well as existing uses. New retail on Greenwood would require approximately 21 spaces. The Center Building has 34 spaces in its adjacent parking lot on Greenwood Avenue. The Saks Building has 25 on-site spaces, but five spaces could remain on-site. Therefore, the total daytime parking demand would be approximately 75 spaces.

Parking Demand:75 spaces

21 spaces - New Retail Uses

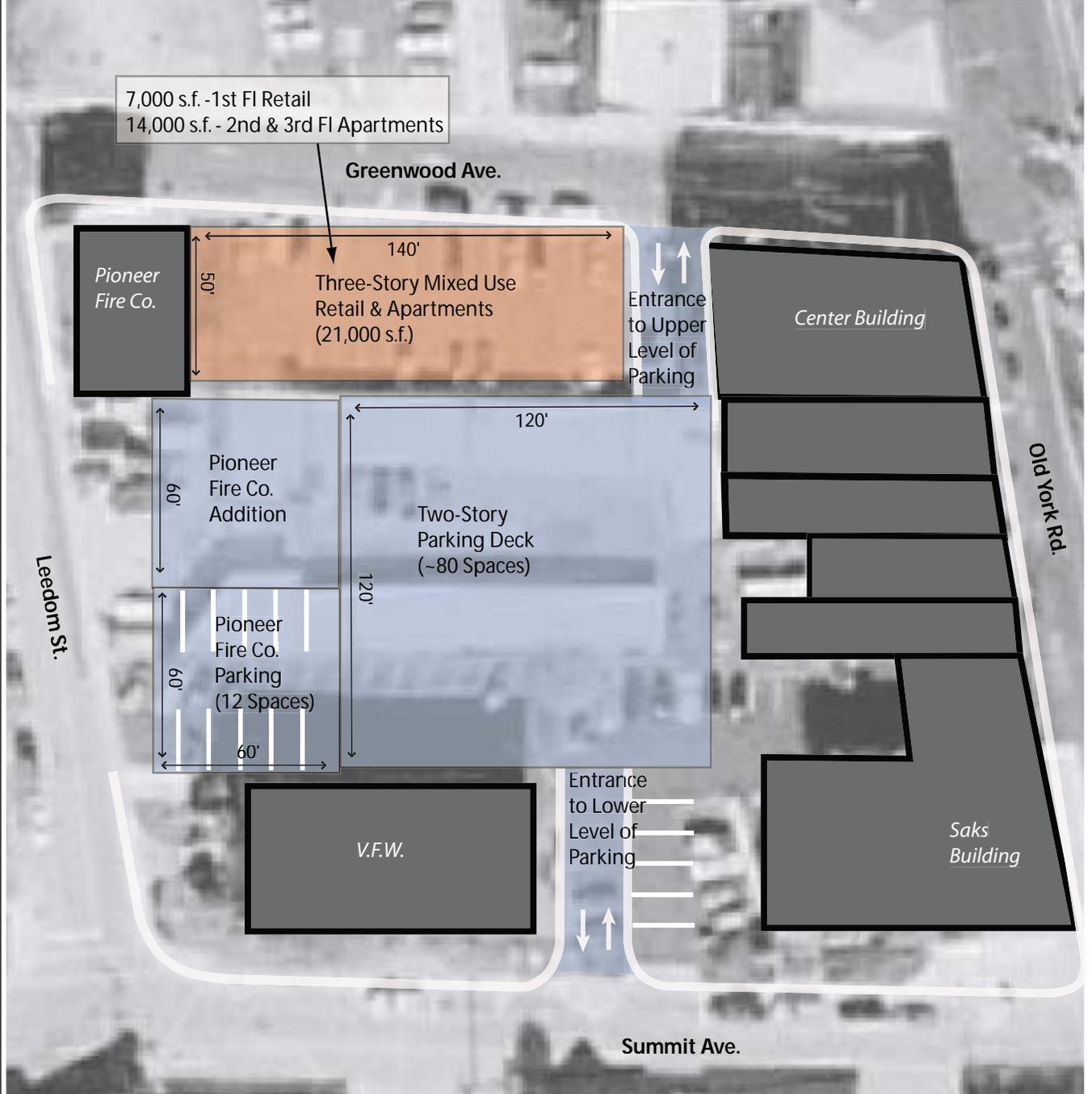
34 spaces - Center Building

20 spaces - Saks Building

A parking deck is essentially two surface parking lots on top of the other, utilizing the grade differential between Greenwood and Summit. The above grade lot could be accessed from Greenwood, and would be at the same level as the ground floor retail of the mixed-use building on Greenwood. The below grade parking lot could be accessed from Summit. A two-story parking deck would provide approximately 80 spaces. Ultimately, this parking deck would meet the daytime parking demand of 75 spaces, and provide excess parking capacity after office hours during the evening and weekends for retail and restaurant demands.

A development budget and pro forma for Redevelopment Alternative #2 is contained in Appendix 8 of this report.

# REDEVELOPMENT OPPORTUNITIES Pioneer Area - Alternative #2



## Pioneer Area Redevelopment: New Retail, Apartments, and Parking Deck

7,000 s.f. - 1st Floor Retail  
14,000 s.f. - 2nd and 3rd Floor  
Apartments

- New Public Facilities
- New Commercial
- Existing Buildings

### Parking Demand:

21 - 7,000 s.f. new retail  
34 - Center Building  
20 - Saks Building  
**75 - Total Spaces**

### Parking Supply:

80 - Two Story  
Parking Deck

*Kise Straw & Kolodner*  
Architects Planners Historians Archaeologists



Alternative 2. Pioneer Area Redevelopment: New Retail, Apartments, and Parking Deck

### REDEVELOPMENT ALTERNATIVE #3: JOINT PIONEER AND GATEWAY REDEVELOPMENT

Although the proposed office building on Old York Road is not feasible if the Pioneer addition is located on Leedom, there is potential for this office building if it is constructed in conjunction with the redevelopment of the Gateway area. Alternative #3 consists of the following components from the previous alternatives:

- Pioneer Addition on Leedom (same as alternative #2)
- New Mixed-Use Building on Greenwood (same as alternative #2)
- New Office Building on Old York Road (same as alternative #1)
- Parking Deck (same as alternative #2)

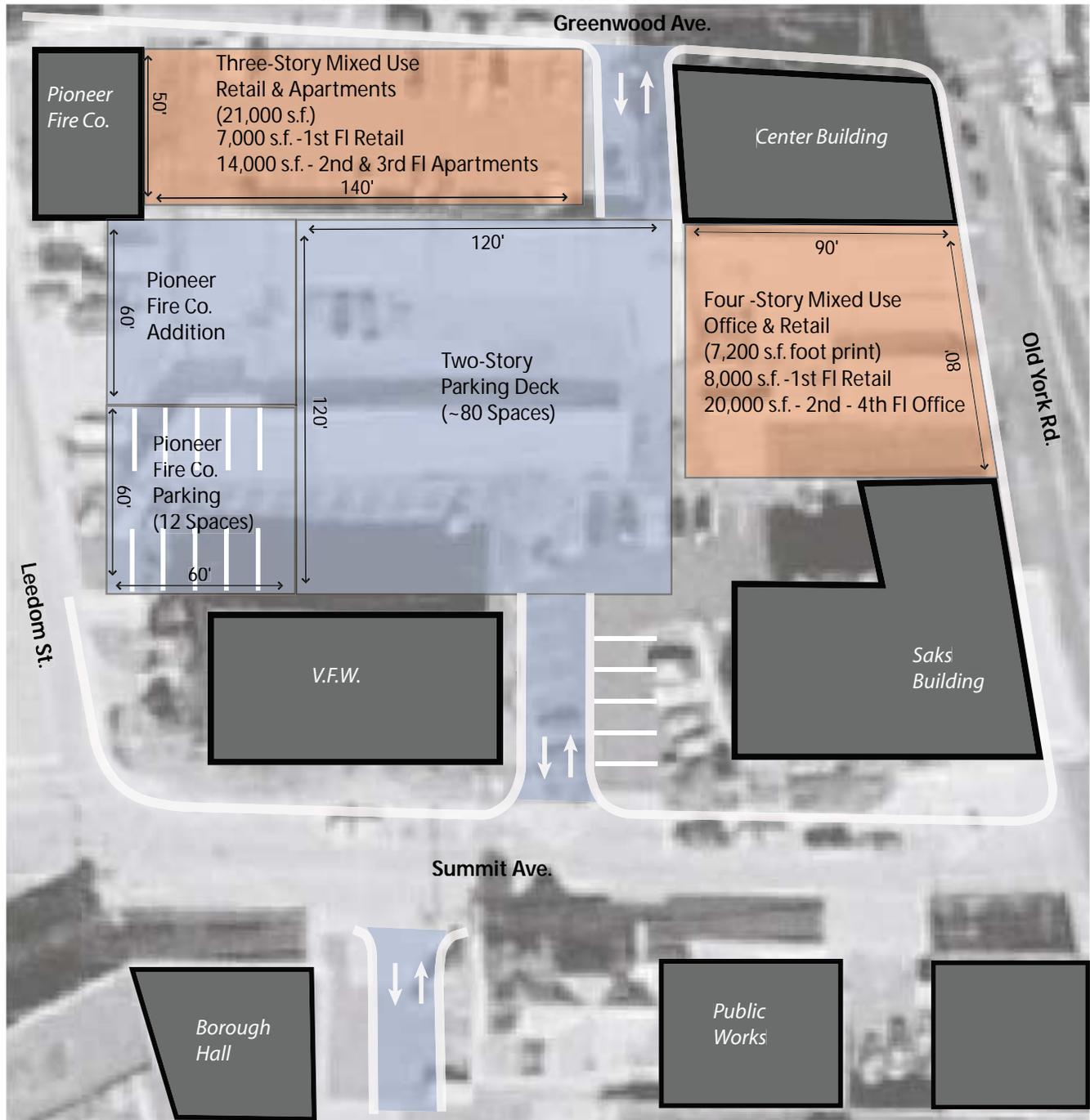
The parking supply problem from this full build-out alternative can only be resolved if this redevelopment alternative is pursued in conjunction with the gateway area redevelopment, which would include a multi-story parking garage (see next section). Under this scenario, it may be possible to reduce the new office's parking demand by providing 20 on-site spaces for executives in the parking deck, and 60 spaces at the multi-story garage at the gateway area. In addition, the parking demand for all new retail uses could be met at this gateway area garage. Ultimately, this scenario means that the gateway area garage would need to host almost 100 additional spaces, which would add approximately \$1,000,000 to the cost of the gateway redevelopment concept.

Parking Demand,  
w/o Gateway Redevelopment  
39 spaces - New Retail Uses  
80 spaces - New Office Uses  
34 spaces - Center Building  
20 spaces - Saks Building  
173

Parking Demand,  
w/Gateway Redevelopment  
20 spaces - New Office Uses  
34 spaces - Center Building  
20 spaces - Saks Building  
74

A development budget and pro forma for Redevelopment Alternative #3 is contained in Appendix 8 of this report.

# REDEVELOPMENT OPPORTUNITIES Pioneer Area - Alternative #3



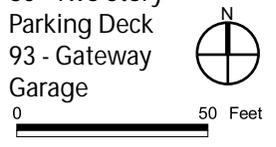
## Pioneer Area Redevelopment: New Retail, Apartments, Offices, and Parking Deck w/ Gateway Redevelopment

15,000 s.f. - 1st Floor Retail  
14,000 s.f. - 2nd and 3rd Floor Apts  
20,000 s.f. - 2nd to 4th Floor Office

- New Public Facilities
- New Commercial
- Existing Buildings

**Parking Demand:**  
39 - 15,000 s.f. new retail  
80 - 20,000 s.f. new office  
34 - Center Building  
20 - Saks Building  
**173 - Total Spaces**

**Parking Supply:**  
80 - Two Story  
Parking Deck  
93 - Gateway  
Garage



*Kise Straw & Kolodner*  
Architects Planners Historians Archaeologists

*Alternative 3. Pioneer Area Redevelopment: New Retail, Apartments, Offices, and Parking Deck with Gateway Redevelopment*

#### REDEVELOPMENT ALTERNATIVE #4: NEW RETAIL, OFFICE, & PARKING GARAGE

As mentioned in the Revitalization Strategies chapter of this plan, the Borough may wish to re-locate the Pioneer Fire Company in order to maximize the development potential within this block. One relocation option could entail the construction of a new multi-purpose municipal facility, including borough administration, police, fire, and public works, on the parcels fronting Summit Avenue and owned by the Borough. Another option could entail the construction of this multi-purpose municipal facility at the corner of West and Leedom, the former site of Borough Hall. This option would involve a fee simple purchase, or a transfer of property titles. For instance, if the fire companies were consolidated into one facility, the Independent Fire Company building could be transferred to Immaculate Conception, which has expressed interest in this building. Although the institutional obstacles would be significant, the latter option would be more desirable because the heart of the Borough would then be situated at the Town Square.

Under this alternative, the Pioneer Fire Company would continue operating at its current location until another facility is constructed. Afterwards, the Pioneer building could be designated as a historic building on the National Register of Historic Places. This designation would make the Pioneer building eligible for historic renovation tax credits and enable it to become an adaptive re-use as a restaurant, bar, or other commercial use. Besides the future adaptive re-use of the Pioneer building, Alternative #4 consists of the following components from the previous alternatives:

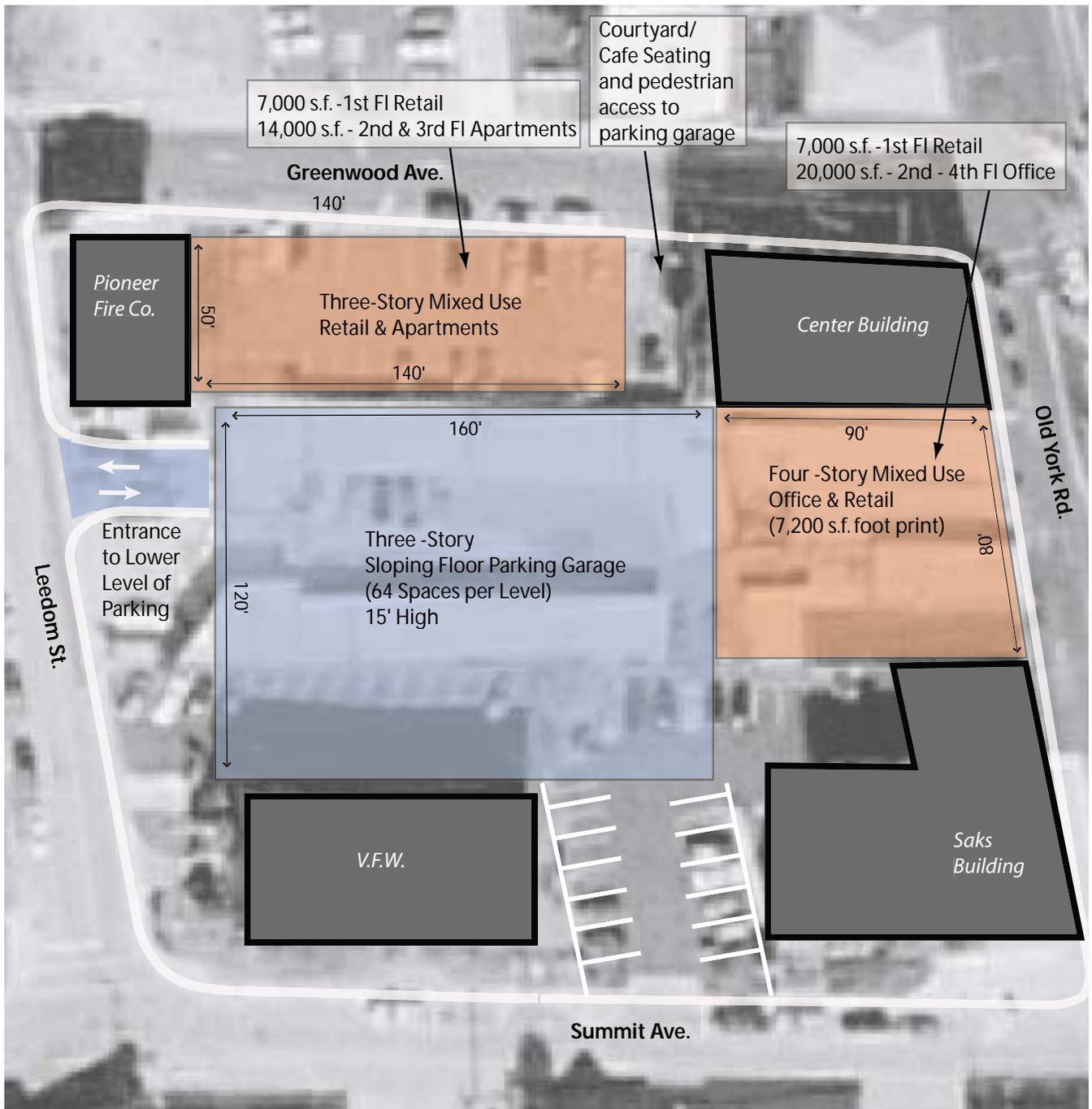
- New Mixed-Use Building on Greenwood (same as alternative #2)
- New Office Building on Old York Road (same as alternative #1)
- Parking Garage (same as alternative #1)

This alternative would permit the construction of a sloping-floor parking garage, which could easily accommodate the parking demand of the proposed redevelopment and some parking demand within the immediate Town Square area. A three-story garage would provide approximately 192 spaces with a height of 15 feet, if a basement level is constructed. Ultimately, this parking garage would meet the daytime parking demand of 171 spaces, and provide excess parking capacity after office hours during the evening and weekends for retail and restaurant demands.

Parking Demand: 171 spaces  
80 spaces - New Office Uses  
42 spaces - New Retail Uses  
34 spaces - Center Building  
15 spaces - Saks Building

# REDEVELOPMENT OPPORTUNITIES

## Pioneer Area - Alternative #4



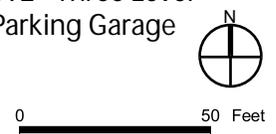
### Pioneer Area Redevelopment: New Retail, Apartments, Office, and Parking Garage

- New Public Facilities
- New Commercial
- Existing Buildings

**Parking Demand:**  
 80 - 20,000 s.f. office  
 42 - 14,000 s.f. retail  
 34 - Center Building  
 15 - Saks Building  
**171 - Total Spaces**

**Parking Supply:**  
 192 - Three Level  
 Parking Garage

*Kise Straw & Kolodner*  
 Architects Planners Historians Archaeologists



*Alternative 4. Pioneer Area Redevelopment: New Retail, Apartments, Offices, and Parking Garage*

## REDEVELOP "GATEWAY" PARCELS

### PROJECT DESCRIPTION

The existing parcels adjacent to the corner of Old York Road and Harper Avenue represent a significant opportunity to create a "gateway" development that could improve the overall appearance of the main entrance into the Uptown business district and expand the Borough's tax base. The parcel at the corner of Old York Road and Harper contains a large, one-story building that is currently used as a furniture store. The adjacent parcels fronting Old York Road contain a series of one-story and two-story buildings with insensitive additions and modifications, which presents a run-down blighted condition to the general public. In addition, there are parcels behind the Old York Road parcels that are owned mainly by the Borough of Jenkintown, which provide parking for employees and storage space for public works' equipment. Taken as a whole, all of these parcels could provide enough square footage for a major office building with ground-level retail and a large parking garage.



Existing gateway area at Old York & Harper



Insensitive additions and modifications in gateway area

- **New Office Building, with frontage on Old York and Harper**

If Jenkintown decides to capitalize on local office demand, a new office building with a footprint of 16,000 square feet could be constructed at this location. The new building should not be larger than four stories in order to respect the scale of nearby office buildings, such as the architecturally significant Center Building and Saks Building. Since this corner office building will be in a prominent location, its design should add value to the architectural diversity of Uptown and should not be a standard "off-the-shelf" building design. The ground level would be ideal for new business services and restaurant uses, and the upper story office uses would provide much-needed pedestrian activity along Old York Road and a larger customer base for Uptown businesses.

- **Parking Garage**

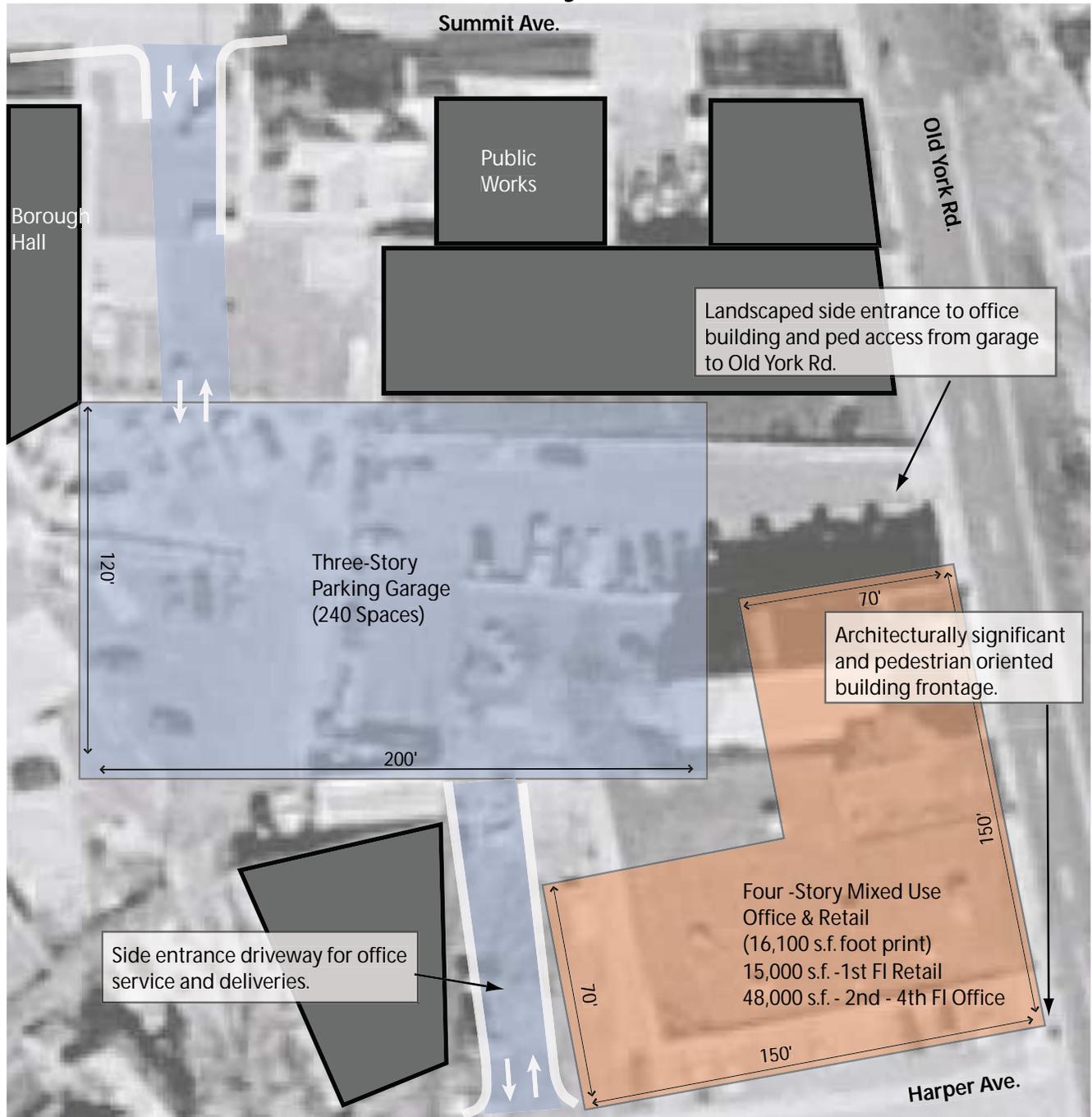
A parking garage would be necessary to accommodate the parking demand for this new office and retail uses. Three floors of office space would take up approximately 48,000 square feet, which would require four parking spaces per 1,000 square feet or 192 spaces. The ground floor of retail space would take up approximately 15,000 square feet, which would require approximately 45 spaces. Therefore, the total day-time parking demand would be approximately 237 spaces.

Parking Demand:237 spaces

45 spaces - New Retail Uses

192 spaces - New Office Uses

# REDEVELOPMENT OPPORTUNITIES Gateway Area



## Gateway Area Redevelopment: New Offices, Retail, and Parking Garage

*Kise Straw & Kolodner*  
Architects Planners Historians Archaeologists

- New Public Facilities
- New Commercial
- Existing Buildings

**Parking Demand:**  
45 - 15,000 s.f. new retail  
192 - 48,000 s.f. new office  
**237 - Total Spaces**

**Parking Supply:**  
240 - Three Story  
Parking Garage



A sloping-floor garage should be used to meet the parking demand for this redevelopment concept (see page 119 for garage layout). A three-story garage with a footprint of 120 feet by 200 feet would provide approximately 256 spaces. If a basement level is constructed, the total height could be capped above grade at 15 feet. The top floor of the garage would then meet the second-story of the office building, providing direct access by employees. Ultimately, this parking garage would meet the daytime parking demand of 237 spaces, and provide excess parking capacity after office hours during the evening and weekends for retail and restaurant demands within Uptown's park-once district. The garage may also provide an incentive for new retail development in the immediate vicinity.

If the Borough would like to pursue this redevelopment concept, a few secondary planning issues still need to be resolved. First, the Borough-owned parcels in the site's interior are currently used to store public works' equipment. If the Pioneer Fire Company and the Independent Fire Company decide to merge their organizations, the Borough should consider purchasing Independent's building on Leedom Street for storing public works' equipment.



Borough's public works parking and storage

Second, the new garage would block the ramp access to the garages owned by the Salem Baptist Church. If Salem Baptist Church does not plan to have vehicle access to these buildings once they are converted into a Family Life Center, then the issue is resolved. However, if the Church wants to retain access, this issue would need to be resolved in the engineering and architectural design phase of this redevelopment project.

Lastly, vehicular access to the garage should be provided through the Borough's parking lot off of Summit Avenue. The Borough's parking lot would need to be redesigned and reconstructed during the redevelopment process. In addition, since many vehicles would need to make a left turn from Old York Road northbound onto Summit Avenue, a new traffic signal may be warranted at this intersection. This would require a traffic circulation study during the engineering and architectural design phase of this redevelopment project.



Salem Baptist's garages (future Family Life Center)

## PROJECT APPROACH

Due to the small size of the parcels and the multiple property owners involved for any of the redevelopment concepts, it is economically unrealistic to expect private developers to construct new buildings without assistance. For instance, the cost of assembling multiple parcels would be extremely high due to land value speculation and time delays associated with negotiating with multiple property owners. Therefore, the Borough may wish to work through the Montgomery County Redevelopment Authority to facilitate the redevelopment process.

As part of this redevelopment process, a thorough cost/benefit analysis would be needed to determine the most advantageous proposal for the Borough. A local office developer has expressed interest in constructing new office buildings, but has indicated that the Borough would need to finance the construction of the parking garage. Simply stated, the current rents for Class A office space could only provide enough income to finance a new office building and not a multi-story garage. A cursory evaluation indicates that the new tax revenue generated by the office building would pay for the debt service of a new garage, but a thorough evaluation is needed to determine any hidden costs such as new business services, utility services, and additional municipal services for the new office and retail. Therefore, the Borough should hire an economic analyst to evaluate their finances as part of the redevelopment planning process.

## SUMMARY OF INITIAL WORK TASKS

In order to begin the redevelopment process, the Borough should proceed with the following work tasks, some of which are based on general guidelines provided by the Montgomery County Redevelopment Authority:

1. Reconvene JCA's Economic Restructuring Task Force. The Borough Manager, Planning Commission Chairman, JCA's executive director, and other JCA members should meet as the Economic Restructuring Task Force. The Task Force should invite representatives of the Montgomery County Planning Commission and the Montgomery County Redevelopment Authority to discuss the redevelopment process. The Task Force should seek Council support for a resolution to begin the redevelopment process.
2. Secure funding for redevelopment process. The Economic Restructuring Task Force should determine the best approach for the redevelopment studies. The cost of these studies depends on who is involved. The Borough Planning Commission, the Montgomery County Planning Commission, the Redevelopment Authority, and/or private consulting firms will be needed to create a Blight Certification, a Redevelopment Plan, and a Redevelopment Proposal. The Task Force should then apply for County or state grants for the redevelopment planning studies.
3. Pass resolution to seek assistance of Redevelopment Authority. The Borough Council should pass a resolution directing the Borough Manager to approach the Montgomery County Redevelopment Authority for assistance. The Redevelopment Authority will then enter into a "Cooperation Agreement" with the Borough, outlining their scope of work, duties, and payment for services. The Borough may wish to have the Redevelopment Authority complete the Blight Certification, and to assist on the Redevelopment Plan. At the very least, the Redevelopment Authority will need to create the Redevelopment Proposal.

4. Prepare an RFP for consulting services. The Task Force should prepare an RFP, with assistance from the Montgomery County Planning Commission, for a consulting team to complete components of the Redevelopment Plan. An economic consultant should be hired to perform a detailed cost/benefit analysis of the redevelopment options. In addition, a civil engineering firm should analyze the most cost-efficient layout of a parking garage, as well as the related traffic circulation issues. Lastly, the Task Force may wish to have a planning consultant create the Redevelopment Plan. The Task Force may decide that the Borough's Planning Commission and the Montgomery County Planning Commission should work cooperatively to create the Redevelopment Plan, in order to minimize the costs of the redevelopment studies.
5. Select consulting team. The Borough and JCA's Economic Restructuring Task Force should choose 3 to 5 consultants to short list and subsequently interview. Then the Task Force should vote for the best proposal. The contract should be arranged through the Borough.
6. Begin redevelopment plans. The Borough Planning Commission, Montgomery County Planning Commission, the Redevelopment Authority, and/or the private consultant team should begin the Blight Certification and the Redevelopment Plan. The JCA Economic Restructuring Task Force should provide feedback and oversight throughout the planning process. In addition, a thorough public involvement process should be undertaken to gain borough-wide acceptance of the plan's final recommendations.
7. Adopt Redevelopment Plan. JCA's Economic Restructuring Task Force should request the Borough Planning Commission and the Borough Council to adopt the Redevelopment Plan. The Borough Council should then request the Montgomery County Planning Commission to adopt the Redevelopment Plan.
8. Create Redevelopment Proposal. The Montgomery County Redevelopment Authority will then prepare a Redevelopment Proposal to implement the Redevelopment Plan. Both Borough and County Planning Commissions review the Redevelopment Proposal and then approve, reject, or modify the Proposal. The County cannot accept the Proposal if the local governing body objects to it.
9. Contract with a Redeveloper. Once the Borough and County approves of the Redevelopment Proposal, the Montgomery County Redevelopment Authority may carry out the Proposal, including property acquisition and the use of eminent domain if necessary. State and federal laws require that people whose property is acquired by eminent domain receive just compensation for the real estate along with reimbursement of relocation expenses. Any property acquired by the Redevelopment Authority must be conveyed to a private redeveloper by a Redevelopment Contract, which is subject to approval of the Borough Council and the County Commissioners.

## SUMMARY OF RESPONSIBLE PARTIES

Although much of the oversight and direction for the redevelopment process should occur through the JCA's Economic Restructuring Task Force, the Borough Council will need to officially approve its actions and the ultimate products of the redevelopment process. In addition, the following agencies and organizations will need to be involved in some respect:

1. Borough Council
2. Borough Manager
3. Borough Planning Commission
4. Jenkintown Community Alliance
5. Montgomery County Planning Commission
6. Montgomery County Redevelopment Authority
7. Private economic consultant
8. Private civil engineering consultant
9. Private planning consultant (optional)

## SUMMARY OF POTENTIAL FUNDING SOURCES

Various sources of funding exist for redevelopment plans, especially as they relate to "Smart Growth" principles and curbing suburban sprawl by new infill development in older towns and cities. Depending on the type of funding program, the Borough may need to provide a minimal local match in fees or labor. Potential funding sources include:

- |          |                                                                                                                                                                                        |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Federal: | 1. U.S. Department of Housing and Urban Development <ul style="list-style-type: none"><li>• Community Development Block Grant (CDBG)</li></ul>                                         |
| State:   | 2. PA Department of Community and Economic Development <ul style="list-style-type: none"><li>• Communities of Opportunity Program</li><li>• Community Revitalization Program</li></ul> |
| Local:   | 3. Delaware Valley Regional Planning Commission <ul style="list-style-type: none"><li>• Transportation and Community Development Initiative (TCDI)</li></ul>                           |
|          | 4. Montgomery County <ul style="list-style-type: none"><li>• County Revitalization Program</li></ul>                                                                                   |
|          | 5. Borough of Jenkintown (local match)                                                                                                                                                 |

## APPROXIMATE PROJECT SCHEDULE

The redevelopment planning process will take several years from beginning to end, but the initial tasks can begin immediately through local volunteer efforts. The following provides an estimated timeline this redevelopment process:

1. Reconvene JCA's Economic Restructuring Task Force: 2-3 months
2. Secure funding for redevelopment process: 3-6 months
3. Pass resolution to seek assistance of Redevelopment Authority: 2 months

4. Prepare an RFP for consulting services: (concurrent with Step 3)
5. Select consulting team: 2 months
6. Begin redevelopment plans: 6 months
7. Adopt Redevelopment Plan: 2 months
8. Create Redevelopment Proposal: 3 months
9. Contract with a Redeveloper: (variable)

#### COST ESTIMATE

The overall costs of the redevelopment plans depends on the extent of local and county efforts and of private consulting firms. At the very least, a private economic consultant should be hired to provide a thorough cost/benefit analysis for the Redevelopment Plan, which may cost approximately \$10,000. In addition, a private civil engineering consultant should be hired to analyze the most cost efficient method of constructing a parking garage, as part of the Redevelopment Plan. This consulting fee may be approximately \$10,000. The Blight Certification, the Redevelopment Plan, and the Redevelopment Proposal may cost between \$40,000 - \$60,000.

### PROJECT DESCRIPTION

Traditional downtowns are increasingly adapting the management styles of suburban shopping malls in which a single entity supervises the appearance and maintenance of public spaces, maintains and manages parking, oversees marketing activities and actively recruits new tenants when vacancies occur. Downtown management can take a number of forms, ranging from a "Main Street Manager" to a Community Development Corporation or even a Business Improvement District. Regardless of the approach, the various forms of downtown management usually have one thing in common: a paid professional staff that is dedicated to providing economic development leadership and management. Jenkintown's traditional downtown, locally referred to as Uptown, requires an institutionalized management entity in order to effectively implement projects highlighted in the Revitalization Master Plan.

- **Main Street Manager**

The National Trust for Historic Preservation pioneered the "Main Street Manager" approach to help traditional downtowns retain their character and built form through historic preservation. In 1980, the National Main Street Center of the National Trust for Historic Preservation was established to provide guidance for communities across the nation in revitalizing their historic or traditional downtowns ([www.mainst.org](http://www.mainst.org)). Since then, the Main Street Manager approach has earned national recognition as a practical strategy appropriately scaled to a community's local resources and conditions, and has spread to over 1,600 communities.

Although the Main Street program was developed to save traditional downtowns and their historic commercial architecture, it also has become a powerful economic development tool. For instance, the average number of dollars generated in each community for every dollar used to operate the local Main Street program is \$39.22 reinvested for every \$1 spent (source: National Main Street Center). The success of the Main Street approach is based on a comprehensive strategy to improve all aspects of the downtown revitalization through four broad areas: organization, economic restructuring, design, and promotions (see sidebar).

### MAIN STREET APPROACH\*

**Organization** means getting everyone working towards common goals. The common-sense formula of a volunteer-driven program and an organizational structure of board and committees assisting professional management can ease the difficult work of building consensus and cooperation among the varied groups that have a stake in the district.

**Economic Restructuring** means finding new or better purposes for Main Street enterprises. Helping existing downtown businesses expand and recruiting new ones, a successful Main Street converts unused space into productive property and sharpens the competitiveness of its businesses.

**Design** means getting Main Street into top physical shape. Capitalizing on its best assets such as historic buildings and the traditional downtown layout is just part of the story. An inviting atmosphere can be created through window displays, parking areas, signs, sidewalks, street lights, and landscaping; good design conveys a visual message about what Main Street is and what it has to offer.

**Promotion** means selling the image and promise of Main Street to all prospects. By marketing the district's unique characteristics through advertising, retail promotional activities, special events, and marketing campaigns an effective promotion strategy forges a positive image to shoppers, investors, new businesses and visitors.

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\* Source: Pennsylvania Downtown Center

- *Community Development Corporation*

Community Development Corporations (CDC) are independent, non-profit, community-based organizations that undertake and manage the economic revitalization of communities and neighborhoods. CDCs are funded by grants from public agencies, foundation support, and sometimes through membership dues. CDCs attempt to formulate tailor-made solutions to meet their community's specific needs. The range of projects commonly assumed by CDCs include: providing affordable housing through renovations and construction; attracting economic development activity by assisting new businesses with training, loans, or adequate commercial space; and, improving community social services through counseling and education programs. CDC involvement in economic development can even extend to directing participating in property and land development. CDCs are governed by a Board of Directors, which consists of community businesspeople and residents, and function under the leadership of an Executive Director and a staff. Ultimately, CDCs chart the long-term vision for economic development.

- *Business Improvement District*

Business Improvement Districts (BID) are organizing and financing mechanisms used by property owners and merchants to facilitate the improvement of a clearly delineated business area. BIDs are based on state and local laws that permit downtown property owners to essentially tax themselves in order to finance and control downtown improvements. Generally, BIDs use a municipality's tax collection powers to assess business district properties in order to create a reliable, multi-year source of funds for economic development purposes. A municipality is charged, by ordinance, to tax the business district properties and then to return the collected taxes to the BID, which will use the funds for supplemental services and capital improvements beyond those provided by the municipality. The typical functions of a BID may include: district maintenance and security, marketing, business recruitment and retention, parking management, and physical improvements.

## PROJECT APPROACH

The most successful downtown management efforts are typically driven by the local volunteer efforts of concerned business owners and community leaders, who form an organization to maintain momentum. This bottom-up approach provides the support base necessary to continue downtown revitalization efforts over the long-term. This type of approach began three years ago in Jenkintown, when the "park vs. parking debate" led to the construction of the Town Square and the creation of the Jenkintown Community Alliance (JCA), a non-profit organization focused on developing a vibrant, central business district. Over the last few years, the JCA has worked on and recently received the Main Street Manager designation. Since the assistance that comes with this designation is only meant to last five years, the JCA should redefine itself as a Community Development Corporation in the near-term. Once it becomes a Community Development Corporation, the JCA will have more resources, power, and influence as the Uptown management entity. In the long-term, the JCA may need to create and manage a Business Improvement District, or similar business authority, as a way to secure a consistent funding source for operations and capital improvements.

### *JCA capitalizes on the Main Street Manager Program (short-term)*

During its inception period, the JCA worked with the Pennsylvania Downtown Center to help define a community vision statement and its organizational role and structure. The JCA created a Board of Directors, consisting of 17 volunteer members from the business and residential communities, and incorporated as a 501(c) 3 non-profit organization with the following mission statement:

"The mission of the Jenkintown Community Alliance is to attain the community's vision of a vibrant, diverse and economically strong central business district by: (a) organizing the volunteer efforts of our residents, businesses, property owners, and government, (b) developing and implementing design improvements that are consistent with Jenkintown's architectural richness, (c) promoting our strengths and opportunities, and (d) creating economic incentives to enable the business district to reach its full potential as an attractive and walkable retail, professional and entertainment destination."

These early organizational components have solidified the purpose of JCA's committed volunteers, who have consistently advocated for a revitalization plan to help solve some of Uptown's most pressing problems. Therefore, the JCA should continue its role as advocate and build consensus for the implementation of key improvement projects.

The PA Downtown Center recommended that the JCA structure itself as a "Main Street Manager" organization, based on the program pioneered by the National Trust for Historic Preservation. Accordingly, the JCA created three task force committees based on the typical organizational structure of a Main Street program: economic restructuring, design, and promotions. Since they were established, JCA's Task Forces recorded several accomplishments that provide good building blocks for future roles and revitalization projects.

- *Economic Restructuring Task Force*

The Economic Restructuring Task Force created a detailed list of businesses and property owners, and surveyed the community on business needs and services. The end products were utilized as part of the market study conducted for the Revitalization Master Plan. The Task Force should assist in the redevelopment of underutilized parcels in Uptown in order to provide new retail and office space, and to utilize the market study findings to help recruit complimentary business uses for Uptown.

- *Design Task Force*

The Design Task Force created design guidelines for a facade improvement grant program, which provides limited funds for cooperating businesses. This program was evaluated and supplemented as part of the Revitalization Master Plan. The Design Task Force should assist in the implementation of new design guidelines and a facade improvement loan program that provides greater financial assistance. In addition, the Task Force should assist in the implementation process for streetscape improvements detailed in the Revitalization Master Plan.

- *Promotions Task Force*

The Promotions Task Force created a communication network to galvanize support and consensus for JCA's efforts. The Task Force has produced website updates, press releases, public notices, and a calendar of events. Although these products are not your typical "bricks and mortar," they are the mortar that hold together each brick of the revitalization efforts and build a stronger organization and community. The Promotions Task Force should continue to publicize each project, whether small or large, in its early stages of planning to its inception. By creating a high level of awareness, the Task Force will keep the entire borough and the surrounding region aware of Jenkintown's exciting future.

The JCA should continue to build its membership base by recruiting current members of the Revitalization Task Force into these three committees, based on their level of interest, professional skills, and available time commitments. These members know the basis of the Revitalization Master Plan and continue to have an opportunity to ensure its implementation.

The JCA has moved the community a step closer towards downtown revitalization with its most recent efforts. In February 2002, the JCA was formally recognized as a Main Street Manager through the PA Downtown Center. With this designation, the JCA will have more potential to receive state and federal assistance on programmatic operations and to receive grant funding for planning activities and capital improvements. The JCA also hired a full-time executive director and opened an office at 413 Johnson Street. Now, the JCA has a paid professional to manage the complex activities inherent in downtown revitalization on a daily basis. In only three years, a volunteer group of community leaders built borough-wide support for a shared vision, created a dynamic organization to facilitate planning efforts, and have recently solidified its role as lead advocate of Uptown's revitalization. Uptown's future is well in the hands of the JCA.

#### *JCA redefines as Community Development Corporation (mid-term)*

JCA's members may not be aware of its organizational capacity, but it has all the essentials to transform itself into a "Community Development Corporation." A typical Community Development Corporation needs the following components in order to provide economic development leadership: membership, incorporation, staff, office, and work program. The JCA has essentially defined all the components necessary to becoming a Community Development Corporation over the last couple years as it worked to join the state's Main Street Manager Program. However, the JCA should expand the elements of its organization to fully evolve as an institutionalized management entity, especially so that it may help implement more complex revitalization projects such as managing and increasing the current parking supply.

The PA Downtown Center provides funds and technical assistance for Main Street communities for five years only. It inherently believes that five years will be necessary to grow and mature a Main Street Manager. The JCA's Board of Directors should focus on this growth by securing funds for its executive director and organizational expenses. Since the first five years are crucial for future longevity, the Borough should assist the JCA by facilitating grant applications, soliciting at-large political support, and, if necessary, providing direct or indirect funding. One way the JCA may secure the organization's funds, and future, is to redefine itself as a Community Development Corporation, expand its membership base, and establish annual fundraising programs.

As a Community Development Corporation, the JCA can raise funds for internal operations, receive tax-deductible contributions, and even borrow money for economic development purposes. In the past, the JCA raised funds for consensus-building purposes, such as the community's visioning process. In the near-term, it should consider a membership drive based on a dues-paying structure for individuals, businesses, and organizations. A marketing program detailing the importance of downtown revitalization should accompany this membership drive (see sidebar, "Why are Main Streets Important?"). Although limited, membership dues will provide an annual revenue source that can be utilized to fund small projects or to act as matching funds for obtaining state and federal grant money. Once a dues-paying membership is established, the JCA should consider borrowing money to fund capital improvements.

Seed money for a Community Development Corporation (CDC) is often scarce and usually comes from local sources. These sources may include grants from the local municipality or the county housing and/or community development offices, or from local banks. Initial funding may also derive from local fundraising efforts. Larger grants (from government offices, foundations, or private corporations) are most often granted to CDCs that are at least three years old and that have successfully completed two or three well-defined projects. Generally, grant money is tied to specific projects; additional operational expenses are often covered through fundraising activities conducted by the CDC and its Board of Directors.

### *Advocate CDC*

Advocate CDC has been operating in Philadelphia for over 30 years, in the West Diamond Street neighborhood. Largely volunteer-driven during its early years, Advocate CDC secured funding for its initial projects from state and federal government agencies and the Ford Foundation. Following the success of its initial projects, the organization was able to secure additional grant funding from government agencies and private foundations. Currently, foundations provide the bulk of the CDC's resources, with additional monies coming from an annual giving campaign, two annual fundraising events, and the sales of a benefit calendar. Advocate CDC is currently staffed with one full-time executive director and three part-time employees. Executive Director Joanne Jackson (215-765-3650) recommends that groups looking to form a CDC in their area form a well-thought out and directed plan, define discrete and achievable projects, and acquire grant-writing skills.

### *Ogontz Avenue Revitalization Corporation*

The Ogontz Avenue Revitalization Corporation (OARC) was founded in 1983 by Pennsylvania State Representative Dwight Evans. Initially begun as a grassroots volunteer organization, OARC now employs 12 staff members and is directed by a 21-member Board of Directors. With Representative Evans as its political patron, OARC has been able to secure healthy amounts of state and federal funding, supplemented by private grants and fundraising activities. OARC's John Unger (215-927-5455, ext. 13) suggests that new CDCs develop well-defined projects, as the vast majority of funding is tied to specific projects rather than operations. Mr. Unger also recommends working closely with government representatives (local, state, and national), as they will often know best what types of government funding might be available.

### *Allegheny West Foundation*

The Allegheny West Foundation (AWF) was incorporated in 1974 to improve the quality of life in Allegheny West neighborhood of Philadelphia. The Tasty Baking Company, in response to the ongoing flight of businesses from the community, initiated it in 1968. Like most CDCs, volunteers performed much of the organizing and drove most of the projects conducted by Allegheny West. Today, AWF has a small staff and a 20-member Board composed of community members and local officials. Its funding is derived largely from tax credits and grants tied to specific projects. AWF President Ronald Hinton (215-225-1019) advises fledgling CDCs to diligently secure community consensus in establishing a mission and undertaking specific projects. He insists that this step is especially important in diverse communities. Mr. Hinton also recommends that new CDC organizers meet with the staff of existing CDCs to learn about their operations, mission, and scope.

## WHY ARE MAIN STREETS IMPORTANT?\*

City governments and businesses commonly ask Main Street advocates, "Why should we invest in downtown?" In response, here are a few reasons why your downtown is an important and worthwhile investment in the economic health and quality of life in your community.

- Main Street is a symbol of community economic health, local quality of life, pride, and community history.
- A vital Main Street retains and creates jobs, which also means a stronger tax base.
- Main Street is also a good incubator for new small businesses.
- A vital Main Street area reduces suburban sprawl development.
- A healthy Main Street core protects property values in surrounding residential neighborhoods.
- The traditional commercial district is an ideal location for independent businesses.
- A revitalized Main Street increases the community's options for goods and services.
- Main Street provides an important civic forum, where members of the community can congregate.
- Many Main Street districts become tourist attractions.

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\*Source: National Main Street Center of the National Trust for Historic Preservation

## *JCA creates a Business Improvement District (long-term)*

Once the JCA becomes well established as a Community Development Corporation, it may find the need to create and manage a Business Improvement District, or similar business authority, as a way to secure a consistent funding source for capital improvements, such as streetscape improvements or new parking facilities. The JCA should only consider this option after significant progress towards revitalization has been made in the Uptown area and new retail and office uses have been found. The timing of a Business Improvement District is crucial, because property owners typically do not wish to pay extra tax dollars for improvements they believe should be coming through standard municipal operations. The JCA will need to advocate that a Business Improvement District is needed to continue downtown management efforts and physical improvements.

After significant consensus building among property owners, the JCA should work with Borough Council to create an ordinance delineating the Business Improvement District and the reasoning and method for taxation. According to Pennsylvania's Municipalities Planning Code (Part 5, Chapter 54, Section 5406), the total cost of the administrative services or improvements in the district shall be assessed to all of the benefited properties in the district by one of the following methods:

1. By an assessment determined by multiplying the total service and improvement cost by the ratio of the assessed value of the benefited property to the total assessed valuation of all benefited properties in the district.
2. By an assessment upon the several properties in the district in proportion to benefits as ascertained by viewers appointed in accordance with law.
3. In the case of improvements by an assessment upon the several properties in the district abutting the improvements or benefiting from the services, or, where more than one type of improvement or service is involved, designated types, by the front-foot method, with equitable adjustments for corner properties and other cases provided for in the assessment ordinance.

Due to the complex nature of establishing a Business Improvement District, the JCA should consult with other management entities of Business Improvement District, the Pennsylvania Department of Economic and Community Development, and if necessary, a professional attorney to help delineate the district, taxation method, and ordinance language.

**SUMMARY OF INITIAL WORK TASKS**

The following are initial work tasks recommended for the Jenkintown Community Alliance to successfully institutionalize as Uptown's management entity.

*Capitalize the Main Street Manager Program*

1. Reconvene Task Force Committees. The Economic Restructuring, Design, and Promotions Task Forces should reconvene and meet on a monthly basis to begin the implementation process. Each Task Force should recruit members from the Revitalization Task Force, as well as from the at-large residential and business community. Each Task Force should redefine its work program based on its inherent strengths for implementing the Revitalization Master Plan.
2. Investigate Opportunities for Organizational and Financial Assistance. The JCA has an outstanding contract with the PA Downtown Center, which should be used to provide assistance in either fundraising or marketing campaigns. The JCA should investigate the strongest areas of expertise within the PA Downtown Center to effectively tap its organizational knowledge. In addition, the JCA should investigate opportunities through the National Main Street Center, which offers publications, audiovisual materials, computer software, and a national conference that provides good training opportunities. The JCA should also join the National Main Street Network, which provides a link to other organizations and communities' experiences in the Main Street Program, so that it does not have to reinvent the wheel.

### *Redefine as a Community Development Corporation (CDC)*

1. Define JCA's new role as CDC. The JCA is currently involved in borough-wide improvement projects. In the near-term, the JCA should establish a work program focused solely on improvements to Uptown. Areas outside of Uptown should be the responsibility of Borough Council and Borough administration.
2. Publicize JCA's new role as CDC. The JCA should publicize its newly defined role as a Community Development Corporation for the Uptown area. First, the JCA should communicate its new role by meeting with other organizations within the Borough. Then, the JCA should use press releases to communicate its new role to the surrounding municipalities and region.
3. Undertake Membership Drive. The JCA should expand its organizational and financial base through a comprehensive membership drive, based on a dues-paying structure for individuals, businesses, and organizations.
4. Secure Additional Funding Sources. JCA's Board of Directors should investigate different funding opportunities at the state and federal level. The Borough should assist the JCA in applying for grants, lobbying political representatives, and providing matching funds.

### *Create a Business Improvement District (BID)*

1. Investigate legal nature of BIDs. The JCA should research the legal structure of other Business Improvement Districts in the region. The JCA should consult with the PA Department of Community and Economic Development, as well as the PA Downtown Center, to fully understand the ramifications of a Business Improvement District.
2. Advocate for BID. The JCA should build support and consensus for a Business Improvement District among the potentially affected property owners. This support will be necessary to pass an ordinance delineating the Business Improvement District.
3. Hire an attorney for BID ordinance language. The JCA should hire an attorney to provide the necessary technical expertise for an ordinance delineating the structure of a Business Improvement District.
4. Pass BID ordinance. The JCA should work with Borough Council to pass an ordinance for a Business Improvement District.

## SUMMARY OF RESPONSIBLE PARTIES

In order for the JCA to become institutionalized as Uptown's management entity, several organizations will be critical for its future organization and implementation. They should include:

- Jenkintown Borough Council
- Jenkintown's at-large business community
- Jenkintown's civic organizations
- PA Downtown Center
- PA Department of Community and Economic Development
- The National Trust for Historic Preservation

## SUMMARY OF POTENTIAL FUNDING SOURCES

In February 2002, the JCA was approved as a Main Street Manager through the PA Downtown Center. With this designation comes partial state funding over the next four years, which is tiered in the following manner (Note: JCA has already received nominal funding for Year 1):

- \$35,000 for Year 2
- \$30,000 for Year 3
- \$25,000 for Year 4
- \$20,000 for Year 5

These funds are meant to stabilize the organization, while it searches and creates more funding sources. Due to the economic importance of the revitalization efforts, the Borough should provide matching funds to help the JCA meet its annual operating budget during the state's four-year funding cycle. Once the JCA's annual budget is secured, the organization can focus on its institutional evolution and develop more secure funding sources for Year 6 and beyond. More importantly, the JCA will be able to focus its efforts on implementing specific revitalization projects, which will give the organization a consistent track record that is needed to help secure county, state, federal, and private sources. A small local investment in the short-term is almost guaranteed to produce "bricks & mortar" results in the long-term.

Various sources of funding exist for the starting and maintaining downtown management entities, whether it is a Main Street Manager or a Community Development Corporation. These funds may come from the public sector including federal, state, and local governments, and the private sector including intermediaries, corporate and private philanthropies, business partnerships, and quasi-private entities. Specific funding sources include:

- Federal:
1. U.S. Department of Housing and Urban Development
    - Community Development Block Grant (CDBG)
  2. U.S. Department of Commerce
  3. Small Business Administration
  4. Federal Home Loan Bank System
    - Fannie Mae
    - Freddie Mac

- State: 5. PA Department of Community and Economic Development
- Community Revitalization Program
  - Community Economic Development Loan Program
  - Small Communities Planning Assistance
  - State Planning Assistance Grants (SPAG)
- Local: 6. Montgomery County Revitalization Program
7. Borough of Jenkintown (local match)

The National Congress for Community Economic Development has a very informative website further describing funding information and providing direct links to the federal sources listed above. Their address is [www.ncced.org/funding/index.htm](http://www.ncced.org/funding/index.htm). More information on state funding sources and procedures for applying can be found at the Pennsylvania Department of Community and Economic Development's website at [www.dced.state.pa.us](http://www.dced.state.pa.us).

For an excellent example of how community development corporations are organized and operated visit the website of the Philadelphia Association of Community Development Corporations (PACDC) at [www.pacdc.org](http://www.pacdc.org). PACDC provides technical assistance, training, and information to CDCs in the Philadelphia area. This would be a valuable starting point to obtain useful information on how other successful, local community development corporations were formed and organized. PACDC also publishes a newsletter and serves as a clearinghouse for information and legislation of interest to community development corporations.

According to the PACDC's website, the following funding sources and leads have been used successfully by CDCs in the Philadelphia region:

- *Delaware Valley Grantmakers*  
Delaware Valley Grantmakers (DVG) is a nonprofit membership association comprised of 140 organizations representing corporations, private foundations, community foundations, donor-advised funds, charitable trusts and grant making public charities located in southeastern Pennsylvania, southern New Jersey and Delaware. Our primary mission is to promote effective philanthropy by providing grant makers with continuing education, communication, and information exchange, provide a focus for collaborative grant making, public policy development, community problem solving and enhancing the environment for the growth of philanthropy and communicating the message of its role and value in our society.
- *First Union National Bank*  
Meeting our communities' needs is one of First Union's core values. We focus on two important community issues: education and revitalization. Both of these strategic First Union initiatives are designed to foster a sense of empowerment and independence among our communities. Our contributions, loans, investments and employee volunteers help turn these corporate dreams into reality.
- *Grant Seeker*  
GrantSeeker is a reflection of the success of the state-specific Grants Guides that have been published for over 4 years. The books were the first to identify all five sources of funding, foundation and philanthropic trusts, corporate giving, government and religious funders. Although

the Guides are still being published, the Internet was a natural progression for the data. The Internet allows customers to search the information in a variety of ways and allows for dynamic content changes.

- *Local Initiatives Support Corporation*  
LISC provides grants, loans and equity investments to CDCs for neighborhood redevelopment.
- *Pennsylvania Department of Community and Economic Development*  
The mission of the Department of Community and Economic Development is to foster opportunities for businesses and communities to succeed and thrive in a global economy, thereby enabling Pennsylvanians to achieve a superior quality of life.
- *Seedco*  
Integrate social and economic development with physical development. Create community development projects that are economically sustainable. Solicit the involvement of local and national partners.
- *The Fannie Mae Foundation*  
The Fannie Mae Foundation creates affordable homeownership and housing opportunities through innovative partnerships and initiatives that build healthy, vibrant communities across the United States. The Foundation is specially committed to improving the quality of life for the people of its hometown, Washington D.C., and to enhancing the livability of the city's neighborhoods.
- *The Foundation Center*  
The mission of the Foundation Center is to foster public understanding of the foundation field by collecting, organizing, analyzing, and disseminating information on foundations, corporate giving, and related subjects. Our audiences include grant seekers, grant makers, researchers, policymakers, the media, and the general public.
- *The Pennsylvania Housing Finance Agency*  
The Pennsylvania Housing Finance Agency was created by the General Assembly in 1972 to provide more affordable housing for older adults, families of modest means and persons with disabilities.
- *The Pew Charitable Trusts*  
Private philanthropies supporting nonprofit activities in the arts and culture, education, the environment, health and human services, public policy and religion.
- *The Philadelphia Foundation*  
The Foundation links community resources with community needs by building a pool of funds from donors in the community, investing these funds, and distributing money from these funds as grants to organizations and institutions working to solve problems and create possibilities in their communities.
- *The Philadelphia Neighborhood Development Collaborative*  
PNDC was founded in 1992 in recognition of Philadelphia's need for a critical mass of community development corporations (CDCs) with the organizational stability, staff capacity and

experience to develop and manage housing and community development projects in their neighborhoods. PNDC provides significant and predictable (3-year) general operating funds and technical assistance to CDCs for their organizational development.

- *The Samuel S. Fels Fund*

The general purpose of the Fund, as stated in the Charter, is "to initiate and to assist any activities or projects of a scientific, educational or charitable nature which tend to improve human daily life and to bring to the average person greater health, happiness, and a fuller understanding of the meaning and purposes of life."

- *The William Penn Foundation*

The William Penn Foundation strives to improve the quality of life in Greater Philadelphia, particularly for its economically disadvantaged residents. The Foundation serves nonprofit organizations that help people improve their lives within a more just and caring society

- *U.S. Department of Housing and Urban Development*

HUD offers grants, loans, contracts, and other business opportunities to a wide variety of agencies, organizations, and companies. We welcome your partnership in creating housing opportunities and building communities in America.

## SUMMARY OF INITIAL TASK FORCE

The JCA's Executive Director and Board of Directors should determine the exact timeline for the JCA's organizational evolution, because they will inherently understand the organization's capacity for change and additional responsibilities. However, the following provides an estimated timeline for specific tasks necessary for the organization's evolution.

### *Capitalize the Main Street Manager Program*

1. Reconvene Task Force Committees. 1- 2 months
2. Investigate Opportunities for Organizational and Financial Assistance. (on-going)

### *Redefine as a Community Development Corporation (CDC)*

1. Define JCA's new role as CDC. 6 - 12 months
2. Publicize JCA's new role as CDC. 3 months
3. Undertake Membership Drive. 3 months (concurrent with Task 2)
4. Secure Additional Funding Sources. (on-going)

### *Create a Business Improvement District (BID)*

1. Investigate legal nature of BIDs. 6 -12 months
2. Advocate for BID. 6 months
3. Hire an attorney for BID ordinance language. 3 months
4. Pass BID ordinance. 3 months

## COST ESTIMATES

Determining costs for a programmatic project such as establishing a downtown management entity is difficult, as the costs depend on many variables. The JCA should keep in mind that much of the organization's continuing efforts will be voluntary, and thus not incur tangible costs. However, it is anticipated that during the first years of inception, the management entity will require a budget of approximately \$40,000 to \$50,000 to cover the costs of the executive director's salary and approximately \$5,000 to \$10,000 to cover the costs of the office space lease and equipment.