



# APPENDICES

## APPENDIX 1: Findings from Previous Jenkintown Surveys

### Comments from 1999 Community Survey

#### **What do you think would most improve the look of the Jenkintown Business District?**

Make sidewalks on both sides of 611 the same / slow down traffic so people can walk along 611 and enjoy the shops / reinstate parking on 611 as in Hatboro and Chestnut Hill / façade improvements / a comprehensive plan agreed upon by business and residents / fill vacancies / trees on York Road / better sidewalks / coordinate appearance on an attractive unified theme / set design standards / outdoor restaurant seating on West Avenue / theme with % off taxes to all who comply / restrictions on signs, paint, etc as in Chestnut Hill / coordinate retail environment with stores that encourage foot traffic / clean up the streets / establish an identity for the town / fewer empty stores / entice new stores / parking / no architectural integrity or consistency in the business district

#### **Considering that the majority of businesses in Jenkintown are not the owners of their building, how would you suggest that needed improvements to the building be accomplished?**

Town building code office / allocate a portion of tax dollars from commercial properties to improve occupied buildings first / give tax breaks to owners of occupied buildings to give them more incentive to rent them / bring in major chain retailers / public notice identifying the owner / fines imposed on owners / give two notices and then close / first enlist cooperation of the owners using award and recognition of improvements; carrot rather than stick / owners and businesses should share improvement expense / enforce regulations / architectural review board

#### **What should be done to increase parking?**

Have business owners park in library lot / build a parking facility / allow residents to use church parking at night / designate a parking place for store owners / optimize current resources / utilize Immaculate parking space more effectively / parking on York Road / require business people to park away from center of town / better parking directional signs on York Road / get rid of the parking meters / get rid of 15 to 30 min parking on 700 block of West Avenue. / ticket all the merchants who park at meters all day

### Jenkintown Community Alliance workshop

January 2000

#### **What are the two elements of your vision? (Uptown and business vision)**

Well organized place to shop / business where people want to shop / commerce expand into 21st century / vibrant businesses / self-contained community shopping / improved shopping / vibrant business community / a well-planned business community / good business development / mix of retail and service businesses / store groups for shopping, gifts / strong, stable retail / great shopping and dining / strong, specialized business district / integrated commerce / professionals, offices in upper floors of businesses / nice stores, go, not go through / vital, thriving, successful businesses / able to do all shopping / central business coordinator

**What are two things that have to happen for your vision to come true?** (Uptown and business ideas)

Fill empty stores / better shopping hours / understand the customer, attract more / attract good, nice, fun businesses / appropriate businesses for "walking shopper" / residents and visiting shoppers willing to pay for privilege / attract the consumer / better acceptance of business community by residents / get tenants for empty stores / better quality stores / strong, stable retail districts / variety of stores, restaurants / fill empty stores with unique, retail stores / non-resident merchants must take interest in community / arrange for low cost loans to improve properties / establish businesses away from uptown / attract customers by train / merchants responsible for store fronts / more service, less retail / market / more accessible

**What three outcomes, actions or "results" do you hope will be implemented or accomplished at this time?** (Uptown and business actions)

Get stores that will draw people / uniform, broader shopping hours / keep business properties up / compete with other market areas / small business friendly / fill vacant store fronts / better rapport between business and neighborhoods / more shops / new businesses / more shoppers / all properties rented and repaired / more mom and pop businesses by residents / unique shops / attract upscale business / renew constantly / thriving local economy / incentives

**What has Uptown become?**

*Assets and resources*

A few shops / place to go for specialty items, movies and eat out / help bring commercial together / beginning to improve / not a typical destination / goal: 100% occupancy / for businesses to prosper, so must the town

*Deficits*

A place to struggle to keep commerce alive, survival / very business unfriendly / deterioration is lack of business and customers / a challenge to stop and shop quickly / empty stores / sparsely rented / stop in and leave / smile with missing teeth / throughway rather than destination

Jenkintown Community Alliance business owner survey

Summer 2000

	<u>All businesses</u>	<u>Retail</u>	<u>Office</u>
Are you planning to expand?			
<i>yes</i>	26%	31%	21%
<i>no</i>	74%	69%	79%
If so, can you expand in Jenkintown?			
<i>yes</i>	39%	35%	42%
<i>no</i>	61%	65%	58%
Would similar businesses to your own in J'town:			
<i>enhance and complement your business</i>	17%	21%	13%
<i>help your business somewhat</i>	15%	9%	21%
<i>take away some of your business</i>	56%	58%	54%
<i>threaten your business</i>	12%	12%	13%

	<u>All businesses</u>	<u>Retail</u>	<u>Office</u>
How long have you been in business?			
just opened	3%	3%	0%
less than one year	3%	6%	0%
1-2 years	7%	6%	6%
3-5 years	12%	12%	6%
6-10 years	13%	6%	19%
over 10 years	62%	67%	68%
Has your sales vol/rev increased over the past year?			
increased	55%	61%	43%
decreased	20%	19%	23%
stayed the same	25%	19%	33%
Do you own the property where your business is located?			
yes	30%	24%	41%
no	70%	76%	59%

### Jenkintown Community Alliance town meeting

January 2001

Recommendations from the economic restructuring group:

- Coupons for local stores
- Desired businesses: diverse restaurants, breakfast place, dime store, bakery, deli, tobacco store, clothing stores (mid-priced and anchor), hardware, upscale bar, more art galleries, taverns/pubs, new and used music stores, paint store
- Spill-over problems: trash (more public containers and pick-ups); parking (need analysis, garage at Old York and Greenwood, parking arrangements with the church and library); cross Old York Road
- Shopper's buses on Old York Road during art and cultural events

## Appendix 2: Jenkintown Business Roster

Business	Street Address	Business Type
Savings Abstract	457 York Rd.	Abstract
Alan Lowenstein	101 Greenwood Avenue	Accountant, CPA
Dershowitz & Co.	209 York Rd.	Accountant, CPA
George O'Connell & Co.	601 Summit Avenue.	Accountant, CPA
Kopple & Gottlieb	420 York Rd.	Accountant, CPA
Larsen H. Schilling CPA	300 Cottman St	Accountant, CPA
Lawrence J. Hahn CPA	505 York Rd.	Accountant, CPA
Lipschutz, Robert	101 Greenwood Avenue	Accountant, CPA
M.A. Rasman & Associates	809 Cloverly Avenue	Accountant, CPA
Marvin Rubin & Co.	505 York Rd.	Accountant, CPA
Michael H. Agin CPA	505 York Rd.	Accountant, CPA
Sailor, Mark I.	101 Greenwood Avenue	Accountant, CPA
Stankiecz, Raymond, R.	720 Greenwood Avenue	Accountant, CPA
Zelenkofske, Axelrod & Co. CPAs	500 York Rd.	Accountant, CPA
Weeks Worthington & Co.	179 Washington Ln.	Adjusters
General Media	720 Greenwood Avenue	Advertising
Smartwork	469 Johnson St.	Advertising
Something Special	411 Cottman St	Advertising
The Personal Touch	312 Cottman St	Advertising
Hidden Treasure	400 Leedom St.	Antiques
Jeffrey Caesar Antiques	214 York Rd.	Antiques
Jenkintown Antique Guild	208 York Rd.	Antiques
Marnie Miller	429 Johnson St.	Antiques
Arthur Argue	433 Leedom St.	Antiques, Restoring
Jenkintown Gardens Apts	155 Washington Ln.	Apartments
E & B Jenkintown Vacuum	723 West Avenue	Appliances
Jenkintown Electric	220 York Rd.	Appliances
Stereo Trading Outlet	320 York Rd.	Appliances
Ed Reilly TV Doctor	715 Greenwood Avenue	Appliances, Repair
Hendrixson Architects Inc	707 Washington Ln.	Architect
Lance R. Kraemer	151B Washington Ln.	Architect
Paul D. Remus	610 Shoemaker Avenue.	Architect
Warren Beltz, Architect	826 West Avenue	Architect
Ed Landau Landscape Architect	533 Greenwood Avenue	Architect, Landscape
Gibson Associates	101 Greenwood Avenue	Architects
John J. DiBenedetto Associates	210 York Rd.	Architects
Phase II Designs	425 Johnson St.	Architects
The Klett Organization	112 York Rd.	Architects
Jenkintown School of Dance	700 Washington Ln.	Art
The Ming Tree	207 York Rd.	Art
Graphic Fashions Inc	426 Vernon Rd.	Art, Commercial
Robert Grooms Artist	307 West Avenue	Art, Commercial
Jerome Schurr Artist	100 Greenwood Avenue	Art, Fine
Albright, John A. Murals	400 Rodman St.	Art, Murals
Allegheny Art Company	318 Leedom St.	Art, Supplies
SummersGate	440 York Rd.	Assisted Living

<b>Business</b>	<b>Street Address</b>	<b>Business Type</b>
Bauer Repairs	214 Leedom St.	Auto
Cedar Street Garage	208 Cedar St.	Auto
EZ Auto Tags	413 York Rd.	Auto
Glanzmann Subaru	Washington Ln & York Rd.	Auto
Hallco Starters & Alternators	212 Leedom St.	Auto
Hillside Auto Service	500 Hillside	Auto
TEC ONE	439 Leedom St.	Auto
First National Safe Deposit Corp.	West & York Rd.	Bank
First Union	400 York Rd.	Bank
Jefferson National Bank	Washington Ln & York Rd.	Bank
Royal Bank	600 York Rd.	Bank
Salem Federal Credit Union	610 Summit Avenue	Bank,Credit Union
Nini Cosmetics	610 York Rd.	Beauty Consultant
Happy Fingers Nail Club	475 York Rd.	Beauty, Nails
Jeannie's Nails	713 West Avenue	Beauty, Nails
Laura's Nail	303 1/2 York Rd.	Beauty, Nails
Le Papillion Beauty Salon	610 York Rd.	Beauty, Salon
North Star Salon	728 West Avenue	Beauty, Salon, Spa
Lincoln Benefits Group	115 West Avenue	Benefits
Jenkintown Beverage	606 Greenwood Avenue	Beverages, Alcohol
Jenkintown Wine and Spirits	416 York Rd.	Beverages, Alcohol
Archies Tavern	603 Summit Avenue	Beverages, Tavern
Buckets	810 West Avenue	Beverages, Tavern
Wow Used Books	215 York Rd.	Books
Global Associates	309 Florence Avenue	Business
York Rd Ventures	321 York Rd.	Business
Advanced Utility Concepts	309 Nice Avenue.	Business, Consultant
Harbor Health Management Services	720 Greenwood Avenue	Business, Consultant
Joshua Waters Professional Planning	311 Nice Avenue.	Business, Consultant
Practical Healthcare Solutions LLP	101 West Avenue	Business, Consultant
Strategic Research & Services Inc.	431 York Rd.	Business, Consultant
Better Business Forms	414 Cedar St.	Business, Service
Camp Ramah in the Poconos	101 Greenwood Avenue	Camp
Stutz Candy	600 Greenwood Avenue	Candy
Charterboard Charts Inc.	411 Linden St.	Charts
Jeanne's Child Care Center	1220 Greenwood Avenue	Childcare
Montgomery Early Learning Centers	West & Highland Avenue	Childcare
Glorimont	505 York Rd.	Clothing, Children's
Tuxedo Guys	433 York Rd.	Clothing, Formal
Silhouette Shop	419 York Rd.	Clothing, Lingerie
Raymond Custom Shirts	113 York Rd.	Clothing, Men
Ventresca The Store	315 York Rd.	Clothing, Men
West Avenue Shirts	617 West Avenue	Clothing, Men
Tim's Racquet	304 York Rd.	Clothing, Sports
Prima Soft Dancewear	213 York Rd.	Clothing, Specialty
16s, 18s, 20s	301 Leedom St.	Clothing, Women

<b>Business</b>	<b>Street Address</b>	<b>Business Type</b>
Andrea Udell	501 York Rd.	Clothing, Women
Berta Sawyer	306 York Rd.	Clothing, Women
Eastman, Arnold	101 Greenwood Avenue	Clothing, Women
Evelyn Magerman Fashions	319 York Rd.	Clothing, Women
Marisha	505 York Rd.	Clothing, Women
Botwinicks	479 York Rd.	Clothing, Young People
Chickie's Daughter	93 York Rd.	Clothing, Young People
Second Source Computers	479 York Rd.	Computers
FYI Computer Systems	420 Highland Avenue	Computers, Consultant
Delaware Valley Management	227 Washington Ln.	Consultant, Management
Marathon Corp	201 York Rd.	Contractor
Oren Associates Inc	419 Johnson St.	Contractor
Lawrence J. Hahn CPA	505 York Rd.	CPA, Tax Preparation
Alfred S. Halas DMD	418 Cottman St	Dentist
Cary J. Limberakis DMD	500 York Rd.	Dentist
Edward Di Paul	418 Cottman St	Dentist
Gary A. Udis	403 Washington Ln.	Dentist
Harry A. Chess	201 York Rd.	Dentist
James L. Ludt DDS	123 York Rd.	Dentist
Jeffery P. Cooper	380 York Rd.	Dentist
Karin Rosenzweig DMD	426 Cottman St	Dentist
William L Isaacs	426 Cottman St	Dentist
Lloyd, Robert W. DMD	439 York Rd.	Dentist, Children's
Margraf	611 Harper Avenue	Dentist, Dental Manufacturing
E. Steven Moriconi DMD	609 Harper Avenue	Dentist, Oral Surgery
Fashid Sanavi DMD	439 York Rd.	Dentist, Periodontics
Gregory K. Fox DMD	439 York Rd.	Dentist, Periodontics
Alpha Center Divorce Mediation	413 Johnson St.	Divorce Mediation
Gayle Lacks MD	711 West Avenue	Doctor
Gwendolyn J. Liang MD	510 West Avenue	Doctor
Jeffery S. Chase MD	500 York Rd.	Doctor
Computer Drafting Services	453 Johnson St.	Drafting
Eric's Cleaners	708 West Avenue	Dry Cleaning
Michael's Cleaners	501 York Rd.	Dry Cleaning
Triangle Cleaners & Dyers	609 Summit Avenue.	Dry Cleaning
Hi Fi House	509 York Rd.	Electronics
Dental Power of the Delaware Valley	472 Johnson St.	Employment Agency
James A. Dangovetsky CIPE	533 Greenwood Avenue	Engineer, Consulting
Myriad Professional Services	518 Cedar St.	Engineering and Drafting
Vinokur-Pace	135 York Rd.	Engineers, Consulting
Chas III Theater	212 York Rd.	Entertainment
Party Please Inc.	303 Leedom St.	Entertainment
Walt Reeder Productions	501 Washington Ln.	Entertainment
The Amazing Vindini	409 West Avenue	Entertainment, Magician
Jazz Improv	491 York Rd.	Entertainment, Musicians
Northern Ophthalmic Assocs.	500 York Rd.	Eye

Business	Street Address	Business Type
Opticians Wilson and Sheldon	700 West Avenue	Eye
Pearl Express	93 York Rd.	Eye
Suburban Eye Associates	510 West Avenue	Eye
Sunrise Optical	451 York Rd.	Eye
Commonwealth Consulting Group	115 West Avenue	Financial Planning
Lincoln Investment Planning	101 West Avenue	Financial Planning
Professional Planning Assocs.	311 Nice Avenue	Financial Planning
Schwartz Financial Services	115 York Rd.	Financial Services
Fox's Jenkintown Flower Shop	419 Cedar St.	Florist
In Bloom	319 York Rd.	Florist
Charles E. Blumer	501 Washington Ln.	Food Broker
Carmen's Bakery & Ices	703 West Avenue	Food, Bakery
Sweet Dreams	749 Yorkway Place	Food, Bakery
211 York	211 York Rd.	Food, Dining
Buca Di Beppo	309 York Rd.	Food, Dining
International House of Pancakes	481 York Rd.	Food, Dining
La Pergola	726 West Avenue	Food, Dining
Mirna's Café	417 York Rd.	Food, Dining
Outback Steakhouse	610 York Rd.	Food, Dining
Phriends Café	718 West Avenue	Food, Dining
Pizza Hut	449 York Rd.	Food, Dining
Fill A Bagel	424 York Rd.	Food, Lunch
Old Phila. Sandwich Shoppe	501 York Rd.	Food, Lunch
Petals and Perks Café	West Avenue. & Greenwood Avenue	Food, Lunch
Secret Garden Café	610 York Rd.	Food, Lunch
West Avenue Grille	709 West Avenue	Food, Lunch
China Keng	408 York Rd.	Food, Quick
Curds & Whey	501 York Rd.	Food, Quick
Fiesta Pizza V	407 York Rd.	Food, Quick
Mom's Bake at Home Pizza	471 York Rd.	Food, Quick
Sam's Grill	93 York Rd.	Food, Quick
Exxon	101 York Rd.	Food, Store
Art and Framing Center	413 York Rd.	Framing
Framers Workroom	435 York Rd.	Framing
Helwig Funeral Home	463 York Rd.	Funeral Home
Joseph J. McGoldrick Funerals	Cedar St. & West Avenue	Funeral Home
Charming Home Furnishings	109 York Rd.	Furniture
Dinette & Sleep Shop and Annex	218-224 York Rd.	Furniture
Moderne Life Interiors	325 York Rd.	Furniture
Lang LaSalle Jones America Inc.	101 Greenwood Avenue	Furniture, Leasing
Moonsail Canvas	305 York Rd.	Gift
This Little Gallery	617 West Avenue	Gift
Blue Body and Home	707 West Avenue	Gifts
Breslin's Consignment Corner	719 West Avenue	Gifts
Distinctive Gifts	424 York Rd.	Gifts
Olive Tree	712 West Avenue	Gifts



<b>Business</b>	<b>Street Address</b>	<b>Business Type</b>
Second Hand Rosie	715 West Avenue	Gifts
Very Important Gifts	303 Leedom St.	Gifts
Gift Baskets Galore	801 Greenwood Avenue	Gifts, Baskets
Boxworks	505 York Rd.	Gifts, Wrapping
Art 270	741 Yorkway Place	Graphic Design
C2 Design	720 Greenwood Avenue	Graphic Design
Felice Croul Assoc.	413 Johnson St.	Graphic Design
Jerry's Barber Shop	807 Greenwood Avenue	Hair, Barber
Mr. Paul's Barber Shop	415 York Rd.	Hair, Barber
The Masculine Touch	201 York Rd.	Hair, Barber
Barber Shop	613 West Avenue	Hair, Barber
Accent On Beaute'	505 York Rd.	Hair, Salon
Angelo's Hair Design	814 West Avenue	Hair, Salon
David Arnold Hair Salon	603 West Avenue	Hair, Salon
Images Hair Studio	740 Yorkway Place	Hair, Salon
Inna's Barber Land	609 West Avenue	Hair, Salon
All-Med Assoc.	445 Cedar St.	Health
Jenkintown Chiropractic	435 Johnson St.	Health
Jenkintown Hearing Aid Center	179 Washington Ln.	Health
Suburban Chest Assoc.	314 Cottman St	Health
Spartan Health Center	430 Leedom St.	Health, Center
Jenkintown Medical Assoc.	314 York Rd.	Health, Doctor
Castellina	515 York Rd.	Home
Fabric Center Draperies	Johnson & Cherry St	Home
Logan Lighting	204 York Rd.	Home
National Floor Covering Co.	117 York Rd.	Home
Pella Windows	479 York Rd.	Home
Ruth Weiner Interiors	PO Box 166	Home
Wall Paper Store	119 York Rd.	Home
Robert Psulkowski Custom Carpentry	312 Summit Avenue.	Home, Carpentry
Breslin Contracting	636 Wanamaker Rd	Home, General Contractor
Joseph Connelly	411 West Avenue	Home, General Contractor
Draper's Repairs	200 Walnut St.	Home, Improvements
Amerispec Home Inspection Service	748 Rodman St.	Home, Inspection
Imperial Lighting	720 Greenwood Avenue	Home, Lighting
Light and Accents	812 West Avenue	Home, Lighting
William S. Miller & Assoc.	720 Greenwood Avenue	Home, Lighting
A. O'Lynch Painting	415 Florence Avenue.	Home, Painting Contractor
Continental Materials	101 Greenwood Avenue	Home, Paving Materials
FLS Plumbing Inc.	309 Rodman St.	Home, Plumbing
McErlean Plumbing and Heating	512 Leedom St.	Home, Plumbing
Richard Bennett	411 Linden St.	Home, Plumbing
ADR Services - Sink Repair	491 York Rd.	Home, Repair
TEK Insurance Assocs.	746 Yorkway Place	Insurance
Allman & Co.	605 York Rd.	Insurance
General Insurance Co.	115 West Avenue	Insurance

<b>Business</b>	<b>Street Address</b>	<b>Business Type</b>
Montgomery Benefits Group	469 Johnson St.	Insurance
State Farm	93 York Rd.	Insurance
Fritz Insurance Agency Inc.	115 West Avenue	Insurance, Consultant
CP Commercial Specialists	101 Greenwood Avenue	Insurance, Inspection
DIT International Technology Ltd.	115 West Avenue	International Trade
Fahnestock & Co.	500 York Rd.	Investments
John Sigmund & Associates	101 West Avenue	Investments
Keitz Investment Management	100 West Avenue	Investments
Morgan Stanley Dean Witter	610 York Rd.	Investments
Axelrod & Associates	101 Greenwood Avenue	Investments, Securities
Prudential Securities Inc.	610 York Rd.	Investments, Securities
A. M. Ross & Sons	411 Cottman St	Jeweler
Beifield Jewelers	501 York Rd.	Jeweler
Diana Jewelry	403 York Rd.	Jeweler
Edelman's Coins and Stamps	301 York Rd.	Jeweler
Jaspar Kegge	607 West Avenue	Jeweler
Jenkintown Jewelers	721 West Avenue	Jeweler
Lawson Reggie Jeweler	705 West Avenue	Jeweler
Mitchel Rosnov	320 York Rd.	Jeweler
My Jewel Shop	411 York Rd.	Jeweler
Sacks Jewelers	201 York Rd.	Jeweler
Dawicki Landscaping	PO Box 123	Landscaping
Harry Smith & Son	217 Summit Avenue	Landscaping
Akbari, Reiss & Graff	410 York Rd.	Lawyer
Cabavel, Gessner & Banister	431-433 York Rd.	Lawyer
Center for Disability Benefits Law	610 York Rd.	Lawyer
Charles P. Zerbe	720 Greenwood Avenue	Lawyer
David M. Seltzer	610 York Rd.	Lawyer
Disability Benefits Law Center	610 York Rd.	Lawyer
George Lucus Esq.	745 Yorkway Place	Lawyer
Gilfillan, Gilpin & Brehman	101 Greenwood Avenue	Lawyer
Goldblum & Hess	101 Greenwood Avenue	Lawyer
Goldenberg & Rosenthal	101 West Avenue	Lawyer
John Conner	711 West Avenue	Lawyer
Jonathan H. Ellis	216 York Rd.	Lawyer
Joshua B Ladov	610 York Rd.	Lawyer
Kornblau & Kornblau	610 Harper Avenue	Lawyer
Lawrence E Feldmen & Assoc.	101 Greenwood Avenue	Lawyer
M. Kristi Cook	155 West Avenue	Lawyer
Murland & Goldstein	115 West Avenue	Lawyer
Rakinic & Assoc.	500 York Rd.	Lawyer
Randy H. Kaplan Law Offices	610 York Rd.	Lawyer
Richard Green	101 Greenwood Avenue	Lawyer
Robert O'Shea	130 Summit Avenue	Lawyer
Semanoff, Ormsby & Greenberg	610 York Rd.	Lawyer
Silverman & Bluestein	200 York Rd.	Lawyer

**Business****Street Address****Business Type**

<b>Business</b>	<b>Street Address</b>	<b>Business Type</b>
Sims & Snyder	200 York Rd.	Lawyer
Ted Walkenhorst	610 York Rd.	Lawyer
Craig B. Bluestein	200 York Rd.	Lawyer, Adoption
Stocker & Worthington	820 Homestead Rd.	Lawyer, Estates
Blue Ribbon Vending Co.	610 York Rd.	Management Consultants
Metro Equity Inc.	200 York Rd.	Management Consultants
Willard Inc.	375 Highland Avenue	Mechanical Contractor
Michael K. Montanaro, PhD.	601 Summit Ave.	Mental Health, Counselor
Deborah N Shoenfeld MA	472 Johnson St.	Mental Health, Counselor
Edward Rosenbaum PhD.	605 Harper Avenue	Mental Health, Counselor
Good Samaritan Counseling Center	444 York Rd.	Mental Health, Counselor
Susan DaDuca PhD.	472 Johnson St.	Mental Health, Counselor
Susan St. John	308 York Rd.	Mental Health, Psychoanalyst
Bette S. Tiger	216 York Rd.	Mental Health, Psychologist
Carol Wolf Wittman DR.	200 York Rd.	Mental Health, Psychologist
David I. Rudick PhD.	200 York Rd.	Mental Health, Psychologist
Diane Langberg PhD & Assoc.	512 West Avenue	Mental Health, Psychologist
Frank Schwartz	200 York Rd.	Mental Health, Psychologist
Gail Post PhD.	711 West Avenue	Mental Health, Psychologist
Linda S. Abrams Dr.	200 York Rd.	Mental Health, Psychologist
SRI Psychological Services PC	200 York Rd.	Mental Health, Psychologist
Susan Beebe PhD.	93 York Rd.	Mental Health, Psychologist
Rita Cordisco MPH	513 Greenwood Avenue	Mental Health, Psychotherapist
Peec	491 York Rd.	Multimedia Services
Action Paper Co.	201 York Rd.	Paper Broker
Omnisource Inc.	100 Greenwood Avenue	Paper Broker
Papers Unlimited	222 York Rd.	Paper Distributor
Campfield Pet Grooming	451 Cedar St.	Pets, Grooming
Oswald Pharmacy	401 York Rd.	Pharmacy
Marc Michaels Photography	424 Maple Avenue	Photography
The Photo Spot	615 West Avenue	Photography
Gallop Printing	512 West Avenue	Printing
Ink and Copy	122 York Rd.	Printing
Ink on Paper	720 Greenwood Avenue	Printing
Leedom Street Printing	209 Leedom St.	Printing, Commercial
Digitalight	742 Yorkway Place	Printing, Imaging & Typesetting
Emerald Enterprises	437 York Rd.	Printing, Screen
AIR Conway	1708 Madera Avenue	Printing, T Shirts
Communications Solutions Group	308 York Rd.	Public Relations
DLW Developments	469 Johnson St.	Real Estate
International Relocation Services	505 York Rd.	Real Estate
Linden Real Estate	209 Leedom St.	Real Estate
Servin Properties	308 York Rd.	Real Estate
Situs Properties	500 York Rd.	Real Estate
Suburban Homes Inc.	309 Florence Avenue	Real Estate
The Realty Group	701 West Avenue	Real Estate
Weichert Realtors	93 York Rd.	Real Estate

**Business****Street Address****Business Type**

Birchwood Realty	625 Greenwood Avenue	Real Estate
Norman A. Schmul	409 York Rd.	Real Estate, Appraiser
Goodman Properties	201 York Rd.	Real Estate, Developer
Saul Associates	115 York Rd.	Real Estate, Developer
Winitsky Associates	Johnson & Cherry St	Real Estate, Developer
Keswick Services Group	180 York Rd.	Real Estate, Management
Lindy Property Management	207 Leedom St.	Real Estate, Management
Perfect Host Enterprises	100 York Rd.	Real Estate, Management
Bud Goldstein Inc.	302 Cottman St	Realtor
Larry Snyder Inc.	500 York Rd.	Realtor
Christian Science Reading	747 Yorkway Place	Religious Store
Rosenberg's Judaica	409 York Rd.	Religious Store
American Security Corp	495 York Rd.	Security Systems
Astro-Guard Security Systems	611 Harper Avenue.	Security Systems
Lightfoot Security Systems	495 York Rd.	Security Systems
Eisenhower's Answering Service	312 Cedar St.	Service
Jenkintown Window Cleaning	Cedar St. & Hillside Avenue.	Service
Mail Boxes Etc.	93 York Rd.	Service
Computing Resources	500 York Rd.	Service, Payroll Preparation
Delaware Valley Transcriptions Inc.	505 York Rd.	Service, Transcription
Achille Ferrara	713 Greenwood Avenue	Shoes, Repair
M.A. Olewine	725 West Avenue	Shoes, Repair
Arnold Shoes	307 Leedom St.	Shoes, Retail
Laurie C. Wing MA	633 Highland Avenue	Speech Improvement
Action Karate	209 Leedom St.	Sports
Final Boarding	423 York Rd.	Sports
Jenkintown Shotokan Karate	413 York Rd.	Sports
Custom Stencils & Repair Service	453 Leedom St.	Stencil Cutting Machines
Brave New Worlds	491 York Rd.	Store, Toy
Jenkintown Hobby Shop	620 Greenwood Avenue	Store, Toy
Zany Brainy	500 York Rd.	Store, Toy
Cellular One	455 York Rd.	Telecommunications
A OK Travel Inc.	312 Cedar St.	Travel Agency
Flora Tours Travel	425 York Rd.	Travel Agency
Jet Set Travel	501 Washington Avenue	Travel Agency
Vacation Makers Travel	610 York Rd.	Travel Agency
Terence Newkumet	221 Hillside Avenue	Tree Surgeon
A Plus Tutoring	500 York Rd.	Tutoring
Education Plus	454 Maple Avenue	Tutoring
Pearson Education ESL	471 York Rd.	Tutoring

### Appendix 3: Commercial Properties for Sale or Lease

Address	Type of space or previous use
93 York Rd	former Pearle Vision
*105 York (corner of Washington & York)	former restaurant, stand-alone bldg
119 York	former computer store
215 York	office (upper floors)
303 York	former gift shop (moved next door)
*310 York	former medical office
419 York	office (2nd floor)
426 York	former clothing store
431 York	office (2nd floor)
479 York	former natural foods store
491 York	office (2nd floor)
*505 York (Jenkintown Square)	former seafood restaurant
610 York (Jenkins Court)	former Drug Emporium, other retail/office
605 West Avenue	former gift shop
713 West	
*714 West	retail
727 West	
806 West	
406 Johnson St	
469 Johnson	office
614 Greenwood Avenue	former music store
807 Greenwood	
815 Greenwood	office
209 Leedom St	office (2nd floor)
704 Summit Avenue	former medical equipment vendor

*\*identified as key property by Jenkintown Revitalization Task Force*

Note: Based on December 5, 2001 field survey. List of available properties varies with time.

#### Appendix 4: Key Commercial Properties (*Preliminary*)

The Jenkintown Revitalization Task Force identified the following key commercial properties in the Uptown area. These properties were selected due to concerns about use, upkeep, vacancy, and strategic location.

Address	Note
105 York Rd	former restaurant, stand-alone bldg for sale
111 York	massage parlor
208 York	antique store, poor condition
222 York	vacant, poor condition
310 York	former med office, poor condition
401 York	pharmacy, underutilized property
505 York	former seafood restaurant in J'town Square
712-714 West Avenue	one space underutilized, one vacant

### *Introduction and Definition of Retail Trade Area*

The Jenkintown Retail District is concentrated along Old York Road stretching from Washington Lane to Cloverly Avenue. Otherwise known as Uptown, the central business district also encompasses smaller streets off Old York Road such as West Avenue and Leedom Street. In addition to retail activity, Uptown also hosts a strong office presence.

Jenkintown has 111 retail businesses, almost all of which are located on or within a few blocks of Old York Road. The compact nature of Jenkintown makes the central business district walkable and accessible to Borough residents. Retailing in this district has been impacted by recent trends in investment and disinvestment. Other commercial districts in the area, most significantly Willow Grove, Abington and Glenside, draw retail dollars away from Jenkintown. Some long-time independent retailers have closed, while others, such as Ventresca and Sack's, have invested.

Urban Partners conducted a retail market analysis to describe the current performance of the Jenkintown Retail District. This analysis is intended for use in identifying opportunities for the further development of retailing in the area based on the capture of trade area residents' retail purchases.

The 111 stores in Jenkintown provide products and services in 35 different retail categories. Some Jenkintown retailers chiefly serve customers from the Borough and close-by residential neighborhoods in Cheltenham and Abington. The larger portion of retailers includes specialty businesses, such as the cluster of jewelry stores, which attract customers more broadly from other parts of the region. We have defined the Jenkintown Retail Trade Area to reflect these customer patterns: we will analyze separately supply and demand relationships between these retailers and the customer base that encompasses the Borough of Jenkintown, while also considering the Borough's capture of sales from a larger Jenkintown Retail Trade Area defined to include the adjacent Abington and Cheltenham Townships and the Borough of Rockledge.

In estimating the potential for expansion of retail businesses in Jenkintown, we are especially concerned with understanding the purchasing characteristics of this retail trading area. Since most convenience-oriented businesses in Jenkintown are successfully attracting customers from the Borough itself, one key development strategy focuses on encouraging these customers to make additional purchases in the district. On the other hand, the dense street patterns in this part of Montgomery County allow specialized retailers in Jenkintown to attract customers from throughout surrounding municipalities. A second development strategy diversifies the range of specialty businesses available so that Jenkintown can participate more extensively in this larger marketplace.

### *Jenkintown Retail Supply*

To identify and characterize the shopping opportunities available to trade area residents in Jenkintown, Urban Partners completed an inventory of all retail business establishments located within the Borough. The results of this inventory, characterized by retail type, location and size of the business, are included as **Table 7** at the end of this report.

This study focuses chiefly on retail stores engaged in selling merchandise for personal and/or household consumption and on establishments that render services incidental to the sale of these goods. Selected

service establishments are also included, especially those businesses primarily providing personal services to individuals and households, such as hair and nail salons and laundry and dry cleaning establishments.

All retail establishments in the area were classified by type of business according to the principal lines of merchandise sold, the usual trade designation, estimated square footage and level of sales. All establishments are classified according to the numeric system recently established for both government and industry practice -- the NAICS. Banks and other financial establishments are excluded from this assessment because banking activities -- deposits, loans, etc. -- cannot be added to sales volume data for other types of retail establishments.

The term "retail store sales" in this analysis includes sales by establishments that are normally found in pedestrian-oriented retail shopping areas. This definition excludes the sales of automobile dealerships and repair facilities, service stations, fuel oil dealers, and non-store retailing. Unlike many secondary data sources, such as the Bureau of the Census, however, this definition does include the sales of service establishments such as barbershops, beauty salons and dry cleaners.

**Table 1** describes the current range of stores available in Jenkintown and estimates the current performance of these stores. As of November 2001, this district included 111 operating retail businesses occupying 237,000 square feet of store space and generating \$48.4 million in sales.

Jenkintown provides a broad, but incomplete, array of convenience goods and services. The district includes one convenience store, one pharmacy, two liquor and beer stores, 21 restaurants and bars, 11 hair salons, and three laundries. In total, 28 businesses sell convenience goods, while an additional 14 provide personal services. Together these 42 stores occupy almost one-third (32%) of all store space and generate more than 36% of all sales. Many of these businesses serve a compact, mostly Jenkintown Borough clientele. However, the ten full-service restaurants and 11 hair salons represent half the establishments providing convenience goods and services and many of these 21 stores are clearly attracting customers from a much broader area.

The most important retail business component of Uptown is the reasonably diverse array of 56 shopping goods stores providing products in 18 different categories, including seven women's clothing stores, nine jewelry shops, four furniture businesses, four home accessory stores, four toy and hobby stores, four optical stores, three men's clothing stores, three electronics stores, six gift shops, and two children's clothing stores. These 56 stores occupy 140,100 SF of space (59% of all space) and generate \$27.9 million in sales (58% of all sales).

The retail offerings in the district are completed by 13 other retail stores, providing products in six different categories, the most numerous of which are six antique shops, two florists, and two framing shops/art dealers. These 13 stores occupy 21,200 SF of space (9% of all space) and generate \$3 million in sales (6% of all sales).

Looking across all categories, it is clear that most Jenkintown retailers--perhaps 85 of the 111 stores --are providing specialty goods and services to a geographically broad customer base. These specialty businesses include the 56 shopping goods stores, ten full-service restaurants, 11 hair salons, six antique stores, and two framing shops. These specialty businesses occupy 197,100 SF of space (83% of all space) and generate approximately 82% of all sales.



**Table 1: Estimated Retail Store Performance**

**Jenkintown Retailers - 2001**

RETAIL CATEGORY	No. of Stores	S.F. GLA	Retail Sales (\$1000)	Sales /SF	Pct. of Stores	Pct. of GLA	Pct. of Sales
<b>TOTAL</b>	111	237,000	\$48,404	\$204	100.00	100.00	100.00
<b>CONVENIENCE GOODS</b>	28	57,900	\$14,989	\$259	25.23	24.43	30.97
Supermarkets, Grocery Stores							
Convenience Stores	1	1,200	*	*	0.90	0.51	*
Meat Stores							
Fish Stores							
Fruit & Vegetables							
Bakeries	1	600	*	*	0.90	0.25	*
Candy & Nuts	1	1,800	*	*	0.90	0.76	*
Other Speciality Foods							
Liquor & Beer Distributors	2	5,700	*	*	1.80	2.41	*
Drug Stores/Pharmacies	1	2,000	*	*	0.90	0.84	*
Cosmetics, Beauty Supplies, & Perfume	1	1,000	*	*	0.90	0.42	*
Health Food Supplements							
Other Health & Personal Care							
Full-Service Restaurants	9	28,100	\$7,598	\$270	8.11	11.86	15.70
Limited-Service Restaurants	10	14,000	\$3,165	\$226	9.01	5.91	6.54
Bars and Lounges	2	3,500	*	*	1.80	1.48	*
<b>SHOPPING GOODS</b>	56	140,100	\$27,857	\$199	50.45	59.11	57.55
Full-Service Department Stores							
Discount Department Stores							
Warehouse Clubs							
Other General Merchandise Stores							
Men's Clothing	3	6,800	\$1,830	\$269	2.70	2.87	3.78
Women's Clothing	7	16,500	\$3,327	\$202	6.31	6.96	6.87
Children's Clothing	2	5,000	*	*	1.80	2.11	*
Family Clothing							
Clothing Accessories							
Other Clothing	1	1,200	*	*	0.90	0.51	*
Shoe Stores	1	1,600	*	*	0.90	0.68	*
Jewelry Stores	9	12,100	\$2,770	\$229	8.11	5.11	5.72
Luggage & Leatherwork							
Furniture	4	15,800	\$2,516	\$159	3.60	6.67	5.20
Floor Coverings	1	10,800	*	*	0.90	4.56	*
Window Treatments							
Other Home Furnishings	4	7,900	\$1,382	\$175	3.60	3.33	2.86
Household Appliances	2	2,500	*	*	1.80	1.05	*
Radio/TV/Electronics	3	12,200	\$2,685	\$220	2.70	5.15	5.55
Computer & Software Stores	1	1,400	*	*	0.90	0.59	*
Camera, Photo Supply	1	1,500	*	*	0.90	0.63	*
Optical Stores	4	9,900	\$2,294	\$232	3.60	4.18	4.74
General-Line Sporting Goods							
Specialty Sporting Goods	2	4,100	*	*	1.80	1.73	*
Toys & Hobbies	4	19,300	\$3,879	\$201	3.60	8.14	8.01
Sewing, Needlework							
Music Stores							
Book Stores	1	4,000	*	*	0.90	1.69	*
Newsstands							
Record/CD/Tape Stores							
Video Stores							
Office Supply/Stationers							
Gift, Novelty, Souvenir Stores	6	7,500	\$1,402	\$187	5.41	3.16	2.90
<b>OTHER RETAIL STORES</b>	13	21,200	\$2,984	\$141	11.71	8.95	6.16
Home Centers							
Paint & Wallpaper Stores	1	1,000	*	*	0.90	0.42	*
Hardware Stores							
Retail Lumber Yards							
Nursery & Garden Centers							
Auto Parts & Accessories Stores							
Florists	2	2,600	*	*	1.80	1.10	*
Antique Stores	6	10,600	\$1,060	\$100	5.41	4.47	2.19
Other Used Merchandise	1	1,200	*	*	0.90	0.51	*
Pet Supply Stores							
Art Dealers	2	4,500	*	*	1.80	1.90	*
Tobacco Stores							
Collectors' Items & Supplies	1	1,300	*	*	0.90	0.55	*
Other Miscellaneous Retail Stores							
<b>SERVICES</b>	14	17,800	\$2,574	\$145	12.61	7.51	5.32
Hair Salons	11	13,800	\$1,944	\$141	9.91	5.82	4.02
Laundries; Dry Cleaning	3	4,000	\$630	\$158	2.70	1.69	1.30

Urban Partners 12/2001

\* Data Suppressed

### *Borough and Trade Area Retail Demand*

Based on 2000 Census data, the Jenkintown retail trading area has a population of 100,033, including 4,478 in Jenkintown and 95,555 elsewhere in Abington and Cheltenham townships and the Borough of Rockledge.

The 2001 per capita income for the larger secondary trade area (using 1990 Census income data adjusted for inflation) is estimated at \$33,859 and the total income for the area is approximately \$3.4 billion (see Table 2). Of this total, 4,478 persons with total 2001 income of approximately \$139.5 million reside in the primary trade area of Jenkintown.

**Table 2: Jenkintown Trade Area - Population and Income Estimates**

	2000 Population	1990 Per Capita Income	2001 Per Capita Income	2001 Total Income (based on 2000 Census)
<b>Jenkintown</b>	<b>4,478</b>	<b>\$22,141</b>	<b>\$31,152</b>	<b>\$139,500,389</b>
<b>Adjacent Townships</b>				
Cheltenham	36,875	\$25,653	\$36,094	\$1,330,957,806
Abington	56,103	\$23,617	\$33,229	\$1,864,253,263
Rockledge	2,577	\$14,428	\$20,300	\$52,313,605
<b>Total Adjacent Twps</b>	<b>95,555</b>			<b>\$3,247,524,674</b>
<b>Total Trade Area</b>	<b>100,033</b>		<b>\$33,859</b>	<b>\$3,387,025,063</b>

Using information about the retail spending behavior of Philadelphia area residents, as compiled by Sales and Marketing Management, we estimate that the Borough's population spends approximately \$64 million on retail goods annually, of which \$23.5 million is spent on convenience goods, \$40 million is spent on shopping and other retail goods, and \$0.4 million is spent on personal services such as laundry, dry cleaning and hair care (see **Table 3**). For the adjacent townships, we estimate expenditures of approximately \$1.55 billion on retail goods annually, including \$559 million on convenience goods, \$982 billion on shopping and other retail goods, and \$9.4 million spent on personal services such as laundry, dry cleaning and hair care.

Consumer shopping patterns vary depending on the types of goods being purchased. For convenience goods purchased frequently, such as groceries, drugs and prepared foods, shoppers typically make purchases at stores close to their home or place of work. For larger ticket, rarely purchased items -- such as automobiles, electronics and large appliances -- shoppers may travel anywhere within the metropolitan area or beyond to obtain the right item at the right price. For apparel, household furnishings and other shopping goods, consumers generally establish shopping patterns between these two extremes, trading at a number of shopping areas within a 30-minute commute of their homes.

In analyzing the retail market demand within a portion of a larger metropolitan area, these behavioral observations translate into a series of analytical rules-of-thumb:

- Convenience good shopping is generally confined to the primary trade area.
- Personal services and routine amusement activities will also generally be confined to the primary trade area.
- Expenditures made at restaurants and other prepared food outlets will occur chiefly within the primary trade area, but some restaurant expenditures made by the primary trade area population will be lost to established restaurants located outside the primary trade area. Similarly, some restaurant sales in the primary trade area will be attracted from residents who live elsewhere in the region.
- Expenditures made by primary trade area residents for shopping good items will more likely occur within the area, but a substantial proportion of these sales will occur outside the area. Similarly, significant sales will be attracted from residents outside the primary trade area to any large, well-known stores located within the primary trade area.
- Specific high-quality stores within the primary trade area may attract significant clientele from well beyond the primary trade area for highly targeted single destination trips for specialized purchases.

### *Survey of Retail Businesses*

The community survey conducted by the Jenkintown Community Alliance (JCA) in 2000 sheds light upon the nature of retail businesses in Jenkintown. The JCA's business owner survey yielded responses from 71 businesses in the borough - 35 of which were retail establishments. The retail respondents included seven clothing stores, four jewelers, one antique shop, two sporting goods stores, a beer distributor, and a restaurant.

Retail businesses in Jenkintown are relatively old, with two-thirds of those surveyed in operation for 10 years or more, and only 15% established within the past two years. Almost half (46%) of surveyed businesses said they tend to draw customers from Jenkintown. Other communities cited by retailers were Elkins Park (54%), Rydal (43%), Huntingdon Park (43%), and Abington (34%). Only 24% of retailers own the building where their business is located.

In 2000, most retail establishments reported growing sales. Sixty-one percent said they experienced increased sales, while 19% reported declining sales. Another 19% said sales had remained stable. Almost one-third (31%) of businesses said they had plans to expand, but 65% of them said expansion would not be possible in Jenkintown. Business owners cited lack of adequate parking and retail space as barriers to expansion.

At a November meeting of the Jenkintown Business and Professional Association, merchants observed recent changes in Uptown that have had a positive impact on their businesses. They mentioned the foot

**Table 3: Estimated Retail Store Purchases**

**Jenkintown & Adjacent Trade Area - 2001**

	Jenkintown	Adjacent Townships	Total Trade Area
<b>TOTAL POPULATION</b>	4,478	95,555	100,033
<b>TOTAL INCOME (\$000)</b>	\$139,500	\$3,247,525	\$3,387,025
<b>TOTAL RETAIL PURCHASES (\$000)</b>	\$63,893	\$1,487,406	\$1,551,299
<b>CONVENIENCE GOODS</b>	\$23,533	\$535,965	\$559,498
Supermarkets, Grocery Stores	\$6,710	\$143,173	\$149,883
Convenience Stores	\$1,221	\$26,050	\$27,271
Meat Stores	\$83	\$1,771	\$1,854
Fish Stores	\$20	\$423	\$443
Fruit & Vegetables	\$40	\$858	\$899
Bakeries	\$17	\$363	\$380
Candy & Nuts	\$23	\$500	\$524
Other Speciality Foods	\$23	\$497	\$520
Liquor & Beer Distributors	\$433	\$9,242	\$9,675
Drug Stores/Pharmacies	\$6,358	\$150,033	\$156,391
Cosmetics, Beauty Supplies, & Perfume	\$285	\$6,722	\$7,007
Health Food Supplements	\$225	\$5,307	\$5,532
Other Health & Personal Care	\$305	\$7,195	\$7,500
Full-Service Restaurants	\$3,767	\$88,897	\$92,665
Limited-Service Restaurants	\$3,611	\$85,212	\$88,823
Bars and Lounges	\$412	\$9,721	\$10,133
<b>SHOPPING GOODS</b>	\$28,141	\$664,065	\$692,207
Full-Service Department Stores	\$2,426	\$57,239	\$59,665
Discount Department Stores	\$3,275	\$77,284	\$80,559
Warehouse Clubs	\$2,091	\$49,348	\$51,440
Other General Merchandise Stores	\$725	\$17,119	\$17,845
Men's Clothing	\$636	\$15,006	\$15,642
Women's Clothing	\$1,757	\$41,464	\$43,221
Children's Clothing	\$299	\$7,055	\$7,354
Family Clothing	\$2,888	\$68,142	\$71,029
Clothing Accessories	\$137	\$3,243	\$3,381
Other Clothing	\$466	\$10,996	\$11,462
Shoe Stores	\$1,324	\$31,249	\$32,573
Jewelry Stores	\$1,193	\$28,158	\$29,351
Luggage & Leatherwork	\$92	\$2,168	\$2,260
Furniture	\$1,281	\$30,219	\$31,499
Floor Coverings	\$515	\$12,150	\$12,665
Window Treatments	\$29	\$675	\$704
Other Home Furnishings	\$417	\$9,836	\$10,253
Household Appliances	\$315	\$7,437	\$7,753
Radio/TV/Electronics	\$1,006	\$23,728	\$24,733
Computer & Software Stores	\$752	\$17,746	\$18,498
Camera, Photo Supply	\$70	\$1,661	\$1,732
Optical Stores	\$415	\$9,784	\$10,199
General-Line Sporting Goods	\$600	\$14,165	\$14,765
Specialty Sporting Goods	\$692	\$16,325	\$17,017
Toys & Hobbies	\$927	\$21,886	\$22,814
Sewing, Needlework	\$205	\$4,842	\$5,047
Music Stores	\$245	\$5,782	\$6,027
Book Stores	\$798	\$18,824	\$19,622
Newsstands	\$55	\$1,299	\$1,354
Record/CD/Tape Stores	\$431	\$10,177	\$10,608
Video Stores	\$44	\$1,030	\$1,073
Office Supply/Stationers	\$1,101	\$25,975	\$27,076
Gift, Novelty, Souvenir Stores	\$935	\$22,052	\$22,987
<b>OTHER RETAIL STORES</b>	\$11,798	\$278,403	\$290,201
Home Centers	\$3,328	\$78,534	\$81,862
Paint & Wallpaper Stores	\$512	\$12,083	\$12,595
Hardware Stores	\$877	\$20,695	\$21,572
Retail Lumber Yards	\$2,697	\$63,654	\$66,352
Nursery & Garden Centers	\$349	\$8,246	\$8,596
Auto Parts & Accessories Stores	\$1,895	\$44,707	\$46,601
Florists	\$423	\$9,971	\$10,394
Antique Stores	\$122	\$2,881	\$3,003
Other Used Merchandise	\$267	\$6,311	\$6,579
Pet Supply Stores	\$354	\$8,356	\$8,710
Art Dealers	\$193	\$4,565	\$4,758
Tobacco Stores	\$198	\$4,667	\$4,865
Collectors' Items & Supplies	\$79	\$1,869	\$1,949
Other Miscellaneous Retail Stores	\$503	\$11,863	\$12,366
<b>SERVICES</b>	\$420	\$8,972	\$9,393
Hair Salons	\$230	\$4,912	\$5,143
Laundries; Dry Cleaning	\$190	\$4,060	\$4,250

traffic and sense of place created by the new town square, redevelopment of several properties near the corner of Old York and West, and the growing leadership role being taken by Jenkintown's business community.

Issues of concern mentioned at the JBPA meeting include:

- Lack of **parking** in Uptown was strongly emphasized.
- Inadequate **retail mix**, with a need for more destination stores and shops providing the "basics," such as hardware and food. In addition to attracting new stores, some mentioned a fear of losing more key businesses.
- Persistent **vacancy** in key storefronts that keep both customers and new businesses away.
- Poor **property upkeep**, as many property owners and tenants fail to make needed building improvements.
- Uninviting **streetscapes**, with heavy traffic and uncoordinated facades and signage.
- Lack of a coherent **image or marketing** for Uptown.

*Retail Development Opportunities*

Continued revitalization of Uptown needs to be based on an approach to retail development that recognizes the multiple markets available to Jenkintown merchants, while respecting the physical constraints of Uptown.

On **Table 4**, the current sales level of all Jenkintown stores is compared to the estimated retail purchases of Jenkintown residents, and of the larger trade area's 100,033 residents. Currently, Jenkintown stores are capturing sales of \$48.4 million, equivalent to 76% of the total \$63.9 million in retail purchases made by all Jenkintown residents. For the larger trade area, Jenkintown stores are capturing sales equivalent to 3% of the estimated combined purchases of all Abington, Cheltenham, Rockledge, and Jenkintown residents.

As noted above, most Jenkintown convenience-oriented businesses successfully attract customers from the Borough itself; therefore, one potential development strategy focuses on **encouraging these close-by customers to make additional basic needs purchases** in the district. Community residents appear to be adequately served in several categories including liquor and beverage, eating and drinking establishments, florists, hair salons, and laundries (see Table 4). Although Jenkintown provides inadequate (or no) supply in drug store and auto supply categories, modern store prototypes would be difficult to accommodate physically in Jenkintown, and nearby stores in Cheltenham and Abington meet these community needs. On the other hand, additional community-serving businesses could readily be added in Uptown in these categories:

- a small convenience grocery providing fresh meat, vegetables, and deli products, as well as the usual array of high-volume convenience beverages and snacks;
- a small hardware/paint store; and
- a pet supply store.

For most specialized retailers in Jenkintown, Uptown's ready access to much of eastern Montgomery County has allowed them to attract customers from throughout surrounding municipalities. A second potential development strategy intends to **diversify the range of specialty businesses available so that Jenkintown can participate more extensively in this larger marketplace.**

At this point, the success of Jenkintown specialty businesses in capturing these larger trade area purchases varies dramatically from retail category to retail category (see Table 4). In some shopping goods categories, Jenkintown retailers are performing quite well, capturing 8-15% (or more) of all sales from the larger trade area. Jenkintown shows strength in men's, women's, and children's clothing; jewelry; specialized home furnishings, including antiques and art/framing; camera stores; optical stores; and toys and hobbies. The district's capture of full-service restaurant sales (now estimated at 8%) is growing.

On the other hand, many retail categories are totally absent or strongly under-represented. These include several categories (full-service and discount department stores; warehouse clubs; home centers) where current store prototypes are totally incompatible with the physical pattern of Jenkintown. However, other store types that can function effectively within the physical constraints of Jenkintown are also missing. These include:

- family clothing
- clothing accessories
- luggage and leatherwork
- sewing and needlework
- music, and
- CD/tapes.

In addition, comparatively under-represented categories include shoes, computers, and specialty sporting goods. Finally, some currently strong categories show promise of further expansion: if Jenkintown stores can approach 15% capture of area purchases in many apparel and home furnishings categories, why can't Jenkintown's capture grow to this level in all such categories?

**Table 4: Estimated Retail Sales Capture**

**Jenkintown - 2001**

<b>RETAIL CATEGORY</b>	<b>Jenkintown Retail Sales As Percentage Of Jenkintown Resident Purchases</b>	<b>Jenkintown Retail Sales As Percentage Of Jenkintown Trade Area Resident Purchases</b>
<b>TOTAL</b>	76%	3%
<b>CONVENIENCE GOODS</b>	64%	3%
Supermarkets, Grocery Stores	0%	0%
Convenience Stores	25-50%	Less Than 5%
Meat Stores	0%	0%
Fish Stores	0%	0%
Fruit & Vegetables	0%	0%
Bakeries	More Than 500%	25-50%
Candy & Nuts	More Than 500%	50-75%
Other Speciality Foods	0%	0%
Liquor & Beer Distributors	More Than 500%	15-25%
Drug Stores/Pharmacies	5-15%	Less Than 5%
Cosmetics, Beauty Supplies, & Perfume	75-100%	Less Than 5%
Health Food Supplements	0%	0%
Other Health & Personal Care	0%	0%
Full-Service Restaurants	202%	8%
Limited-Service Restaurants	88%	4%
Bars and Lounges	124%	5%
<b>SHOPPING GOODS</b>	99%	4%
Full-Service Department Stores	0%	0%
Discount Department Stores	0%	0%
Warehouse Clubs	0%	0%
Other General Merchandise Stores	0%	0%
Men's Clothing	288%	12%
Women's Clothing	189%	8%
Children's Clothing	250-500%	5-15%
Family Clothing	0%	0%
Clothing Accesories	0%	0%
Other Clothing	25-50%	Less Than 5%
Shoe Stores	15-25%	Less Than 5%
Jewelry Stores	232%	9%
Luggage & Leatherwork	0%	0%
Furniture	196%	8%
Floor Coverings	250-500%	5-15%
Window Treatments	0%	0%
Other Home Furnishings	332%	13%
Household Appliances	100-250%	5-15%
Radio/TV/Electronics	267%	11%
Computer & Software Stores	25-50%	Less Than 5%
Camera, Photo Supply	250-500%	15-25%
Optical Stores	553%	22%
General-Line Sporting Goods	0%	0%
Specialty Sporting Goods	100-250%	Less Than 5%
Toys & Hobbies	418%	17%
Sewing, Needlework	0%	0%
Music Stores	0%	0%
Book Stores	50-75%	Less Than 5%
Newsstands	0%	0%
Record/CD/Tape Stores	0%	0%
Video Stores	0%	0%
Office Supply/Stationers	0%	0%
Gift, Novelty, Souvenir Stores	150%	6%
<b>OTHER RETAIL STORES</b>	25%	1%
Home Centers	0%	0%
Paint & Wallpaper Stores	25-50%	Less Than 5%
Hardware Stores	0%	0%
Retail Lumber Yards	0%	0%
Nursery & Garden Centers	0%	0%
Auto Parts & Accessories Stores	0%	0%
Florists	100-250%	Less Than 5%
Antique Stores	868%	35%
Other Used Merchandise	25-50%	Less Than 5%
Pet Supply Stores	0%	0%
Art Dealers	250-500%	15-25%
Tobacco Stores	0%	0%
Collectors' Items & Supplies	250-500%	5-15%
Other Miscellaneous Retail Stores	0%	0%
<b>SERVICES</b>	612%	27%
Hair Salons	844%	38%
Laundries; Dry Cleaning	331%	15%

On **Table 5**, we have comprehensively examined the retail development opportunities available for Uptown assuming that the area achieves a 15% capture of trade area purchases in selected retail categories for which Uptown can provide a competitive physical environment. Key targeted opportunities include:

- **An Expanded Concentration of Full-Service Restaurants.** At 15% capture of trade area dining purchases, Uptown could add another 23,000 SF of full-service restaurants.
- **A Broader Array of Specialty Apparel Stores.** Uptown could readily add another 44,000 SF of specialty apparel including 12,000 SF of new women's stores; an 8,000 SF outdoor or army/ navy store; 2,000 SF of hats and other accessories; 17,000 SF of shoe stores; and 5,000 SF of additional jewelry stores, particularly ones specializing in arts and crafts and other cosmetic jewelry.
- **Additional Specialty Home Furnishings Stores.** At 15% capture, Jenkintown can accommodate another 11,000 SF of specialty furniture stores.
- **Expanded Gift Shops.** Another 9,000 SF of gift shops can be added.
- **Other Shopping Goods Stores.** Uptown could add lifestyle, recreation, and leisure-oriented stores such as a health food supplements store, a bike shop and/or other specialty sporting goods stores, a CD/tape store, a musical instruments store, a needlework/sewing store, and a luggage and leatherwork store.

In total, these specialty retailing development opportunities come to 113,000 SF of new stores. Added to the 7,500 SF of space required to capture the limited basic community needs opportunities identified above, **Uptown could readily add over 120,000 SF of new store space within current market conditions. This expansion would represent a 50% increase from the current 237,000 SF of occupied stores.**

To capture these store opportunities, Jenkintown must maintain and enhance its unique physical character. The process of selecting store types must be carefully targeted to retail categories and niche businesses that can effectively function in the highly confined physical conditions of Uptown. The revitalization of Jenkintown must rely on expanding unique or specialized businesses that benefit from the ambience of an older, quaint physical setting.

Retail programming must occur in coordination with district improvements, and this entire process must be sensitive to the multiple environments of Uptown. Our review has identified a minimum of four such environments. The first and most exciting of these environments is the pleasant walkable village west of Old York Road between Summit and Cherry. This area includes a mix of convenience and destination retailers clustered within a charming area of at most 1,000 feet across. This area includes the blocks with much of the recent investment in Uptown-upgraded stores on the west side of the 300 block of Old York Road with multiple entries that provide access to the Town Square; stores surrounding the Town Square on Leedom and Greenwood; an increasingly active streetscape along West Avenue; and the quaint, yet-to-reactivated Yorkway Place.



**Table 5: Targeted Retail Development Opportunities**

**Jenkintown - 2001**

<b>RETAIL CATEGORY</b>	<b>Retail Development Opportunities To Expand Convenience Goods &amp; Services To Meet Residents' Needs</b>	<b>Retail Development Opportunities To Expand Specialty Shopping Goods For The Total Trade Area</b>
<b>TOTAL</b>	7,500	113,000
<b>CONVENIENCE GOODS</b>	2,000	25,500
Convenience Grocery Store	2,000	
Health Food Supplements		2,500
Full-Service Restaurants		23,000
<b>SHOPPING GOODS</b>		87,500
Women's Clothing		12,000
Family Clothing		8,000
Clothing Accesories		2,000
Shoe Stores		17,000
Jewelry Stores		5,000
Luggage & Leatherwork		1,500
Furniture		11,000
Specialty Sporting Goods		7,000
Sewing, Needlework		4,000
Music Stores		5,000
Record/CD/Tape Stores		6,000
Gift, Novelty, Souvenir Stores		9,000
<b>OTHER RETAIL STORES</b>	5,500	
Hardware Stores	4,000	
Pet Supply Stores	1,500	

Urban Partners 12/2001

The second environment is the modified auto-land north of Cherry and south of Summit, where a few older properties are interspersed with a majority of relatively new suburban-style shopping centers and strip stores. The third environment is the area east of Old York Road that is perceptually cut-off from the village west of Old York by the four lanes of high-speed traffic along Old York. The final environment is the core of Old York Road itself between Summit and Cherry, where shoppers visiting the older, attractive mixed use properties struggle to fend off the attack of Old York Road traffic, and to identify the shops along the street with the walkable village to the west.

Given these four environments, the image of a revitalized Uptown is clear:

*It is a vibrant village where Borough residents and office workers intermingle with destination shoppers attracted to restaurants and specialty shops, and where destination shoppers visit a real pedestrian-oriented community where residents can meet many of their daily needs.*

The great challenge for Jenkintown, beyond capturing the retail development opportunities identified above, is to physically grow the walkable village onto the 200 through 400 blocks of Old York and across Old York on Greenwood, West, and Homestead. To achieve this expansion:

- currently deteriorated and/or unattractive properties must be upgraded,
- effective techniques of traffic calming must be implemented for York Road,
- the frequency and attractiveness of York pedestrian crossings must be improved,
- the quality of the pedestrian experience on York Road must be upgraded, and
- the network of pedestrian pathways both east and west of York Road must be greatly expanded.

If this retail expansion and improvement can be achieved, a dynamic retail environment can be created in Uptown all within a compact 1,000-foot diameter that encourages visitors to park once anywhere within this core and then to walk to all other locations.

*Office Market Assessment*

Jenkintown relies heavily upon office uses to support its tax base. This dependence is reflected the fact that the amount of revenues generated by the Borough's business privilege tax for office uses are five to ten times larger than the amount received from the mercantile tax for retail (see Table 6).

**Table 6: Major Local Tax Revenue Sources**

Year	Business privilege	Real estate	Mercantile
2001 (through Nov.)	\$941,864	\$435,005	\$157,700
2000	\$880,418	\$433,050	\$87,110
1999	\$728,287	\$449,720	\$95,377
1998	\$681,513	\$502,496	\$74,775
1997	\$501,495	\$480,402	\$93,276
1996	\$464,773	\$446,854	\$78,880
1995	\$456,658	\$459,854	\$73,187

*Source: Borough of Jenkintown (general fund only)*

Jenkintown has 247 non-retail businesses, of which 211 can be classified as office uses. Office businesses are spread throughout Uptown and in a cluster near the SEPTA station at West and Greenwood. A significant amount of the Borough's total office space is located in the former department stores at Jenkins Court and Rydal Square. Two of Jenkintown's largest employers - Prudential and Morgan Stanley - are major tenants at Jenkins Court. No new multi-tenant office space has been built within the Borough for several years.

In the center of Uptown, there are office concentrations along West Avenue and Johnson and Leedom Streets. Much of this space is on the second floor of older buildings with storefronts. Within Uptown, approximately ten offices are located in first floor storefront space - the remaining occupied commercial storefronts are taken by retail.

Most of the current demand for office space in Jenkintown comes from service-oriented firms (medical, financial, law) and professional consultants. Demand remains fairly strong in multi-tenant buildings. Jenkins Court and Rydal Square have maintained high occupancy levels and tend to re-lease vacant space within a few months. Modern multi-tenant office space in the center of Uptown has experienced higher vacancy rates, with realtors pointing to parking difficulties. Rents for these multi-tenant buildings range from \$16-\$22/SF.

Office demand is relatively weak in second floor spaces above storefronts. These spaces tend to be smaller, not equipped with modern amenities, and often face barriers in coming up to code. Rents can be as low as \$8/SF. With high demand for rental housing units in Jenkintown, there is notable pressure to convert this type of office space to apartments. More than 20 such conversions have occurred during the past two years.

Jenkintown office space is considered comparable in price and attractiveness to space available in Huntingdon Valley and Horsham, and less expensive and attractive than space in Fort Washington. Accessible parking was suggested as a major factor for the success of the office developments near the Jenkintown SEPTA station on Greenwood and West Avenues.

A survey conducted by the Jenkintown Community Alliance in 2000 gathered information from 36 office businesses. Respondents included two accounting firms, two legal offices, three real estate firms, three doctors' offices, and two financial services firms. More than two-thirds (68%) of the offices surveyed had been in business for more than ten years, while only 12% had been in the area for five years or less.

Jenkintown has few large office firms. One-quarter of the offices surveyed (24%) had only one full-time employee, and 62% had between two and ten full-time employees. 41% of the office businesses owned the building where they were located. About one-fifth (21%) of office firms had plans to expand. 58% of those firms said they could not expand in Jenkintown, most often citing problems with parking, adequate space, and high taxes.

Overall, market conditions indicate that Jenkintown remains and will likely continue as an attractive office location. As with retail space, additional office users could be captured in selected Uptown locations, but only with improvement in the perceived parking environment.

**Table 7: Jenkintown Retail Business Roster**

Street address	Name	Business Type	Size (SF)
417 Cedar St	Fox's Jenkintown Flower Shop	Florist	1600
411 Cottman St	A.M. Ross & Sons Jewelers	Jewelry Store	1500
Greenwood & West	Petals and Perks Café	Limited-Service Restaurant	800
600 Greenwood Avenue	Stutz Candies and Gifts	Candy	1800
606 Greenwood Avenue	Jenkintown Beverage Co	Liquor and Beer Distributor	1800
620 Greenwood Avenue	Jenkintown Hobby Center	Toys and Hobbies	2200
429 Johnson St	Marnie Miller Art and Antiques	Antique Store	1200
301 Leedom St	16s-18s-20s	Women's Clothing	1000
303 Leedom St	Very Important Gifts	Gifts, Novelty, Souvenir	1000
307 Leedom St	Arnold's Shoe Salon	Shoe Store	1600
318 Leedom St	Allegheny Art Co	Toys and Hobbies	2100
400 Leedom St	Hidden Treasure	Antique Store	750
603 Summit Avenue	Archie's Tavern	Bar/Lounge	1700
609 Summit Avenue	Triangle Cleaners	Dry Cleaner	2000
603 West Avenue	David Arnold Hair Salon	Hair/Nail Salon	800
607 West Avenue	Jasper Kegge	Jewelry Store	1000
609 West Avenue	Inna's Barberland	Hair/Nail Salon	1200
613 West Avenue	Barber shop	Hair/Nail Salon	400
617 West Avenue	Photo Spot	Camera/Photo Supply	1500
619 West Avenue	This Little Gallery	Gifts, Novelty, Souvenir	1000
700 West Avenue	Wilson & Sheldon Opticals	Optical Store	1000
703 West Avenue	Carmen's Bakery	Limited-Service Restaurant	800
705 West Avenue	Reggie Lawson	Jewelry Store	1000
707 West Avenue	Blue Body and Home	Cosmetics/Beauty Supplies	1000
708 West Avenue	Eric's Cleaners	Dry Cleaner	1000
709 West Avenue	West Avenue Grille	Full-Service Restaurant	1000
712 West Avenue	Olive Tree	Gifts, Novelty, Souvenir	1000
715 West Avenue	Second Hand Rosie	Antique Store	1200
717 West Avenue	Breslin's Consignment Corner	Used Merchandise	1200
718 West Avenue	Phriends Café	Full-Service Restaurant	2200
721 West Avenue	Jenkintown Jewelers	Jewelry Store	600
723 West Avenue	E&B Jenkintown Vacuum & Sew	Household Appliances	500
726 West Avenue	La Pergola	Full-Service Restaurant	2700
728 West Avenue	North Star Salon & Spa	Hair/Nail Salon	1900
810 West Avenue	Buckets Bar and Grill	Bar/Lounge	1800
812 West Avenue	Lights and Accents	Home Furnishings	600
814 West Avenue	Angelo's Hair Design	Hair/Nail Salon	1200
93 York Rd	Sam's Grill	Full-Service Restaurant	2000
93 York Rd	Chickie's Daughter	Women's Clothing	1600
93 York Rd	Pearle Vision	Optical Store	4500
101 York Rd	Exxon Shop	Convenience Store	1200
109 York Rd	Charming Home Furnishings	Furniture	6000
113 York Rd	Raymond Custom Shirtmaker	Men's Clothing	1000

Street address	Name	Business Type	Size (SF)
117 York Rd	National Floor Covering	Floor Coverings	10800
119 York Rd	Wallpaper Store	Paint and Wallpaper	1000
201 York Rd	Sack's Fine Jewelry	Jewelry Store	3000
202 York Rd	Logan Electric	Home Furnishings	4000
207 York Rd	Ming Tree	Antique Store	1200
208 York Rd	Jenkintown Antique Guild	Antique Store	5200
211 York Rd	211 York	Full-Service Restaurant	2500
213 York Rd	Prima Soft Dancewear	Specialty Clothing	1200
214 York Rd	Jeffrey Caesar Antiques	Antique Store	1000
215 York Rd	Wow Used Books	Book Store	4000
218-224 York Rd	Dinette & Sleep Shop and Annex	Furniture	6600
220 York Rd	Jenkintown Electric	Household Appliances	2000
224 York Rd	Dinette & Sleep Shop	Furniture	3300
301 York Rd	Edelman's Coins, Stamps, Jewelry	Collectors' Items	1300
303 1/2 York Rd	Laura's Nails	Hair/Nail Salon	850
304 York Rd	Tim's Racquet	Specialty Sporting Goods	2800
305 York Rd	Moonsail Home & Gift	Home Furnishings	850
306 York Rd	Berta Sawyer	Women's Clothing	3300
309 York Rd	Buca di Beppo	Full-Service Restaurant	7000
315 York Rd	Ventresca Ltd	Men's Clothing	4800
319 York Rd	Evelyn Magerman Fashions	Women's Clothing	3000
319 York Rd	In Bloom	Florist	1000
320 York Rd	Rosnov Jewelers	Jewelry Store	1200
320 York Rd	Stereo Trading Outlet	Radio/TV/Electronics	3500
325 York Rd	Moderne Life Interiors	Furniture	3200
401 York Rd	Oswald Pharmacy	Drug Store/Pharmacy	2000
403 York Rd	DiAnA Jewelry	Jewelry Store	500
407 York Rd	Fiesta Pizza V	Limited-Service Restaurant	2200
408 York Rd	China Keng	Limited-Service Restaurant	1400
409 York Rd	Rosenberg's Judaica	Religious Store	1800
411 York Rd	My Jewel Shop	Jewelry Store	2000
413 York Rd	Art & Framing Center	Art Dealer	2000
415 York Rd	Mr. Paul	Hair/Nail Salon	1400
416 York Rd	Jenkintown Wines & Spirits	Liquor and Beer Distributor	3900
417 York Rd	Mirna's Café	Full-Service Restaurant	1400
419 York Rd	Silhouette Shop	Women's Clothing	1400
423 York Rd	Final Boarding	Specialty Sporting Goods	1300
424 York Rd	Distinctive Gifts	Gifts, Novelty, Souvenir	1200
426 York Rd	Fill a Bagel	Limited-Service Restaurant	2000
433 York Rd	Tuxedo Guys	Men's Clothing	1000
435 York Rd	Framer's Workroom	Art Dealer	2500
449 York Rd	Pizza Hut	Limited-Service Restaurant	2200
451 York Rd	Sunrise Optical	Optical Store	2200
455 York Rd	Cellular One	Radio/TV/Electronics	3300
471 York Rd	Mom's Bake at Home	Limited-Service Restaurant	1200
475 York Rd	Happy Fingers	Hair/Nail Salon	1500

Street address		Name	Business Type	Size (SF)
479	York Rd	Botwinick's	Children's Clothing	4000
479	York Rd	Second Source Computer Center	Computer Store	1400
481	York Rd	IHOP	Full-Service Restaurant	3300
491	York Rd	Brave New Worlds	Toys and Hobbies	2000
500	York Rd	Northern Ophthalmic	Optical Store	2200
500	York Rd	Zany Brainy	Toys and Hobbies	13000
501	York Rd	Curds and Whey	Limited-Service Restaurant	1800
501	York Rd	Old Philadelphia Sandwich Shop	Limited-Service Restaurant	1000
501	York Rd	Andrea Udell	Women's Clothing	1000
501	York Rd	Beifeld Jewelers	Jewelry Store	1300
501	York Rd	Box Works	Gifts, Novelty, Souvenir	1500
501	York Rd	Michael's Cleaners	Dry Cleaner	1000
505	York Rd	Marisha	Women's Clothing	5200
505	York Rd	Glorimont	Children's Clothing	1000
505	York Rd	Accent on Beaute	Hair/Nail Salon	1800
509	York Rd	HiFi House	Radio/TV/Electronics	5400
515	York Rd	Castellina	Home Furnishings	2400
610	York Rd	Outback Steakhouse	Full-Service Restaurant	6000
610	York Rd	Secret Garden Café	Limited-Service Restaurant	600
610	York Rd	Le Papillon Hair Salon	Hair/Nail Salon	1800
740	Yorkway Pl	Images Hair Studio	Hair/Nail Salon	900
749	Yorkway Pl	Sweet Dreams	Bakery	600

## Appendix 6: Goals and Strategies Matrix

	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10
<b>Preliminary Strategies</b>	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	Integrate school district and borough actions that influence entire community	Protect and enhance Jenkintown’s unique architectural resources	Develop a stronger “sense of place” for Uptown on Old York Road	Create a perpendicular walking district for Uptown to integrate the east and west sides of Old York	Minimize speeding on local roads throughout Borough	Develop a balanced mix of businesses in the Jenkintown community	Expand and enhance Borough’s supply of parks and recreational amenities
Investigate and identify potential redevelopment sites	X	X	X			X	X		X	
Develop a comprehensive streetscape improvement program for Uptown	X		X			X	X	X		
Install new wayfinding signage system for vehicles and pedestrians	X	X	X			X	X			
Create redevelopment concepts for underutilized lots adjacent to Pioneer Fire Co.		X	X				X		X	X
Create incentives and design standards to rehabilitate business facades	X		X		X	X	X			
Evaluate location and function of existing public, quasi-public, and religious buildings		X		X	X	X				X
Create sidewalk dining ordinance	X		X			X	X		X	
Implement a traffic-calming program for Old York Road	X		X			X	X			

## Jenkintown Revitalization Master Plan

## Appendix 6: Goals and Strategies Matrix

	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10
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Implement a business façade improvement program	X		X		X	X				
Reinstate on-street parking on Old York Road	X	X	X			X				
Install pedestrian-activated signals where applicable	X						X	X		
Construct a parking garage in Uptown		X	X							X
Create incentives to redevelop upper-story business space as apartments			X		X	X				
Create marketing program for Jenkintown as a regional destination			X			X			X	
Create gateway entrances that physically define Uptown	X					X		X		
Create new pedestrian connections through mid-block retail areas			X				X		X	

## Jenkintown Revitalization Master Plan



## Appendix 6: Goals and Strategies Matrix

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Change configuration and parking limitations on oversized streets		<b>X</b>		<b>X</b>				<b>X</b>		
Develop shared parking program, especially at offices and churches		<b>X</b>	<b>X</b>							
Improve pedestrian connections from parking lots to Uptown businesses		<b>X</b>	<b>X</b>							
Increase availability of on-street parking by enforcing parking time limits		<b>X</b>	<b>X</b>							
Increase the actual number of on-street parking spaces by re-evaluating parking restrictions		<b>X</b>	<b>X</b>							
Improve efficiency of existing parking lots through connections or consolidation		<b>X</b>	<b>X</b>							
Expand and effectively manage parking in Uptown		<b>X</b>	<b>X</b>							
Expand and coordinate business service and support needs			<b>X</b>						<b>X</b>	

## Appendix 6: Goals and Strategies Matrix

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Investigate different tax incentives for attracting businesses			X						X	
Create a business recruitment program to attract complimentary businesses			X						X	
Maximize the usage of community facilities by sharing the school district and borough's facilities				X						X
Improve pedestrian safety and traffic circulation around school property				X				X		
Document architectural resources worthy of preservation					X	X				
Adopt community design standards and review process for rehabilitation and infill construction					X	X				
Improve the existing pedestrian crosswalks along Old York	X						X			
Implement a coordinated traffic-calming plan for the Borough				X				X		

## Appendix 6: Goals and Strategies Matrix

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Better demarcate crossing zones near schools				X				X		
Evaluate school zone designations along Walnut, Greenwood, & Highland				X				X		
Expand potential for home offices			X						X	
Lease tennis courts and adjacent ball fields from the School District				X						X
Lease property from the School District to accommodate the "Jenkintown Playground Project"				X						X
Consider constructing a new community center - possibly combined with a new borough hall space				X						X
Organize a Borough/School District Task Force to facilitate the exchange of information				X						
Create institutional zoning for school properties				X						

## Appendix 6: Goals and Strategies Matrix

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Create a home improvement loan program that aids homeowners unable to maintain their property					<b>X</b>					
Strengthen and enforce property maintenance codes	<b>X</b>				<b>X</b>					
Strictly control and limit conversion of single-family homes into apartments					<b>X</b>					
Create opportunities for Jenkintown to use and provide linkages to Abington's and Cheltenham's nearby parks										<b>X</b>

*A Guide to Commercial Architectural Styles***Victorian**  
**Circa 1850-1900**

A profusion of architectural styles was established between the Civil War and the turn-of-the-century. With each decade, styles were re-interpreted and introduced to growing cities. The increasing availability of machine-cut materials and building parts allowed for the growth in building styles. Commercial buildings quickly responded to the new styles, adopting details of each style. The procession of styles included the Italianate, Second Empire, Queen Anne and Victorian Gothic.



Late Victorian

There are examples of apparently late Victorian era structures in the Uptown area of Jenkintown. Of note is the Center Building, located at the intersection of Greenwood Avenue and Old York Road.

The Queen Anne style represented a shift towards asymmetrical picturesque architecture based on medieval Tudor and early-seventh century and eighteenth century English designs. The picturesque quality of Queen Anne architecture, perhaps its most distinguishing characteristic, was typically accomplished through the use of diverse building materials and shapes. It is not uncommon to see stone or brick masonry, clapboarding, and shingle in a single building composition. Similarly, gables, turrets and dormers added interest to the Queen Anne form.

**"Period" Revivals**  
**1900-1940**

A number of revival styles coexisted and expanded upon the traditional Colonial Revival during the first half of the twentieth century. These revival styles borrowed from, and were based on, characteristics comprising earlier periods of architecture. These included Medieval Revival styles, such as Gothic, Tudor, and Jacobean, the Spanish Colonial Revival, and the Dutch Colonial Revival, among others.

Examples of Tudor Revival architecture are located in Yorkway Place. The false half timbering and metal casements incorporated into the building's design mimicked century-old construction techniques. The Jacobean Revival style is exemplified in Jenkintown by the Fiesta/Rosenberg building with its signature stepped and scalloped gables. Numerous other examples of these popular revival styles can be located throughout Jenkintown.



Jacobean Revival

## Georgian & Colonial Revival Circa 1880-1940

In the late nineteenth and early twentieth centuries, a renewed interest in the architecture of the American colonies developed. The Colonial Revival and Georgian Revival styles, rooted in the classical traditions of the eighteenth century, represented a reaction to eclecticism that characterized American architecture in the previous decades. From the 1860s through the 1890s, the parade of styles that typified both domestic and commercial architecture included the Italianate, Second Empire, Victorian Gothic and Queen Anne. The Revival styles were promoted as nostalgic symbols of America's pre-industrial past.



Colonial Revival

Revival structures commonly involved a mixture of various Colonial and Georgian elements with present-day materials. Depending upon the composition, the result was either an accurate representation of a particular period structure or a structure with a series of indirect historical references arranged on a façade.

Details common to Revival structures include molded cornices, six-over-six double hung windows as well as Georgian-inspired ornament, including molded corners, pilasters, and panels. The upper stories of a commercial Colonial Revival structure are characterized by flat façade with regular symmetrical bays topped by a cornice.

The Colonial and Georgian Revivals, unlike other styles such as Victorian and Art Deco, has never fully gone out of fashion. Hybrids of the style continued to be built after the war and up to the present day. A number of buildings in Jenkintown's Uptown commercial district are in the Colonial Revival style or incorporate elements of this style.

## Neo-Classical 1895-1950

Also present in the Uptown commercial district are examples of Neo-Classical architecture, such as the First Union bank building. This style - often used for civic structures in addition to commercial buildings - is inspired by the Greek temples of antiquity. Full-height porches supported by columns and symmetrical façades typify designs of this style.



Neo Classical

## Art Deco Circa 1925-1935

Art Deco was a distinctive and fashionable style popular in America in the late Twenties through the Thirties. The name derives from the Exposition des Art Decoratifs et Industriels Modernes in Paris in 1925, when the style first received international recognition. Essentially, Art Deco is a stripped down, streamlined adaptation of French classicism. Post-war America, sporting its newfound affluence and searching for a new architectural style, readily adopted Art Deco for its sophistication and avante appeal. From Hollywood movies to the Main Street Jeweler or photographer, this streamlined style exemplified the transcontinental blend of American Jazz and European chic.



Art Deco



Art Deco

Art Deco materials included traditional materials such as limestone and marble, combined with new materials like black glass, chrome and aluminum. Distinctive features include pronounced vertical piers, terra cotta or bronze decorative grilles and panels, as well as whimsical motifs and patterns, including zigzags, chevrons, and cresting.

The Uptown commercial area contains a number of buildings in the Art Deco style, such as the former Strawbridge's building and the Oswald Pharmacy - a wonderfully distinctive example of the style. Other structures such as the building at 435-437 Old York Road exhibit and incorporate Art Deco elements and features.

## Commercial Vernacular Circa 1935-present

Although examples of a variety of historic styles exist in Jenkintown's Uptown commercial district, there are also a number of non-specific and functional commercial buildings that contribute to the urban fabric of the downtown. In many cases these utilitarian structures are of un-ornamented design, emphasizing glazing of the storefront to maximize visibility.

### *Restoration Guidelines*

#### Storefronts

- Understand the style of your building and role of the storefront in the overall design. Do not introduce design elements that are incompatible with the period of your building. For example, Georgian-style small paned windows would be out of character with an Art Deco building. Avoid stock "lumber yard colonial" detailing such as coach lanterns, mansard overhangs, wood shakes, non-operational shutters, and small paned windows except where they existed historically.
- Preserve the storefront's character even though there is a new use of the interior. If a less exposed

window is desirable, consider use of interior blinds and insulating curtains rather than altering the existing historic fabric.

- Avoid the use of materials that were unavailable when the storefront was constructed; this includes vinyl and aluminum siding, anodized aluminum, mirrored or tinted glass, artificial stone and brick veneer.
- Choose colors based on the building's historic appearance. In general, do not coat surfaces that have never been painted. For 19th century storefronts, contrasting colors may be appropriate, but avoid too many colors on a single façade.
- Original details such as doors and transoms should be retained and repaired where possible. If replacement is warranted the new work should match the original as closely as possible.
- Where original details are missing new work should be based on either historic models appropriate to the period of the building or compatible, contemporary designs that complement the historic character
- Avoid altering the original size of the door, transom and shop window openings. Changing the size of the openings will effect the balance and scale of the original design.
- Avoid installing mechanical equipment, such as vents or air conditioners, through walls or windows on primary facades.

(From: Rehabilitating Existing Historic Storefronts, adapted from Preservation Brief 11, National Park Service.)

## Windows

- Repair original windows including the sash, frames and other decorative elements. Repairs should match as closely as possible the original work in material, configuration, and profile.
- Where window replacement is unavoidable, the new work should match the original in size, material, configuration, and profile. In all cases, partially infilling a window opening to accommodate stock units should be avoided.
- In cases where non-original windows are to be replaced, the new units should be appropriate to the style and design of the building. Installation of windows not consistent with the period of the building will seriously detract from its historical character.
- Panning or covering trim, frames, hoods, or other decorative elements with metal or vinyl should be avoided.
- If storm windows must be installed, interior storm sash or high quality units with narrow frames are preferable. Painting to match the building's trim colors or by choosing a factory finish in a comparable color can substantially reduce the impact of storm windows. In addition, the meeting rail of the storm sash should be on line with the meeting rail of the window sash.
- Ornamental windows such as leaded or stained glass, arched, and semi-circular head windows, fan lights and other distinctive forms and materials should be retained and restored. Removing, covering over or partially infilling should be avoided.
- The addition of shutters on windows where shutters were not originally used should be avoided. Where shutters are appropriate they should be sized so the pair will cover the window.
- Windows and their trim should be repainted to match the original color, if known, or colors appropriate to the period or style of the building.
- The use of tinted glass to reduce solar gain is not recommended on primary facades. Alternatives such as well-designed awnings or interior window treatments, such as blinds, are preferable.



## Awnings

- The design of awnings should reflect the age and period of the structure.
- When considering the installation of awnings on a historic structure the use of retractable awnings is strongly encouraged.
- Awning hardware and the awning itself should not cover the sides of the shop front or be installed directly onto masonry or other ornamental work. Whenever possible, the awning should fit into the storefront surround.
- Awnings should be frequently cleaned and routinely inspected and maintained.
- If awnings are used on both storefronts and upper floors, the design, materials, and colors should be harmonious and compatible.

## Masonry

- Original masonry details and ornamentation should not be removed.
- Original masonry should not be covered or obscured with artificial stone surfaces or applied siding such as metal or vinyl.
- Masonry repairs, replacements, or repointing should match the original work whenever possible in color, texture, and composition.
- Where original details are missing and replacement in kind is not feasible, options such as state-of-the-art cast stone units or epoxy-based reconsolidation materials should be explored.
- Painting masonry not originally painted is not recommended. However, when painting is appropriate, the paint must be a masonry paint which allows the masonry to "breathe" (i.e., allow the natural passing of moisture and air out of the masonry) to prevent moisture build up and accelerated deterioration.
- Masonry sealants (such as silicone-based products) are strongly discouraged and should only be used as a last alternative.

## Cornices, Parapets and Roofs

- Original cornices, parapets, roofs and their associated detailing should be retained.
- Repairs to cornices and parapets should be undertaken using materials matching the original work as closely as possible.
- New cornices, parapets, and pent roofs that replace missing originals should be based on documentary evidence (original plans, drawings, photographs, etc.) or be appropriate to the period or style of the building.
- Original cornices and parapets should not be covered with inappropriate materials such as vinyl or aluminum.
- Pent roofs original to the structure should be retained and repaired.
- Original details such as brackets, tile and slate roofs should be retained whenever possible. Replacement or original roofing materials with non-historic materials such as asphalt or vinyl should be avoided.

## **Additions**

Additions can be well designed, leave historic structures intact, and add new character and quality to the Uptown area. Compatibility between old and new requires sensitivity to materials, scale and detailing. Original details such as doors, windows, roofs and parapets should serve as models when designing additions and new construction. The following guidelines should be followed when planning and designing an addition to a building in the Uptown area (From: Preservation Briefs #14, New Exterior Additions to Historic Buildings: Preservation Concerns by Kay D. Weeks, U.S. Department of the Interior, National Park Service, Preservation Assistance Division, Technical Preservation Services)

- Avoid placing an addition on a primary or other character-defining elevation so as to ensure preservation of significant materials and features.
- Minimize the loss of historic material comprising external walls, internal partitions and floor plans.
- Make the size, scale, massing, and proportions of the new addition compatible with the original building to ensure its historic forms not expanded or changed to an unacceptable degree.
- Place the new addition on an inconspicuous side or rear elevation so that the new work does not result in a radical change to the form and character of the building.
- Consider recessing and infill addition or connector back from the original building's façade so that the historic building can be easily distinguished from the new work.
- When constructing an additional story atop an original building, set the new work well back from the roof edge so the proportions and profile of the original building are not radically altered.
- Plan the new addition in a manner that provides some differentiation in material, color, and detailing so that new work does not appear to be part of the original building. The character of the historic resource should be identifiable after the addition is constructed.

## **New Construction and Infill**

The many attractive and distinguished (and once new) buildings that are located within the Uptown area are a testimony that new construction can yield fine buildings. The key issues concerning new construction are design quality and compatibility with existing historic structures. Often a fear of inappropriate new design leads to pressure for imitating historic styles. Applying an artificial "look" or style to the Uptown area ignores the reality of the historic and stylistic diversity that characterizes the area. Appropriate new designs are usually the result of an educated owner and designer collaborating to produce a contemporary structure that "fits" into the streetscape.

Perhaps more important than the architectural style of a building is the extent to which it addresses the street, is pedestrian-oriented and contributes "place making" qualities to the townscape. A pedestrian-friendly streetscape contains buildings that front directly on the sidewalk and are not separated from the pedestrian by parking or driveway. A pedestrian-oriented streetscape is also comprised of frequent and human-scaled shop windows, doorways and entrances that are welcoming, add visual interest and encourage the passer-by to pause and linger. In addition to building orientation and fenestration, excellence in design, the use of high-quality materials and appropriate signage and color schemes further enhance the attractiveness of the streetscape. These characteristics should be continuous and result in an overall pedes-

trian-oriented harmony that extends throughout the extent of the commercial district. Such an environment will attract residents and visitors alike, and most importantly animate the pedestrian through the downtown.

The planning and design of infill buildings and new construction within the Uptown area of Jenkintown should be guided by the following considerations:

- In designing the building, superimpose a rendering or line drawing of the proposed building on a photograph showing adjacent buildings to demonstrate the extent to which the new construction relates existing architectural context.
- Prepare a site plan showing all contiguous lots and their buildings, including those across the street to demonstrate the extent to which the location and orientation of the proposed building relates to the existing streetscape.
- New construction should be sympathetic to adjacent historic structures through scale, massing, style and materials.
- The size, number, location and proportion of window openings should be studied in context with existing buildings, especially those that are adjacent.
- New construction should be assessed not only from the primary façade and public right-of-way, but also from various surrounding vantage points, especially in the case of a corner building.
- Use materials commonly used in other buildings, especially adjacent buildings.
- Avoid building a structure that greatly varies in height from that of adjacent buildings.
- Divide the façade into bays or rhythmic groupings of windows that approximate that of adjacent buildings if the building is more than 20' or 25' wide.
- Prominent display windows similar to one in existing shops should be included in building facades intended for retail uses.
- For structures, such as office buildings, that will not include a storefront retail presence, appropriately sized windows and door entrances should also be provided to maintain the continuity of the pedestrian-oriented streetscape. Blank walls, small windows and a lack of entrances at street level must be expressly avoided.

### *Signs Design Guidelines*

- Signs should not obscure architectural elements.
- Signage materials should be chosen carefully and should be compatible with building material.
- Lettering on glass should not cover more than 15% of the window surface.
- The graphic message should be simple and clear. Consolidation of signs using minimum wording will increase legibility.
- Signs should only identify businesses, not brand names.
- Colors should be limited for any given sign and should be compatible with building color.
- Different types of lettering should be limited for legibility; use a letter style appropriate to the building's style if possible.
- High intensity lighting and back lighting of an overall sign are inappropriate.

## APPENDIX 8: REDEVELOPMENT BUDGETS AND PRO FORMAS

### PIONEER AREA REDEVELOPMENT: ALTERNATIVE 1

#### Greenwood Mixed-Use Building Development Budget (March, 2002)

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Acquisition	\$150,000
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#### Construction

Building Construction (12,000 SF @ \$92)	\$1,104,000
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$126,000
Total Construction	\$1,380,000

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#### Project Soft Costs

Architecture/Engineering	\$96,600
Other Professional Fees	\$25,200
Closing Expenses	\$3,000
Carrying Costs	\$4,000
Construction Interest	\$38,000
Financing Fees (1.5%)	\$28,500
Leasing Fees	\$25,000
Other Soft Costs	\$25,200
Soft Cost Contingency (10%)	\$24,500
Project Management/Development Fee	\$100,000

Total Soft Costs	\$370,000
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Total Development Costs	\$1,900,000
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**PIONEER AREA REDEVELOPMENT: ALTERNATIVE 1**

**Greenwood Mixed-Use Building  
Income and Expense Pro Forma  
(March, 2002)**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Income:</b>										
Apartments (8 @ \$1100/Month)	\$105,600	\$109,824	\$114,217	\$118,786	\$123,537	\$128,479	\$133,618	\$138,962	\$144,521	\$150,302
Retail Space (3,700 SF @ \$21)	\$77,700	\$77,700	\$77,700	\$77,700	\$77,700	\$89,355	\$89,355	\$89,355	\$89,355	\$89,355
Retail Tenant Expense Pass-Through	\$11,011	\$11,413	\$11,818	\$12,227	\$12,640	\$13,056	\$13,476	\$13,900	\$14,328	\$14,761
<b>Total Gross Rent</b>	<b>\$194,311</b>	<b>\$198,937</b>	<b>\$203,735</b>	<b>\$208,713</b>	<b>\$213,877</b>	<b>\$230,889</b>	<b>\$236,449</b>	<b>\$242,217</b>	<b>\$248,204</b>	<b>\$254,418</b>
Vacancy (5%)	\$9,716	\$9,947	\$10,187	\$10,436	\$10,694	\$11,544	\$11,822	\$12,111	\$12,410	\$12,721
<b>Net Rent</b>	<b>\$184,595</b>	<b>\$188,990</b>	<b>\$193,548</b>	<b>\$198,277</b>	<b>\$203,183</b>	<b>\$219,345</b>	<b>\$224,626</b>	<b>\$230,107</b>	<b>\$235,794</b>	<b>\$241,697</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$8,707	\$8,907	\$9,116	\$9,333	\$9,559	\$10,347	\$10,591	\$10,845	\$11,109	\$11,384
Insurance	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
Common Area Utilities & Maintenance	\$2,500	\$2,600	\$2,704	\$2,812	\$2,925	\$3,042	\$3,163	\$3,290	\$3,421	\$3,558
Real Estate Taxes	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000
Legal and Accounting	\$3,000	\$3,120	\$3,245	\$3,375	\$3,510	\$3,650	\$3,796	\$3,948	\$4,106	\$4,270
Reserve for Repair	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
<b>Total Expenses</b>	<b>\$50,207</b>	<b>\$51,947</b>	<b>\$53,718</b>	<b>\$55,519</b>	<b>\$57,352</b>	<b>\$59,772</b>	<b>\$61,673</b>	<b>\$63,610</b>	<b>\$65,585</b>	<b>\$67,598</b>
<b>Net Operating Income</b>	<b>\$134,388</b>	<b>\$137,043</b>	<b>\$139,831</b>	<b>\$142,758</b>	<b>\$145,831</b>	<b>\$159,573</b>	<b>\$162,953</b>	<b>\$166,496</b>	<b>\$170,209</b>	<b>\$174,099</b>
<b>Return On \$1,900,000 Cost</b>	<b>7.07%</b>	<b>7.21%</b>	<b>7.36%</b>	<b>7.51%</b>	<b>7.68%</b>	<b>8.40%</b>	<b>8.58%</b>	<b>8.76%</b>	<b>8.96%</b>	<b>9.16%</b>

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 1

**Old York Road Office Building  
Development Budget  
(March, 2002)**

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Acquisition	\$800,000
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Construction

Demolition (8,000 SF @ \$10)	\$80,000
Office Building (28,800 SF @ \$95)	\$2,736,000
Site Preparation/Utilities	\$200,000
Contingency (10%)	304000

Total Construction	\$3,320,000
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Project Soft Costs

Architecture/Engineering	\$180,000
Other Professional Fees	\$45,000
Closing Expenses	\$16,000
Carrying Costs	\$20,000
Construction Interest	\$215,000
Financing Fees (1.5%)	\$78,750
Leasing Fees	\$200,000
Other Soft Costs	\$45,000
Soft Cost Contingency (10%)	\$80,250
Project Management/Development Fee	\$250,000

Total Soft Costs	\$1,130,000
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Total Development Costs	\$5,250,000
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**PIONEER AREA REDEVELOPMENT: ALTERNATIVE 1**

**Old York Road Office Building  
Income and Expense Pro Forma  
(March, 2002)**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Income:</b>										
Office Space (21,600 SF @ \$25.50)	\$550,800	\$550,800	\$550,800	\$550,800	\$550,800	\$633,420	\$633,420	\$633,420	\$633,420	\$633,420
Retail Space (6,200 SF @ \$21)	\$130,200	\$130,200	\$130,200	\$130,200	\$130,200	\$149,730	\$149,730	\$149,730	\$149,730	\$149,730
Retail Tenant Expense Pass-Through	\$28,324	\$28,565	\$28,815	\$29,076	\$29,347	\$32,974	\$33,267	\$33,571	\$33,888	\$34,218
<b>Total Gross Rent</b>	<b>\$709,324</b>	<b>\$709,565</b>	<b>\$709,815</b>	<b>\$710,076</b>	<b>\$710,347</b>	<b>\$816,124</b>	<b>\$816,417</b>	<b>\$816,721</b>	<b>\$817,038</b>	<b>\$817,368</b>
Vacancy (5%)	\$35,466	\$35,478	\$35,491	\$35,504	\$35,517	\$40,806	\$40,821	\$40,836	\$40,852	\$40,868
<b>Net Rent</b>	<b>\$673,858</b>	<b>\$674,086</b>	<b>\$674,324</b>	<b>\$674,572</b>	<b>\$674,829</b>	<b>\$775,317</b>	<b>\$775,596</b>	<b>\$775,885</b>	<b>\$776,187</b>	<b>\$776,500</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$32,348	\$32,348	\$32,348	\$32,348	\$32,348	\$37,200	\$37,200	\$37,200	\$37,200	\$37,200
Insurance	\$9,000	\$9,360	\$9,734	\$10,124	\$10,529	\$10,950	\$11,388	\$11,843	\$12,317	\$12,810
Common Area Utilities & Maintenance	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
Office Utilities	\$54,000	\$56,160	\$58,406	\$60,743	\$63,172	\$65,699	\$68,327	\$71,060	\$73,903	\$76,859
Office Space Cleaning	\$19,440	\$20,218	\$21,026	\$21,867	\$22,742	\$23,652	\$24,598	\$25,582	\$26,605	\$27,669
Maintenance & Repair	\$13,000	\$13,520	\$14,061	\$14,623	\$15,208	\$15,816	\$16,449	\$17,107	\$17,791	\$18,503
Real Estate Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Legal and Accounting	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
Reserve for Repair	\$9,000	\$9,360	\$9,734	\$10,124	\$10,529	\$10,950	\$11,388	\$11,843	\$12,317	\$12,810
<b>Total Expenses</b>	<b>\$246,788</b>	<b>\$251,365</b>	<b>\$256,126</b>	<b>\$261,077</b>	<b>\$266,226</b>	<b>\$291,433</b>	<b>\$297,003</b>	<b>\$302,795</b>	<b>\$308,819</b>	<b>\$315,083</b>
<b>Net Operating Income</b>	<b>\$427,070</b>	<b>\$422,721</b>	<b>\$418,199</b>	<b>\$413,495</b>	<b>\$408,603</b>	<b>\$483,884</b>	<b>\$478,593</b>	<b>\$473,091</b>	<b>\$467,368</b>	<b>\$461,416</b>
<b>Return On \$5,250,000 Cost</b>	<b>8.13%</b>	<b>8.05%</b>	<b>7.97%</b>	<b>7.88%</b>	<b>7.78%</b>	<b>9.22%</b>	<b>9.12%</b>	<b>9.01%</b>	<b>8.90%</b>	<b>8.79%</b>

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 1

**Parking Garage (3-Story)  
Development Budget  
(March, 2002)**

Construction

Garage (192 Spaces @ \$10,800/Space)	\$2,073,600
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$226,400
Bond (2%)	\$50,000

Total Construction \$2,500,000

Project Soft Costs

Architecture/Engineering	\$137,500
Other Professional Fees	\$34,500
Construction Interest	\$112,000
Financing Fees (1.5%)	\$45,000
Other Soft Costs	\$34,500
Soft Cost Contingency (10%)	\$36,500
Project Management	\$100,000

Total Soft Costs \$500,000

Total Development Costs \$3,000,000

Annual Debt Service (4.5%/25 Years) \$202,317



**PIONEER AREA REDEVELOPMENT: ALTERNATIVE 2**

**Greenwood Mixed-Use Building  
Development Budget  
(March, 2002)**

Acquisition	\$225,000
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Construction

Building Construction (21,000 SF @ \$92)	\$1,932,000
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$208,000
 Total Construction	 \$2,290,000

Project Soft Costs

Architecture/Engineering	\$160,000
Other Professional Fees	\$40,000
Closing Expenses	\$4,500
Carrying Costs	\$6,000
Construction Interest	\$62,775
Financing Fees (1.5%)	\$46,725
Leasing Fees	\$40,000
Other Soft Costs	\$40,000
Soft Cost Contingency (10%)	\$40,000
Project Management/Development Fee	\$160,000

Total Soft Costs	\$600,000
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Total Development Costs	\$3,115,000
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**PIONEER AREA REDEVELOPMENT: ALTERNATIVE 2**

**Greenwood Mixed Use Building  
Income and Expense Pro Forma  
(March, 2002)**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Income:</b>										
Apartments (14 @ \$1100/ Month)	\$184,800	\$192,192	\$199,880	\$207,875	\$216,190	\$224,837	\$233,831	\$243,184	\$252,912	\$263,028
Retail Space (6,700 SF @ \$21)	\$140,700	\$140,700	\$140,700	\$140,700	\$140,700	\$161,805	\$161,805	\$161,805	\$161,805	\$161,805
Retail Tenant Expense Pass-Through	\$19,681	\$19,762	\$20,220	\$20,684	\$21,154	\$25,460	\$25,942	\$26,431	\$26,927	\$27,429
<b>Total Gross Rent</b>	<b>\$345,181</b>	<b>\$352,654</b>	<b>\$360,800</b>	<b>\$369,259</b>	<b>\$378,044</b>	<b>\$412,103</b>	<b>\$421,578</b>	<b>\$431,420</b>	<b>\$441,643</b>	<b>\$452,262</b>
Vacancy (5%)	\$17,259	\$17,633	\$18,040	\$18,463	\$18,902	\$20,605	\$21,079	\$21,571	\$22,082	\$22,613
<b>Net Rent</b>	<b>\$327,922</b>	<b>\$335,021</b>	<b>\$342,760</b>	<b>\$350,796</b>	<b>\$359,142</b>	<b>\$391,497</b>	<b>\$400,499</b>	<b>\$409,849</b>	<b>\$419,561</b>	<b>\$429,649</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$15,461	\$15,812	\$16,178	\$16,557	\$16,952	\$18,366	\$18,793	\$19,237	\$19,699	\$20,180
Insurance	\$6,500	\$6,760	\$7,030	\$7,312	\$7,604	\$7,908	\$8,225	\$8,554	\$8,896	\$9,252
Common Area Utilities & Maintenance	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
Real Estate Taxes	\$50,000	\$51,000	\$52,000	\$53,000	\$54,000	\$67,000	\$68,000	\$69,000	\$70,000	\$71,000
Legal and Accounting	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
Reserve for Repair	\$6,500	\$6,760	\$7,030	\$7,312	\$7,604	\$7,908	\$8,225	\$8,554	\$8,896	\$9,252
<b>Total Expenses</b>	<b>\$86,461</b>	<b>\$88,652</b>	<b>\$90,891</b>	<b>\$93,179</b>	<b>\$95,519</b>	<b>\$110,915</b>	<b>\$113,364</b>	<b>\$115,872</b>	<b>\$118,439</b>	<b>\$121,069</b>
<b>Net Operating Income</b>	<b>\$241,460</b>	<b>\$246,369</b>	<b>\$251,869</b>	<b>\$257,617</b>	<b>\$263,623</b>	<b>\$280,582</b>	<b>\$287,135</b>	<b>\$293,978</b>	<b>\$301,122</b>	<b>\$308,580</b>
<b>Return On \$3,115,000 Cost</b>	<b>7.75%</b>	<b>7.91%</b>	<b>8.09%</b>	<b>8.27%</b>	<b>8.46%</b>	<b>9.01%</b>	<b>9.22%</b>	<b>9.44%</b>	<b>9.67%</b>	<b>9.91%</b>

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 2

**Parking Deck (2-Story)  
Development Budget  
(March, 2002)**

Construction

Deck (80 Spaces @ \$7,000/Space)	\$560,000
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$74,000
Bond (2%)	\$16,000

Total Construction \$800,000

Project Soft Costs

Architecture/Engineering	\$56,000
Other Professional Fees	\$14,000
Construction Interest	\$19,000
Financing Fees (1.5%)	\$15,000
Other Soft Costs	\$14,000
Soft Cost Contingency (10%)	\$12,000
Project Management	\$70,000

Total Soft Costs \$200,000

Total Development Costs \$1,000,000

Annual Debt Service (4.5%/25 Years) \$67,439

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 3 (SAME AS 2)

**Greenwood Mixed-Use Building  
Development Budget  
(March, 2002)**

Acquisition \$225,000

Construction

Building Construction (21,000 SF @ \$92) \$1,932,000

Site Preparation/Utilities \$150,000

Contingency (10%) \$208,000

Total Construction \$2,290,000

Project Soft Costs

Architecture/Engineering \$160,000

Other Professional Fees \$40,000

Closing Expenses \$4,500

Carrying Costs \$6,000

Construction Interest \$62,775

Financing Fees (1.5%) \$46,725

Leasing Fees \$40,000

Other Soft Costs \$40,000

Soft Cost Contingency (10%) \$40,000

Project Management/Development Fee \$160,000

Total Soft Costs \$600,000

Total Development Costs \$3,115,000

**PIONEER AREA DEVELOPMENT: ALTERNATIVE 3 (SAME AS 2)**

**Greenwood Mixed Use Building  
Income and Expense Pro Forma  
(March, 2002)**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Income:</b>										
Apartments (14 @ \$1100/ Month)	\$184,800	\$192,192	\$199,880	\$207,875	\$216,190	\$224,837	\$233,831	\$243,184	\$252,912	\$263,028
Retail Space (6,700 SF @ \$21)	\$140,700	\$140,700	\$140,700	\$140,700	\$140,700	\$161,805	\$161,805	\$161,805	\$161,805	\$161,805
Retail Tenant Expense Pass-Through	\$19,681	\$19,762	\$20,220	\$20,684	\$21,154	\$25,460	\$25,942	\$26,431	\$26,927	\$27,429
<b>Total Gross Rent</b>	<b>\$345,181</b>	<b>\$352,654</b>	<b>\$360,800</b>	<b>\$369,259</b>	<b>\$378,044</b>	<b>\$412,103</b>	<b>\$421,578</b>	<b>\$431,420</b>	<b>\$441,643</b>	<b>\$452,262</b>
Vacancy (5%)	\$17,259	\$17,633	\$18,040	\$18,463	\$18,902	\$20,605	\$21,079	\$21,571	\$22,082	\$22,613
<b>Net Rent</b>	<b>\$327,922</b>	<b>\$335,021</b>	<b>\$342,760</b>	<b>\$350,796</b>	<b>\$359,142</b>	<b>\$391,497</b>	<b>\$400,499</b>	<b>\$409,849</b>	<b>\$419,561</b>	<b>\$429,649</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$15,461	\$15,812	\$16,178	\$16,557	\$16,952	\$18,366	\$18,793	\$19,237	\$19,699	\$20,180
Insurance	\$6,500	\$6,760	\$7,030	\$7,312	\$7,604	\$7,908	\$8,225	\$8,554	\$8,896	\$9,252
Common Area Utilities & Maintenance	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
Real Estate Taxes	\$50,000	\$51,000	\$52,000	\$53,000	\$54,000	\$67,000	\$68,000	\$69,000	\$70,000	\$71,000
Legal and Accounting	\$4,000	\$4,160	\$4,326	\$4,499	\$4,679	\$4,867	\$5,061	\$5,264	\$5,474	\$5,693
Reserve for Repair	\$6,500	\$6,760	\$7,030	\$7,312	\$7,604	\$7,908	\$8,225	\$8,554	\$8,896	\$9,252
<b>Total Expenses</b>	<b>\$86,461</b>	<b>\$88,652</b>	<b>\$90,891</b>	<b>\$93,179</b>	<b>\$95,519</b>	<b>\$110,915</b>	<b>\$113,364</b>	<b>\$115,872</b>	<b>\$118,439</b>	<b>\$121,069</b>
<b>Net Operating Income</b>	<b>\$241,460</b>	<b>\$246,369</b>	<b>\$251,869</b>	<b>\$257,617</b>	<b>\$263,623</b>	<b>\$280,582</b>	<b>\$287,135</b>	<b>\$293,978</b>	<b>\$301,122</b>	<b>\$308,580</b>
<b>Return On \$3,115,000 Cost</b>	<b>7.75%</b>	<b>7.91%</b>	<b>8.09%</b>	<b>8.27%</b>	<b>8.46%</b>	<b>9.01%</b>	<b>9.22%</b>	<b>9.44%</b>	<b>9.67%</b>	<b>9.91%</b>

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 3 (SAME AS 1)

**Old York Road Office Building  
Development Budget  
(March, 2002)**

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Acquisition	\$800,000
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Construction

Demolition (8,000 SF @ \$10)	\$80,000
Office Building (28,800 SF @ \$95)	\$2,736,000
Site Preparation/Utilities	\$200,000
Contingency (10%)	304000
Total Construction	\$3,320,000

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Project Soft Costs

Architecture/Engineering	\$180,000
Other Professional Fees	\$45,000
Closing Expenses	\$16,000
Carrying Costs	\$20,000
Construction Interest	\$215,000
Financing Fees (1.5%)	\$78,750
Leasing Fees	\$200,000
Other Soft Costs	\$45,000
Soft Cost Contingency (10%)	\$80,250
Project Management/Development Fee	\$250,000

Total Soft Costs	\$1,130,000
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Total Development Costs	\$5,250,000
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**PIONEER AREA REDEVELOPMENT: ALTERNATIVE 3 (SAME AS 1)**

**Old York Road Office Building  
Income and Expense Pro Forma  
(March, 2002)**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Income:</b>										
Office Space (21,600 SF @ \$25.50)	\$550,800	\$550,800	\$550,800	\$550,800	\$550,800	\$633,420	\$633,420	\$633,420	\$633,420	\$633,420
Retail Space (6,200 SF @ \$21)	\$130,200	\$130,200	\$130,200	\$130,200	\$130,200	\$149,730	\$149,730	\$149,730	\$149,730	\$149,730
Retail Tenant Expense Pass-Through	\$28,324	\$28,565	\$28,815	\$29,076	\$29,347	\$32,974	\$33,267	\$33,571	\$33,888	\$34,218
<b>Total Gross Rent</b>	<b>\$709,324</b>	<b>\$709,565</b>	<b>\$709,815</b>	<b>\$710,076</b>	<b>\$710,347</b>	<b>\$816,124</b>	<b>\$816,417</b>	<b>\$816,721</b>	<b>\$817,038</b>	<b>\$817,368</b>
Vacancy (5%)	\$35,466	\$35,478	\$35,491	\$35,504	\$35,517	\$40,806	\$40,821	\$40,836	\$40,852	\$40,868
<b>Net Rent</b>	<b>\$673,858</b>	<b>\$674,086</b>	<b>\$674,324</b>	<b>\$674,572</b>	<b>\$674,829</b>	<b>\$775,317</b>	<b>\$775,596</b>	<b>\$775,885</b>	<b>\$776,187</b>	<b>\$776,500</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$32,348	\$32,348	\$32,348	\$32,348	\$32,348	\$37,200	\$37,200	\$37,200	\$37,200	\$37,200
Insurance	\$9,000	\$9,360	\$9,734	\$10,124	\$10,529	\$10,950	\$11,388	\$11,843	\$12,317	\$12,810
Common Area Utilities & Maintenance	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
Office Utilities	\$54,000	\$56,160	\$58,406	\$60,743	\$63,172	\$65,699	\$68,327	\$71,060	\$73,903	\$76,859
Office Space Cleaning	\$19,440	\$20,218	\$21,026	\$21,867	\$22,742	\$23,652	\$24,598	\$25,582	\$26,605	\$27,669
Maintenance & Repair	\$13,000	\$13,520	\$14,061	\$14,623	\$15,208	\$15,816	\$16,449	\$17,107	\$17,791	\$18,503
Real Estate Taxes	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Legal and Accounting	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
Reserve for Repair	\$9,000	\$9,360	\$9,734	\$10,124	\$10,529	\$10,950	\$11,388	\$11,843	\$12,317	\$12,810
<b>Total Expenses</b>	<b>\$246,788</b>	<b>\$251,365</b>	<b>\$256,126</b>	<b>\$261,077</b>	<b>\$266,226</b>	<b>\$291,433</b>	<b>\$297,003</b>	<b>\$302,795</b>	<b>\$308,819</b>	<b>\$315,083</b>
<b>Net Operating Income</b>	<b>\$427,070</b>	<b>\$422,721</b>	<b>\$418,199</b>	<b>\$413,495</b>	<b>\$408,603</b>	<b>\$483,884</b>	<b>\$478,593</b>	<b>\$473,091</b>	<b>\$467,368</b>	<b>\$461,416</b>
<b>Return On \$5,250,000 Cost</b>	<b>8.13%</b>	<b>8.05%</b>	<b>7.97%</b>	<b>7.88%</b>	<b>7.78%</b>	<b>9.22%</b>	<b>9.12%</b>	<b>9.01%</b>	<b>8.90%</b>	<b>8.79%</b>

PIONEER AREA REDEVELOPMENT: ALTERNATIVE 3 (SAME AS 2)

**Parking Deck (2-Story)  
Development Budget  
(March, 2002)**

Construction

Deck (80 Spaces @ \$7,000/Space)	\$560,000
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$74,000
Bond (2%)	\$16,000

Total Construction \$800,000

Project Soft Costs

Architecture/Engineering	\$56,000
Other Professional Fees	\$14,000
Construction Interest	\$19,000
Financing Fees (1.5%)	\$15,000
Other Soft Costs	\$14,000
Soft Cost Contingency (10%)	\$12,000
Project Management	\$70,000

Total Soft Costs \$200,000

Total Development Costs \$1,000,000

Annual Debt Service (4.5%/25 Years) \$67,439



## GATEWAY AREA REDEVELOPMENT

### Office Building Development Budget (March, 2002)

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Acquisition	\$1,250,000
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#### Construction

Demolition (18,000 SF @ \$10)	\$180,000
Office Building (64,000 SF @ \$95)	\$6,080,000
Site Preparation/Utilities	\$200,000
Contingency (10%)	\$650,000

Total Construction	\$7,110,000
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#### Project Soft Costs

Architecture/Engineering	\$390,000
Other Professional Fees	\$100,000
Closing Expenses	\$25,000
Carrying Costs	\$30,000
Construction Interest	\$445,000
Financing Fees (1.5%)	\$160,000
Leasing Fees	\$460,000
Other Soft Costs	\$100,000
Soft Cost Contingency (10%)	\$170,000
Project Management/Development Fee	\$500,000

Total Soft Costs	\$2,380,000
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Total Development Costs	\$10,740,000
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## GATEWAY AREA REDEVELOPMENT

### Office Building Income and Expense Pro Forma (March, 2002)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Income:</b>										
Office Space (48,000 SF @ \$25.50)	\$1,224,000	\$1,224,000	\$1,224,000	\$1,224,000	\$1,224,000	\$1,407,600	\$1,407,600	\$1,407,600	\$1,407,600	\$1,407,600
Retail Space (15,000 SF @ \$21)	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$362,250	\$362,250	\$362,250	\$362,250	\$362,250
Retail Tenant Expense Pass-Through	\$92,553	\$93,319	\$94,116	\$94,944	\$95,806	\$104,681	\$105,612	\$106,582	\$107,590	\$108,638
<b>Total Gross Rent</b>	<b>\$1,631,553</b>	<b>\$1,632,319</b>	<b>\$1,633,116</b>	<b>\$1,633,944</b>	<b>\$1,634,806</b>	<b>\$1,874,531</b>	<b>\$1,875,462</b>	<b>\$1,876,432</b>	<b>\$1,877,440</b>	<b>\$1,878,488</b>
Vacancy (5%)	\$81,578	\$81,616	\$81,656	\$81,697	\$81,740	\$93,727	\$93,773	\$93,822	\$93,872	\$93,924
<b>Net Rent</b>	<b>\$1,549,976</b>	<b>\$1,550,703</b>	<b>\$1,551,460</b>	<b>\$1,552,247</b>	<b>\$1,553,066</b>	<b>\$1,780,804</b>	<b>\$1,781,689</b>	<b>\$1,782,610</b>	<b>\$1,783,568</b>	<b>\$1,784,563</b>
<b>Expense:</b>										
Management (5% of Collected Rent)	\$73,103	\$73,103	\$73,103	\$73,103	\$73,103	\$84,068	\$84,068	\$84,068	\$84,068	\$84,068
Insurance	\$20,000	\$20,800	\$21,632	\$22,497	\$23,397	\$24,333	\$25,306	\$26,319	\$27,371	\$28,466
Common Area Utilities & Maintenance	\$12,000	\$12,480	\$12,979	\$13,498	\$14,038	\$14,600	\$15,184	\$15,791	\$16,423	\$17,080
Office Utilities	\$120,000	\$124,800	\$129,792	\$134,984	\$140,383	\$145,998	\$151,838	\$157,912	\$164,228	\$170,797
Office Space Cleaning Maintenance & Repair	\$43,200	\$44,928	\$46,725	\$48,594	\$50,538	\$52,559	\$54,662	\$56,848	\$59,122	\$61,487
Real Estate Taxes	\$28,000	\$29,120	\$30,285	\$31,496	\$32,756	\$34,066	\$35,429	\$36,846	\$38,320	\$39,853
Legal and Accounting	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000
Reserve for Repair	\$8,000	\$8,320	\$8,653	\$8,999	\$9,359	\$9,733	\$10,123	\$10,527	\$10,949	\$11,386
	\$20,000	\$20,800	\$21,632	\$22,497	\$23,397	\$24,333	\$25,306	\$26,319	\$27,371	\$28,466
<b>Total Expenses</b>	<b>\$554,303</b>	<b>\$564,351</b>	<b>\$574,800</b>	<b>\$585,668</b>	<b>\$596,971</b>	<b>\$644,691</b>	<b>\$656,916</b>	<b>\$669,630</b>	<b>\$682,852</b>	<b>\$696,604</b>
<b>Net Operating Income</b>	<b>\$995,673</b>	<b>\$986,353</b>	<b>\$976,660</b>	<b>\$966,579</b>	<b>\$956,095</b>	<b>\$1,136,113</b>	<b>\$1,124,773</b>	<b>\$1,112,980</b>	<b>\$1,100,715</b>	<b>\$1,087,960</b>
<b>Return On \$10,740,000 Cost</b>	<b>9.27%</b>	<b>9.18%</b>	<b>9.09%</b>	<b>9.00%</b>	<b>8.90%</b>	<b>10.58%</b>	<b>10.47%</b>	<b>10.36%</b>	<b>10.25%</b>	<b>10.13%</b>

## GATEWAY AREA REDEVELOPMENT

### Garage (3-Story) Development Budget (March, 2002)

#### Construction

Garage (240 Spaces @ \$10,800/Space)	\$2,595,000
Site Preparation/Utilities	\$150,000
Contingency (10%)	\$275,000
Bond (2%)	\$60,000

Total Construction \$3,080,000

#### Project Soft Costs

Architecture/Engineering	\$170,000
Other Professional Fees	\$42,500
Construction Interest	\$90,000
Financing Fees (1.5%)	\$55,000
Other Soft Costs	\$42,500
Soft Cost Contingency (10%)	\$40,000
Project Management	\$100,000

Total Soft Costs \$540,000

Total Development Costs \$3,620,000

Annual Debt Service (4.5%/25 Years) \$244,129