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Delaware Valley Regional Planning Commission
Montgomery County Planning Commission
Cheltenham Township
Southeastern Pennsylvania Transportation Authority

Glenside Station Area Development Plan

prepared by:

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Executive Summary

The purpose of the Glenside Station Area Development Plan is to prepare a conceptual plan for key parcels adjacent to SEPTA's Glenside Station and the surrounding commercial corridor. The design of the Station Area Plan responds to four key objectives that will improve the commercial district by integrating economic development with transit station improvements:

1. Provide short & long term parking to serve the commercial core

2. Revitalize the commercial core

3. Facilitate reuse of the Roberts Block buildings for retail and commercial uses

4. Modernize the transit station

Without significant property acquisition dedicated to surface parking within walking distance of the Glenside Station, a garage will be required to meet the projected parking demand. The new garage will do more than store cars. The mixed-use building will play a key role in reversing Glenside's Commercial District's stagnation by creating an attractive place for people to visit.

As identified in the CDEP (Cheltenham Township Commercial District Enhancement Plan) the garage will serve a larger civic purpose as an activity generator and catalyst for economic development by incorporating a mix of uses within the building.

Vision

Glenside's vision is to have an identifiable pedestrian-oriented district center that will mark the focal point of activity in the downtown commercial corridor. Establishing an overall image through streetscape, lighting, and building design will give coherence to the station area and connect it to ongoing improvements within the commercial district. Building on existing historic assets, transit activity, and surrounding neighborhoods, the station area will become a "commercial core" with a mixture of uses and outdoor spaces.

Market Analysis

Findings from the real estate market analysis indicate that the target market for near term retail development should include specialty food, restaurants, apparel/accessory boutiques, housewares, and bookstores. A total of 19,000 to 25,000 gross square feet of retail could most likely be absorbed in the commercial core. A strategy of overall revitalization of the commercial core should consider:

- Relocating noncontributing business and retail uses away from the station area
- Integrating Arcadia uses and attracting students and employees
- Attracting more professional services firms
- Improving the overall streetscape environment and linkages to the station area and Roberts Block

Traffic and Circulation

Traffic counts at key intersections within the station area confirm that there are no significant deficiencies in flow. Parking analysis confirms DVRPC's (Delaware Valley Regional Planning Commission) October 2000 Parking Demand Study – parking supply is at or near capacity. From a traffic and circulation planning perspective a new garage within an improved Glenside commercial context is not likely to jeopardize prevailing levels of service on area roadways.

Recommended Plan

Glenside's Station Area Plan creates an attractive place by successfully combining buildings, infrastructure, and open space. The Village Green, a new plaza in the commerical core, will connect adjacent buildings to the train station and parking. Great focus is placed on new, restored, and adaptively reused buildings that surround the proposed public space. Pedestrian, bicycle, train, and vehicular access feed into this hinge point of the station area. Through restoration of the historic Glenside Station in combination with new retail shops, restaurants, and a variety of activities, the downtown area will be enlivened. The Glenside Village Green will provide a public area where people may congregate, relax, people-watch, or peruse a weekend farmer's market.

The centerpiece of the Village Green will be the restored historic train station building. SEPTA's (Southeastern Pennsylvania Transportation Authority) train service will be enhanced with new high-level platforms, drop-off areas for both in-bound and out-bound passengers, updated waiting areas, and direct platform access to a parking garage with street-level retail.

Illustrative Site Plan

Final Concept Design - 3D Rendering View from Station Plaza Entry on Glenside Avenue

Project Cost Estimate Table

Cost estimate. Do not use for budgeting or construction cost estimation. Assumes 35' maximum garage height, no additional long-term on-street parking on Glenside Avenue. Does not include adaptive reuse or restoration costs of the Roberts Block Building or adjacent townhouses.

Component	Cost in Millions
Garage with 5 levels of parking - 1 basement level	$6,772,000
Garage façade treatment (all 4 sides)	$1,125,000
Retail in garage	$1,250,000
Parking spaces in garage	384
Drop-off areas and transit plaza (inbound and outbound)	$4,040,000
General landscape	$700,000
Surface parking	$483,000
Surface parking spaces	138
Off-site street improvements:	$1,014,750
SEPTA high-level platforms only (station facilities modernization not included - canopies, bridge reinforcement, passenger ammenities not included)	$400,000
Old station relocation	$350,000
Old station restoration	$350,000
Subtotal	**$16,484,750**
Contingency Cost	$1,648,475
Soft Costs	$4,121,188
Total Project Cost Estimate	$22,254,413

Introduction

figure 1.1.1 Existing Glenside SEPTA station

figure 1.1.2 Easton Road looking north to rail line

1.1 Purpose of Study

The purpose of the Glenside Station Area Development Plan is to prepare a conceptual plan for key parcels adjacent to SEPTA's Glenside Station and the surrounding commercial corridor. The design of the Station Area Plan responds to four key objectives that will improve the commercial district by integrating economic development with transit station improvements:

- Provide short & long term parking to serve the commercial core
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Without significant property acquisition dedicated to surface parking within walking distance of the Glenside Station, a garage will be required to meet the projected parking demand. The new garage will do more than store cars. The mixed-use building will play a key role in reversing Glenside's Commercial District's stagnation by creating an attractive place for people to live and visit.

As identified in the CDEP (Cheltenham Township Commercial District Enhancement Plan) the garage will serve a larger civic purpose as an activity generator and catalyst for economic development by incorporating a mix of uses within the building.

1.2 Project Participants

Project Partners

Cheltenham Township:	Board of Commissioners, Township Staff, and the Economic Development Task Force
Montgomery County Planning Commission:	Leo Bagley, Nelia Dyer, and Kathy Ember
Delaware Valley Regional Planning Commission:	Barry Seymour and Patricia Elkis
Southeastern Pennsylvania Transportation Authority:	Andrew Furman, Jack Lauser, and Michael Shapiro

Consultant Team

Hillier:	Anish Kumar, AIA, AICP, Steven Stainbrook
Desman Associates, Inc.:	Timothy Tracy, P.E.
Real Estate Strategies, Inc.:	Margaret B. Sowell, Elizabeth Beckett
Orth-Rodgers & Assoiates, Inc:	Adrienne Eiss, Frank Tavani

figure 1.1.3 Intersection of Glenside Ave and Easton Road

figure 1.1.4 Existing SEPTA parking at Glenside Station

1.3 Goals and Objectives

Glenside's vision is to have an identifiable pedestrian-oriented district center that will mark the focal point of activity in the downtown commercial corridor. Establishing an overall image through streetscape, lighting, and building design will give coherence to the station area and connect it to ongoing improvements within the commercial district. Building on existing historic assets, transit activity, and surrounding neighborhoods, the station area will become a "commercial core" with a mixture of uses and outdoor spaces.

1.4 Planning Process

The CDEP report issued in October of 2000 established a vision of revitalizing Glenside's Commercial Core and recommended building a parking garage on SEPTA's property at the corner of Easton Road and Glenside Avenue. The Glenside Station Area Development Plan is the next step in the development process. The entire planning process is comprised of four primary elements:

- Vision
- Ideas
- Design Alternatives
- Master Plan Development and Implementation

figure 2.1.0 Aerial View of Glenside Station and Roberts Block

Existing Conditions Review

figure 2.1.1 Ice cream shop on Glenside Avenue

figure 2.1.2 Arcadia University

figure 2.1.3 Elcy's Coffee Shop at the Historic Glenside SEPTA Train Station Building

figure 2.1.4 PNC Bank at the corner of Glenside Avenue and Easton Road

2.1 Summary of Findings from Previous Studies

2.1.1 DVRPC Parking Demand Study

The Delaware Valley Regional Planning Commission's (DVRPC) October 2000 Parking Demand Study documented 260 existing commuter spaces at Glenside Station. The study projected an additional 349 spaces will be needed in the next 20 years. It is likely that Glenside's commercial core will also increase demand for parking by at least 100 spaces as revitalization efforts are underway. This will leave the station area with a parking deficit of 449 spaces. To meet this projected demand, 700 total station area parking spaces will need to be provided.

2.1.2 Commercial District Enhancement Plan

The Cheltenham Township Commercial District Enhancement Plan (CDEP) was issued in October of 2000 and laid out a vision for revitalization of all commercial districts in Cheltenham Township. For Glenside, the following recommendations were made:

Defining issues:

- Create a commercial anchor and pedestrian center near the Glenside Station
- Create a more pedestrian-oriented corridor along Easton Road where the signs, architecture, street, and landscape reinforce a common theme and identity
- Improve the access to and management of public and private parking
- Upgrade the quality of retailing and expand the number of restaurants.
- Calm traffic speeds along the major routes and within residential neighborhoods.

Urban Design Guidelines:

- Strengthen the quality of the street experience so that pedestrian-oriented shopping is increased, which leads to increased retail revenues and enhanced viability for office employment/train use.

- Create district and township gateways
- Focus on landscaping and street trees in key areas
- Use lighting in conjunction with the Art Deco theme for Glenside

District Theme:

- Art Deco, integrating modern glass globes for street lights, and brushed stainless steel features on architectural features.
- Eclectic mix of 1920's Progressive Era designs – neon signs, pedestrian-oriented perpendicular signs, bright colors highlighted by satin brushed aluminum and stainless steel.
- This theme reinforces the 1950's "Golden Age of the Big Car" and the Glenside Auto Show. Representative buildings include Glenside Hardware, the building across from Glenside Hardware, former bank at Waverly, H & R Block building at Glenside Avenue, and Humphrey's Pest Control.

Parking Strategies:

- Maintain and enhance on-street parking along Easton Road and Glenside Avenue to promote the "main street"
- Encourage shared/linked parking areas
- Connect rear-parking areas to create larger comprehensive lots, maximizing the availability of parking for businesses
- Increase parking at the SEPTA Glenside Train Station as a key strategy to promoting economic development in Glenside; encourage SEPTA, private businesses and the Cheltenham Economic Development Task Force to build a structured parking garage on the upper levels of the proposed Farmers' Market at the Glenside Station
- Encourage and allow adjacent landowners to link parking areas
- Implement a way-finding signing program for parking areas and anchor destinations

Economic Development:

- Build upon the Glenside Business district's three important roles: as a retail district, as an office and business services center, and as a transportation center.
- Create and clearly define a physical and economic center for Glenside
- Consider development of a train station Farmers' Market to support year-round, all-weather customer traffic
- Market the antique/consignment industry as a professional-oriented anchor for Glenside

- Expand restaurant activity/diversify mix to capture the $14 million that Glenside trade area residents spend on dining elsewhere (consider recruiting 15,000 SF of restaurant activity)
- Recruit complementary household furnishings, apparel / accessories, jewelery, gift, and craft stores
- Revitalize Roberts Avenue as a gateway next to train station; consider investment in a small public plaza and landscaped parking areas
- Strengthen the connections with Arcadia University through recruitment of university-oriented businesses
- Create a pedestrian-oriented district center

Traffic and Circulation:

- Transform the area into a multi-modal area that encourages cars, trains, buses, bicycles, and pedestrians. Effective transportation initiatives will revitalize the main street with an emphasis on creating a pedestrian friendly environment.
- Improve traffic circulation and reduce speeds:
    - Slow traffic along Easton Road while maintaining current traffic volumes
    - Redesign or reduce number of curb cuts to prevent conflicts between through traffic and turning vehicles (e.g. Waverly Avenue and Mount Carmel Avenue)
    - Implement a coordinates signal loop system to maintain and enhance traffic capacity along the entire length of the Easton Road corridor.
- Improve pedestrian mobility
    - Upgrade/add sidewalks, crosswalks; consider using textured paving materials, reflective devices, intersection bump-outs
    - Create safe pedestrian linkages between the Business District and Arcadia University (reconstruct intersection of Easton Road and Limekiln Pike; address lane-width, textured crosswalks and striping)
    - Coordinate transit between Arcadia University and Glenside through the University shuttle, Township bus, SEPTA bus, and SEPTA train
    - Design and install transit shelters/facilities at gateway locations
    - Address pedestrian walkways in areas between buildings, parking areas, and alleys

2.2 Related Initiatives Underway

Cheltenham Township is in the process of implementing streetscape improvements recommended in the CDEP plan and outlined in the Design Guidelines For The Glenside Commercial District manual. These guidelines will be adapted to the Glenside Station Area Plan.

2.3 Study Area Context

Cheltenham Township is a group of distinctive neighborhoods, tree-lined streets, public parks and unique shopping districts within the heart of the nation's fifth largest metropolitan area—Philadelphia. The project focuses on the Glenside Station, the adjacent business district, including historic Roberts Block, and their respective roles in the immediate neighborhood. The final plan will balance community needs and private development initiatives while providing a framework for enhancing the train station and surrounding neighborhood.

Arcadia University is located three miles from Glenside's station. The university, founded in 1853, has a student population of 3,000 with 325 faculty members. The 30-acre campus was originally a private estate and houses the 105 year-old national historic landmark Grey Towers Castle and a blend of other historic and contemporary buildings. Students may walk, bike, take a campus shuttle, or drive to Glenside's Commercial District.

figure 2.3.1 Panoramic Photo of Study Area

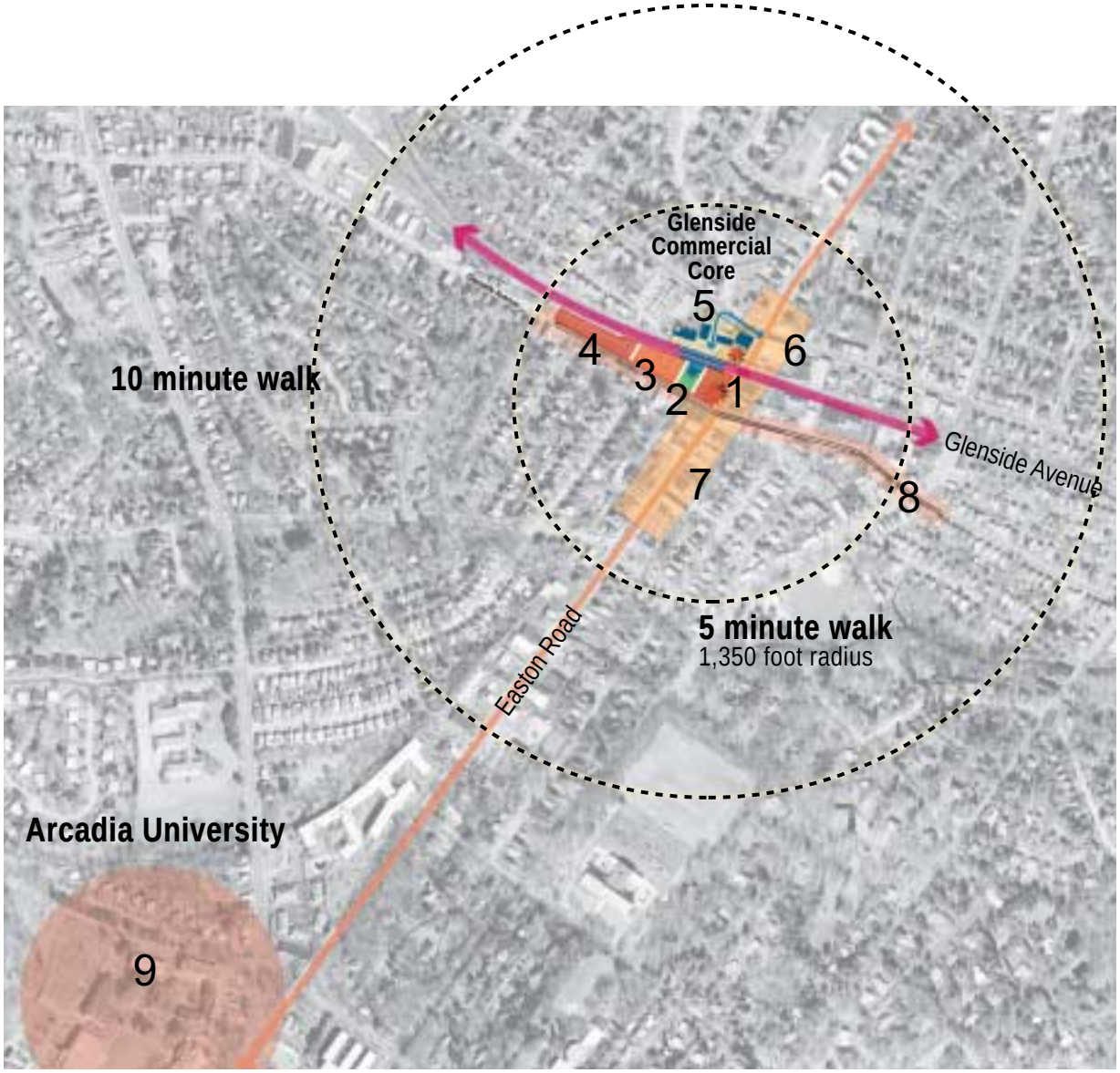


figure 2.3.2 Map of Study Area Context

Study Context

- Historic Block
- Glenside Ave. - Secondary Retail / Commcercial
- Easton Road Commercial Corridor
- Critical Streets / Arterials
- SEPTA Rail Line
- Train Station and Platforms
- Historic & Significant Buildings
- Critical Activity Points
- # Development Sites / Parking

1. Retail Opportunity facing the Transit Square and Glenside Avenue
2. Transit Square and Station Reuse
3. Mixed-Use Parking Structure
4. Surface Lot Option
5. Roberts Block Adaptive Reuse, Street Extension, and Histoirc Certification
6. North Corridor Commerical Connection
7. South Corridor Commerical Connection, Enhancement, and Development
8. Secondary Activity Corridor
9. Arcadia University

2.4 Site Description

The Glenside Station Study Area encompasses approximately 18 acres of land in downtown Glenside, Pennsylvania. The station is located at the northwest corner of Glenside Avenue and Easton Road. SEPTA's R1, R2, and R5 train lines serve the station. The station building is eligible for the national register of historic places designation and currently houses ticketing and a coffee shop. The intersection of Glenside Avenue and Easton Road marks the 100% retail and cultural corner and is punctuated with the "historic" PNC Bank building on the southeast corner. On the southwest corner is Humphrey's Pest Control and to the northeast is a 1 and 2 level 1960's retail cluster. Directly across Easton Road is a landscaped embankment dating back to 1928 when the train bridge was constructed to separate the rail line from vehicular traffic. Three blocks west of the intersection is the Glenside Fire Department Station.

The station area is comprised of the following four distinct development areas:

- Area 1 is a 3-acre contiguous site owned by SEPTA. It is on the inbound side of the rail line and at the most prominent corner in the Glenside Commercial District. The 1,200 foot site tapers from 205'-0" on the eastern edge to 40'-0" on the west perimeter. A large tree marks the corner of Easton Road and Glenside. A steep landscaped slope forms the eastern site edge from the Montgomery County Bridge to the intersection. It changes in grade from 13'-9" at the bridge to 0'-0" near the signaled intersection of Glenside Avenue and East Road. Glenside's train station sits in a surface parking lot and houses SEPTA ticketing facilities and a privately operated coffee shop. Approximately 260 commuter parking spaces are available in this area.
- Area 2 is known as the Roberts Block and is a privately owned quarter acre site that measures 100'-0" by 136'-0". It contains the historic Roberts Block Building that currently houses an architectural firm. Directly to the north of the building is a private surface lot for 16 cars and a service access point. The Roberts Block Building looks out to a SEPTA surface lot, outbound platform, and rail line. Adjacent to the block are two significant buildings – the former Roberts real estate office and townhouses.
- Area 3 is a .5 acre SEPTA owned, outbound, surface parking lot for approximately 30 cars. The outbound platform lines the southern edge of the site and is adjacent to the bridge and stairs leading to Easton Road.
- Area 4 is a row of historic townhouses adjacent to Roberts Block Townhouse that abut the western edge of the SEPTA owned surface lot (parcel 3) and has a building coverage of 62%. Six, 3-story town houses face the rail right-of-way and are currently residential rental units. Photographs indicate the Townhouses may date back to 1926 or earlier. The exterior of the buildings are in visible disrepair.

figure 2.4.1 Photo of Development Area 1

figure 2.4.2 Photo of Development Area 2

figures 2.4.3 + 2.4.4 Photos of Development Areas 3 + 4

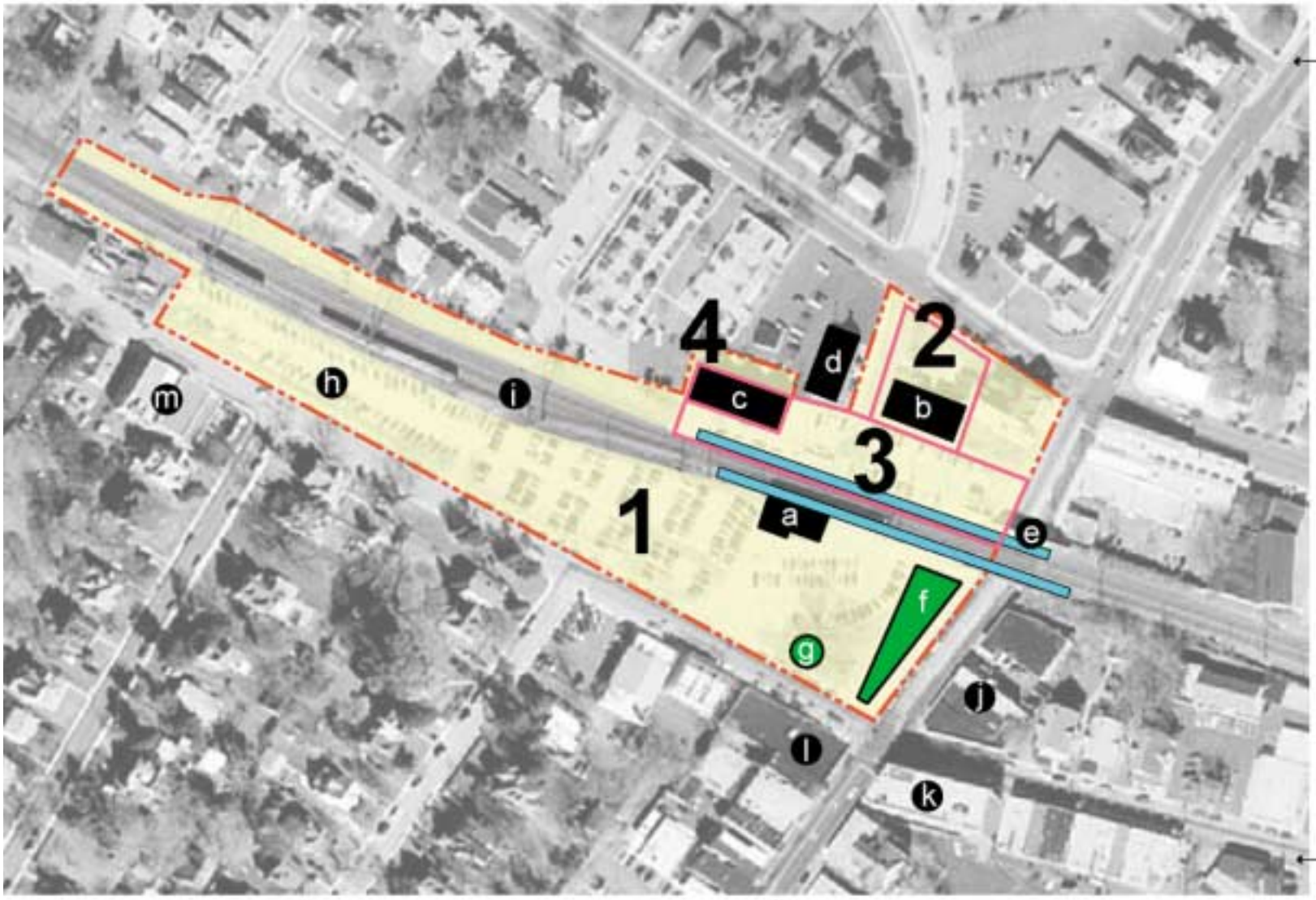


figure 2.4.5 Site Description Map

2.5 Parking Supply & Demand Assessment

Passenger demand at the Glenside Station greatly exceeds the number of available parking spaces. Currently there are 260 existing spaces and projected demand indicates a shortage of approximately 449 spaces. Glenside Station and its associated parking lots are generally located along the north side of Glenside Avenue between Easton Road and Lismore Avenue. Three driveways serving the station are found along Glenside Avenue. All form non-signalized T-intersections and are two-way stop-controlled.

Parking demand is considerable. Of 287 spaces provided in various parking lots surrounding the station, about 90% of them were observed to be occupied throughout most of the day Friday and of the 41 spaces provided on street (mostly metered spaces), about 83% of them were observed to be occupied throughout most of the day as well. Saturday occupancies are dramatically lower and amount to less than 30% of capacity.

In addition to the proposed parking garage there may be an opportunity to provide more short-term parking along Glenside Avenue between Easton Road and Lismore Avenue may be possible. Existing short and long-term parallel-metered parking along the north side of Glenside Avenue could be replaced with angled parking.

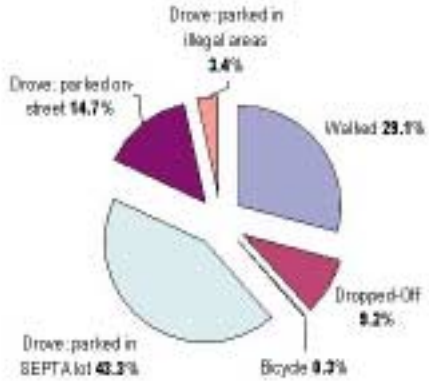


figure 2.5.1 Station arrival mode chart: 62% arrive by car and park

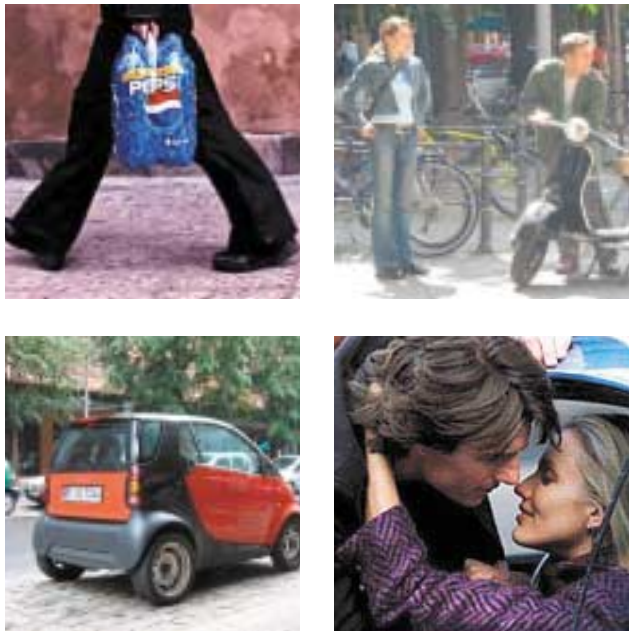


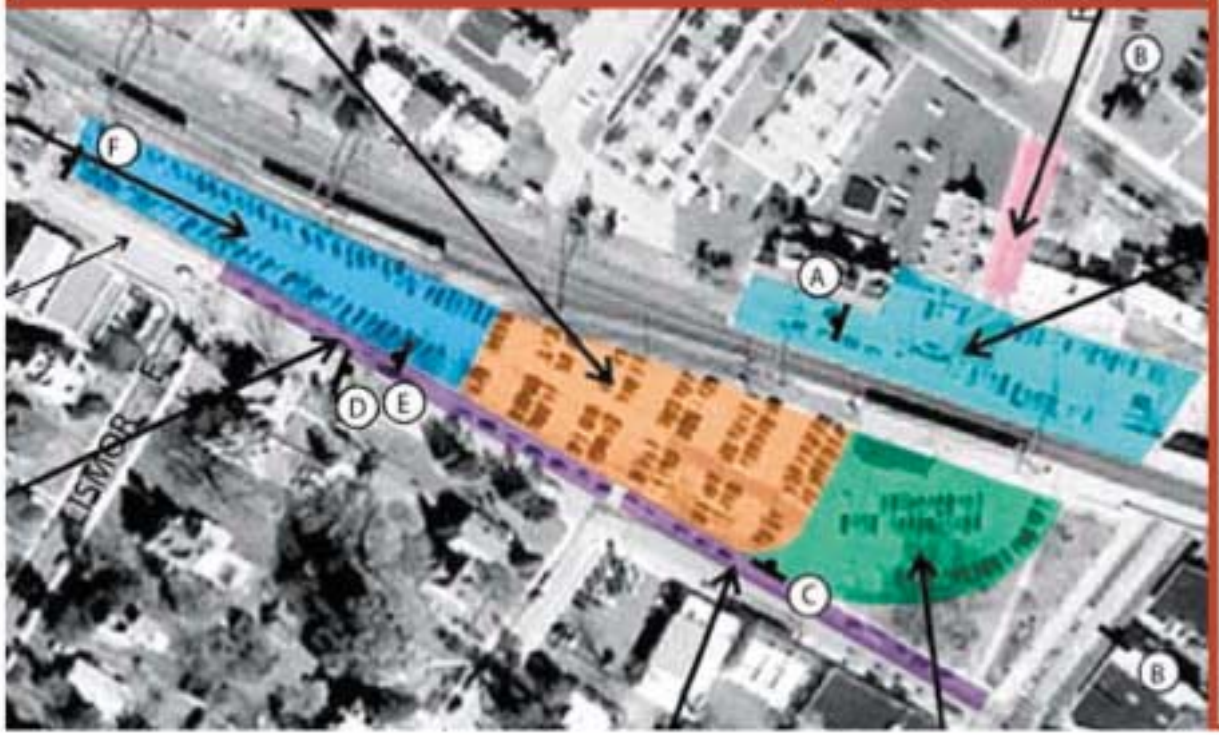
figure 2.5.2 Station area plans respond to existing arrival mode (pedestrian, bicycle, car, drop-off) statistics and allow for future demographic shifts.

Total parking supply and demand: "D" represents specific time intervals of the day

	ON-STREET	OFF-STREET	TOTAL
S =	41	287	328
D1 =	13	92	105
D2 =	31	258	289
D3 =	34	150	284
D4 =	23	130	153
D5 =	9	70	79
D6 =	12	65	77

Glenside Avenue parking supply and demand: station side of Glenside listed first and south side of Glenside Ave. listed second

S = 10/ 7
D1 = 4/ 0
D2 = 6/ 2
D3 = 9/ 4
D4 = 8/ 7
D5 = 4/ 1
D6 = 5/ 5



SIGN LEGEND

- (A) Residents Only
- (B) No Parking Any Time
- (C) STATION ENTRANCE 50 Day Free Parking Sat and Sun
- (D) No Parking This Side of Street
- (E) Speed Limit 25
- (F) Road Narrows

PARKING LEGEND

S- # of Spaces

D1 - 6:50 AM FRIDAY	1/10/03
D2 - 9:10 AM FRIDAY	1/10/03
D3 - 3:30 PM FRIDAY	1/10/03
D4 - 6:10 pM FRIDAY	1/10/03
D5 - 10:30 AM SATURDAY	1/11/03
D6 - 2:30 PM SATURDAY	1/11/03

figure 2.5.3 Diagram of Parking Supply

2.6 Traffic and Circulation Infrastructure Assessment

At the outset it was determined that effective transportation initiatives will play an important support role in revitalizing the commercial core. Specific traffic and circulation projects will create a pedestrian-friendly environment within a multi-modal transit station commercial core.

Orth-Rodgers Associates, Inc. (ORA) conducted traffic counts in October/November 2001 at the intersections of Glenside and Easton and Glenside and Harrison. Subsequent parking and traffic counts were complete in January 2003. At that time all intersections were found to be at acceptable levels of service (LOS C or better).

- Intersections are performing well; turning movement levels of service are desirable and no failures were noted.
- There is excess traffic capacity at the station area intersections studied.
- Prior to or after train arrivals there is occasionally a related spike in traffic volume along Glenside Avenue, resulting in short-lived congestion (lasting less than one minute) at the intersection of Easton and Glenside.

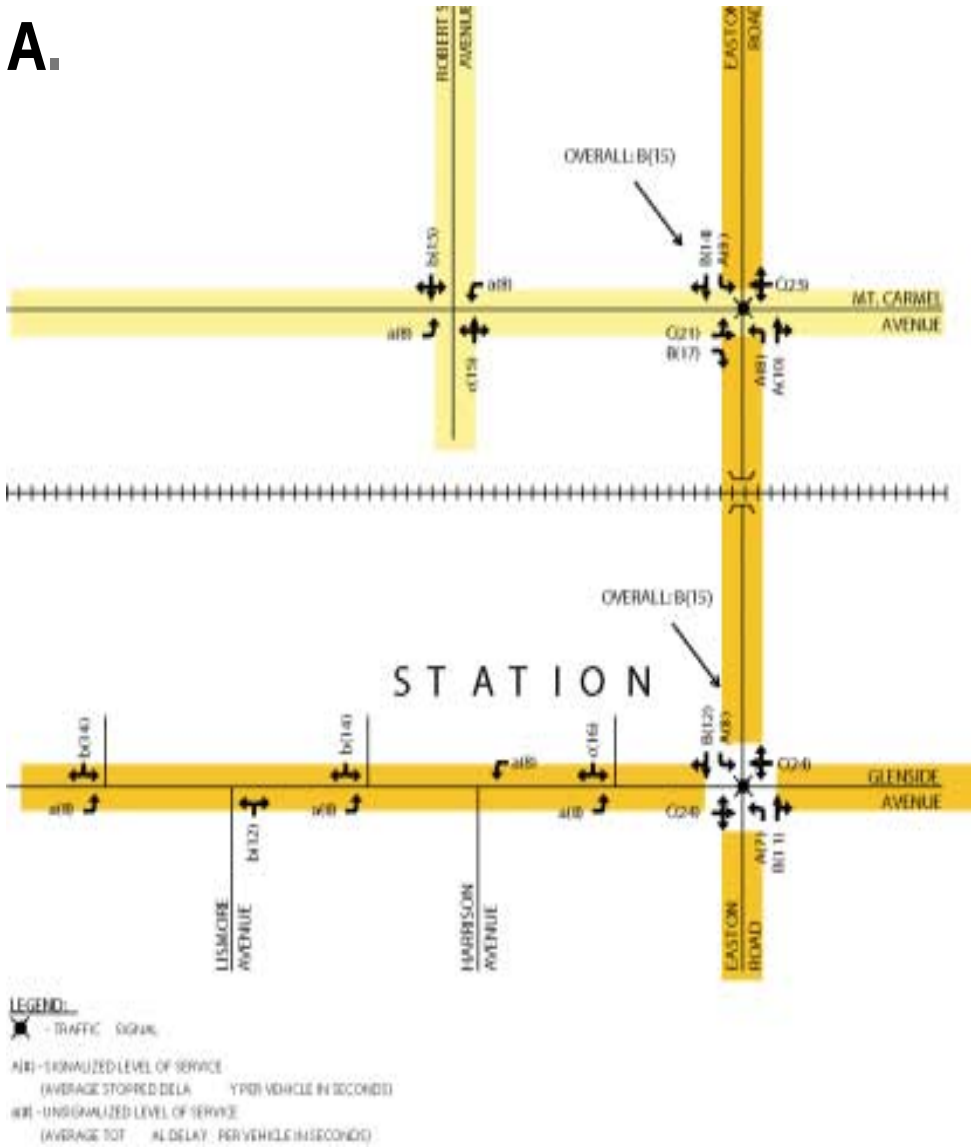


figure 2.6.1 Map of Morning Traffic Intersection Performance

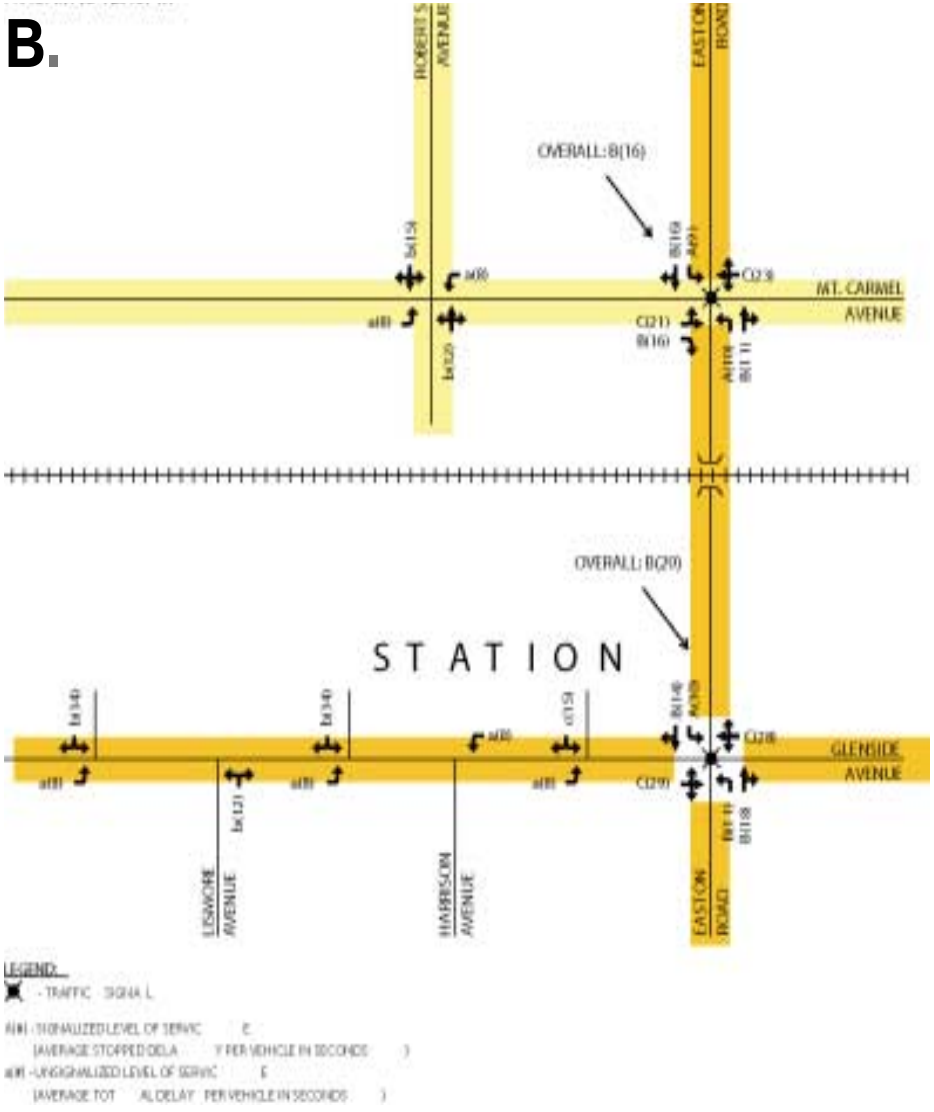


figure 2.6.2 Map of Afternoon Traffic Intersection Performance

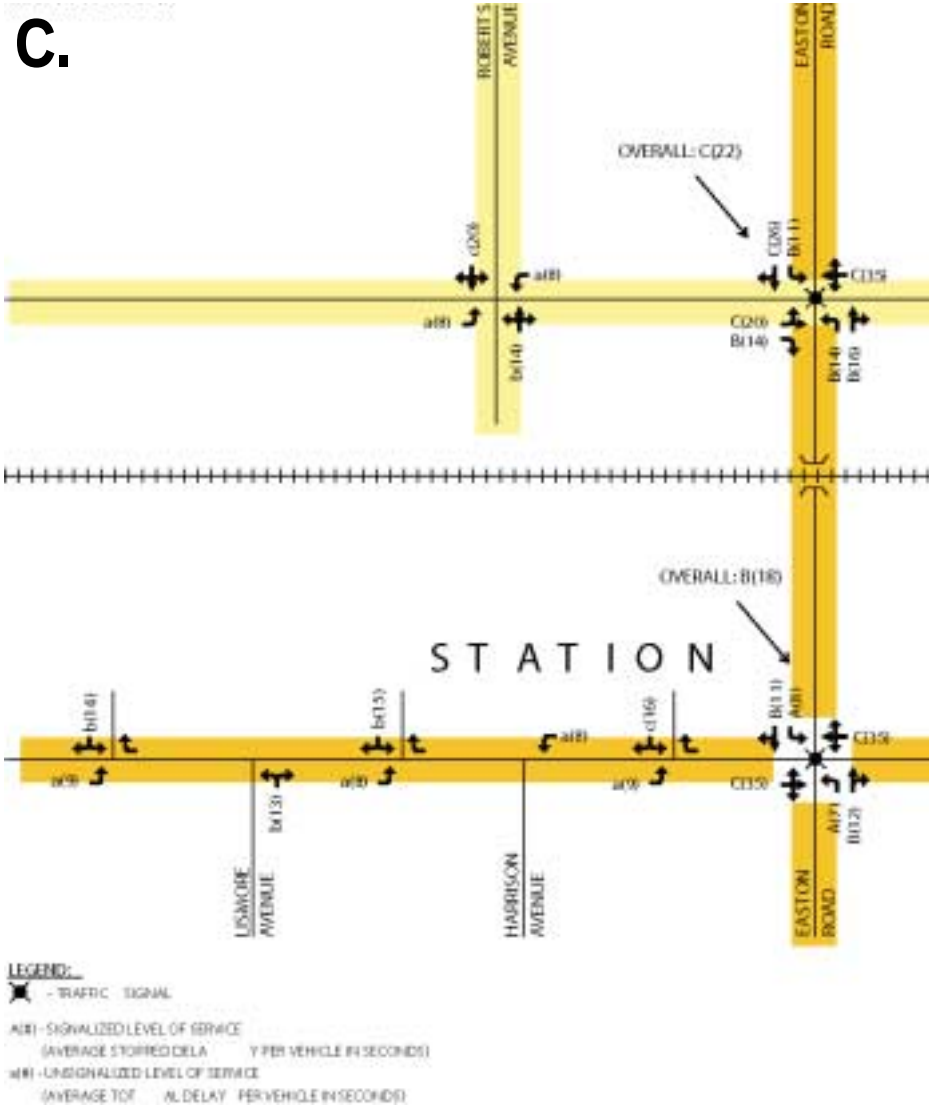


figure 2.6.3 Map of Evening Traffic Intersection Performance

2.7 Retail Market Opportunities

Real Estate Strategies, Inc. (RESI) prepared a retail market analysis (see Section 7.0) of the Glenside Station area. In order to define the target customer base, demographics and psychographics (lifestyle type/ consumer behavior) of residents in the retail trade vicinity were analyzed, as well as market segments within the district. In addition, RESI also met with representatives of Arcadia University, which is situated within 3 miles of the station area.

Currently, the Glenside Station area hosts a variety of businesses, including retail stores, restaurants and personal care services. Arcadia's expansion plans present possibilities for alternative uses within the vicinity, as well as an expanded customer base for new and existing retail establishments. Development of additional parking and a pedestrian-oriented corridor will serve existing merchants while attracting new businesses and customers to the district.

figure 2.7.1 Retail Market Illustration: Pictured above are examples of typical commercial, retail, and recreational activities that could be absorbed in the Glenside Retail Market. A farmer's market with outdoor gathering space, boutiques, small restaurants, and professional offices. Such uses are imagined in the context of a pedestrian oriented environment fronting Glenside Avenue and Easton Road. Plans are to transform the Glenside Station Area into the commercial core and focal point for community activities.

Findings from the real estate market analysis indicate that the target market for near term retail development should include specialty food, restaurants, apparel/accessory boutiques, housewares, and bookstores. A total of 19,000 to 25,000 gross square feet of retail could most likely be absorbed in the commercial core. A strategy of overall revitalization of the commercial core should consider:

- Relocating noncontributing business and retail uses away from the station area
- Integrating Arcadia uses and attracting students and employees
- Attracting more professional services firms
- Improving the overall streetscape environment and linkages to the station area and Roberts Block

The following table summarizes target markets for near term retail development in the station area:

Type	Square Feet	Establishments
Specialty groceries & prepared food	3,000 to 4,000	1 to 2
Restaurants	3,500 to 7,500	3
Apparel & accessories	4,000 to 6,000	2
Household furnishings & accessories	3,000 to 4,000	2
Bookstore, newsstand & music store	1,500 to 3,500	1 to 2
Total	**19,000 to 25,000**	**9 to 11**

figure 2.7.2 Table: Target Markets for Station Area Retail Development

figure 2.8.1 Potential Garage Heights in comparison to Prevailing Building Heights (15'-0" to 50'-0")

2.8 Planning Criteria

2.8.1 Height, Massing, and Design

- Recognize prevailing building heights of commercial core area.
- Build on previous studies such as the CDEP Plan (Cheltenham Township Commercial District Enhancement Plan) and the Glenside Commercial District Design Guidelines (January 2002).
- Plan for a "landmark" building that will mark the center of the Glenside Commercial District Core. Develop concept designs for a mixed-use parking garage that goes beyond the storing of cars and contributes to economic revitalization of the area.
- Provide design concepts and guidelines that require compatible exterior building finishes to the adjacent context and the historic train station.

2.8.2 Parking Criteria

Demand

- Existing Commuter Spaces: 260
- Required Commuter Spaces: 609 (based on DVRPC Parking Demand Study - October 2000)
- Projected Short-Term Parking Demand for Retail: 60
- Total Parking Required: 669

Demand Splits

- Daily Parkers: 70 to 75%
- Permit Parkers: 20%
- Occasional Parkers: 5 to 10%

Physical Requirements for Parking

- Stall Sizes
  - Long term: 8'6" wide by 18' deep
  - Short term: 9' wide by 18' deep
- Aisle Widths
  - Long term 90 degree parking: 23 feet
  - Short term 90 degree parking: 24 feet
  - Angle parking: Varies depending on angle
- Ramp Slopes
  - With parking: 5% desirable & 6.5% maximum
  - Without parking: 10% desirable & 12% maximum
- Pedestrian Circulation
  - Elevators: Not required by Code, however generally provided, with rule of thumb being 1 elevator per 500 spaces in the facility.
  - Stairs: A minimum of two (2) means of egress is required.
  - Pedestrian Bridges: Desirable, but Easton Road overpass could act in this capacity.

figure 2.8.2 Physical Requirements for Parking

2.8.3 Transit Criteria

Platform Location - Leading edge of platform 5'-7" from centerline of track. Platform to extend beyond first and last door of train between 5' to 10'-0".

Length - Minimum length is 432'-0" for a 6 car train. Maximum required length is 528'-0" for all doors to open onto platform.

Width - 18'-0" within ticketing, station, or shelter areas. 10'-0" typical.

Module - Precast concrete modules – 16'-0" x 8'-0" or 16'-0" x 10'-0". 1.25" thick tactile edge 24" deep at platform edge (ADA).

Rail Cars: Standard car 85'-0" with doors at midpoint or at each end.

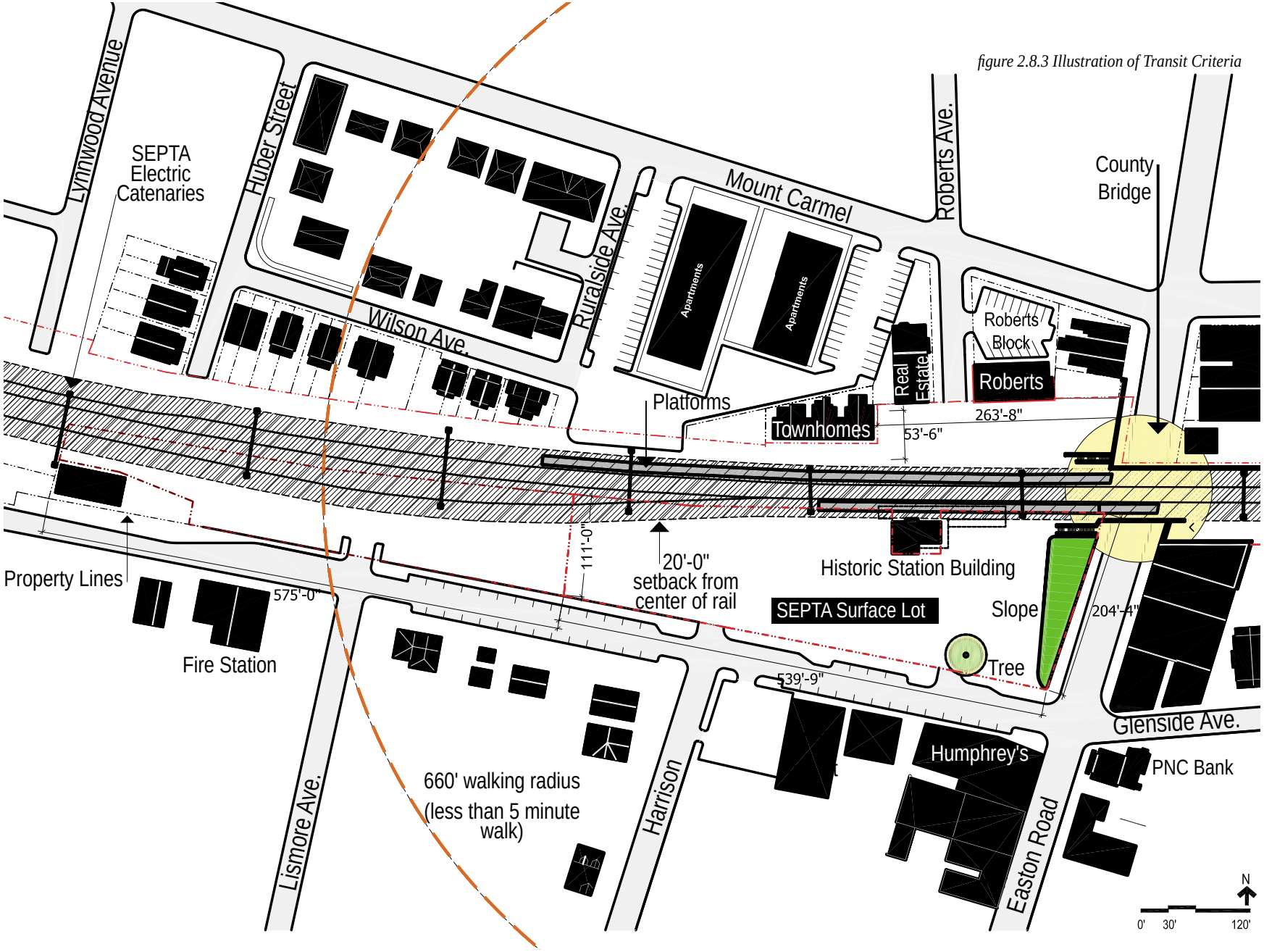
Canopy: Edge of canopy 8'-6" from centerline of track 8'-6" min. height from walking surface to lowest portion of canopy.

Guardrails: Locate at back of platforms & ends. Must be setback a minimum of 8'0" from centerline of track.

Development Area: Maintain 20'-0" clearancefromcenter line of track Allow for maintenance between track and building envelope.

Bridge: Construct with steel sections encased in concrete. Provide concrete abutments and walls. Clear span between abutments should be 62'-0" with supporting pier on center. Clear height of 14'-6".

figure 2.8.3 Illustration of Transit Criteria



2.8.4 Garage Components

The vision for the Glenside Station Area Plan hinges on condensing asphalt surface parking into a parking structure. Parking garages have technical requirements based on vehicular turning radii, standard parking stall widths, allowable floor slope, structural spans, and a wide array of other functional issues. The further a plan deviates from a "conventional" garage the more costly per space the building becomes. Ideally, a parking structure dedicates as much surface area to parking as possible.

An efficient two-bay garage is 120'-0" wide by 240'-0" long and yields up to 94 spaces per level. A three-bay, interior ramping garage is 180'-0" wide by 300'-0" long and may park up to 165 cars per level. The fixed dimension in most garages is the width and the necessary length to ramp from one level to the next. Narrow or very short garages require exterior ramping systems and are not as efficient.

Because of the irregularly shaped parcel a less efficient garage was introduced into the kit-of-parts. The one-bay garage may be configured within the narrow site portion, but requires helix speed ramps similar to those utilized at airport parking facilities. This type of garage is more costly than a conventional garage as a significant amount of surface area is left to ramping without parking.

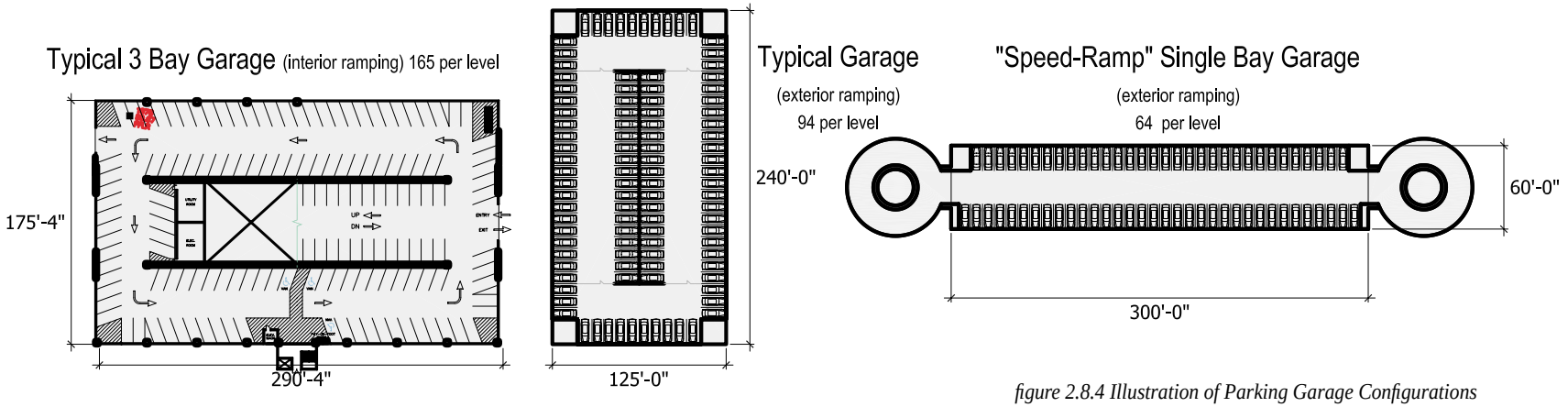


figure 2.8.4 Illustration of Parking Garage Configurations

figure 2.9.1 Photographs from the "Ideas" Workshop at Glenside Memorial Hall. On the left participants, stakeholders, and consultants discuss the Glenside Station Area Plan. In the right columns are slides from a PowerPoint (digital slide) presentation made to the public at the 1st workshop.

2.9 Community Needs and Expectations

Community needs and expectations were ascertained through an Ideas Workshop, which was conducted on February 3, 2003. Approximately ninety-four business owners, commuters, and residents attended the open house, which was followed by a formal presentation and question/answer exchange. In addition to discussing design ideas for a parking garage, including business and retail space, the meeting focused on economic revitalization of the Glenside Station/commercial district and reuse concepts for the Roberts Block area.

Attendees were asked to complete an “ideas” form and following is a synthesis of comments based on these forms and the question/answer exchange. Of the nearly 50 responses via comment, hand-written, or email, 84% accepted a parking structure. Only 16% outright dismissed the need for structure parking.

Alternative Approaches

figure 3.1.1 The Glenside Station Area Plan focuses on the issues of preservation, parking, transit improvements, and quality of life or community fit. Cheltenham Township's Commercial District Enhancement Plan envisioned a garage with a 52'-0" peak with the parking mass at a height of 45'-0". Alternatives 1-4 are planned for 5 levels or 45' above ground. Alternative 5 has a preferred reduced height of 35'-0".

Following the February 3, 2003 Public Ideas Workshop at the Glenside Memorial Hall, the consultant team with the input of the Project Steering Committee developed five alternative development plans over a four-month period. An array of site configurations and garage types were developed that would fulfill the project goals.

3.1 Design / Evaluation Criteria

A set of criteria focusing on the issues of economic development, transportation, preservation, and community fit were prepared to assist in design and subsequent evaluation of the plan alternatives.

Economic Development

Attract and retain successful businesses on the Easton Commercial Corridor by:

- Making Roberts Block buildings more attractive to tenants
- Creating new retail space that will attract commercial tenants willing to pay competitive rents
- Offering convenient access for tenants and users of the commercial corridor

Transportation

Provide comfortable and efficient pedestrian and vehicular circulation by:

- Improving quality of transit experience
- Increasing parking availability
- Enhancing connectivity between station, garage, and the commercial corridor

Preservation

Enhance Glenside's historic and culturally significant buildings by:

- Maintaining or enhancing the importance and function of the historic train station building
- Creating the best setting to view the historic train station
- Preserving or recreating the station area imagery from the intersection of Easton Road and Glenside Avenue

Community Fit

Improve the commercial core without negatively impacting adjacent residential neighborhoods by:

- Improving the community as a whole
- Considering views from adjacent homes
- Respecting prevailing heights within the area

3.2 Initial Alternatives

3.2.1 Alternative 1

Alternative 1 is a 45'-0" mixed-use parking garage with approximately 364 spaces. Five levels of parking are above ground and two levels below. This scheme offers SEPTA a net increase of 172 spaces and a total off-street capacity of 432. The garage is setback from Easton Road where the site begins to severely narrow and requires a non-conventional garage with two, double-helix ramps. This one-bay parking system is extremely inefficient as the construction area per parking space is higher than average. Smaller parking levels also increase the building's height.

Retail space in the garage is 400 feet west of the preferred, "100%" retail intersection of Glenside Avenue and East Road. Real Estate Strategies suggested that retail space "off Easton" might be more difficult to lease than space directly fronting Easton Road. Having the garage setback on the site does however preserve the view of the existing historic train station and Roberts Block. Alternative 1 locates the proposed garage adjacent to residential areas between Harrison and Lismore Roads.

figure 3.2.1 3D Illustration of Alternative 1

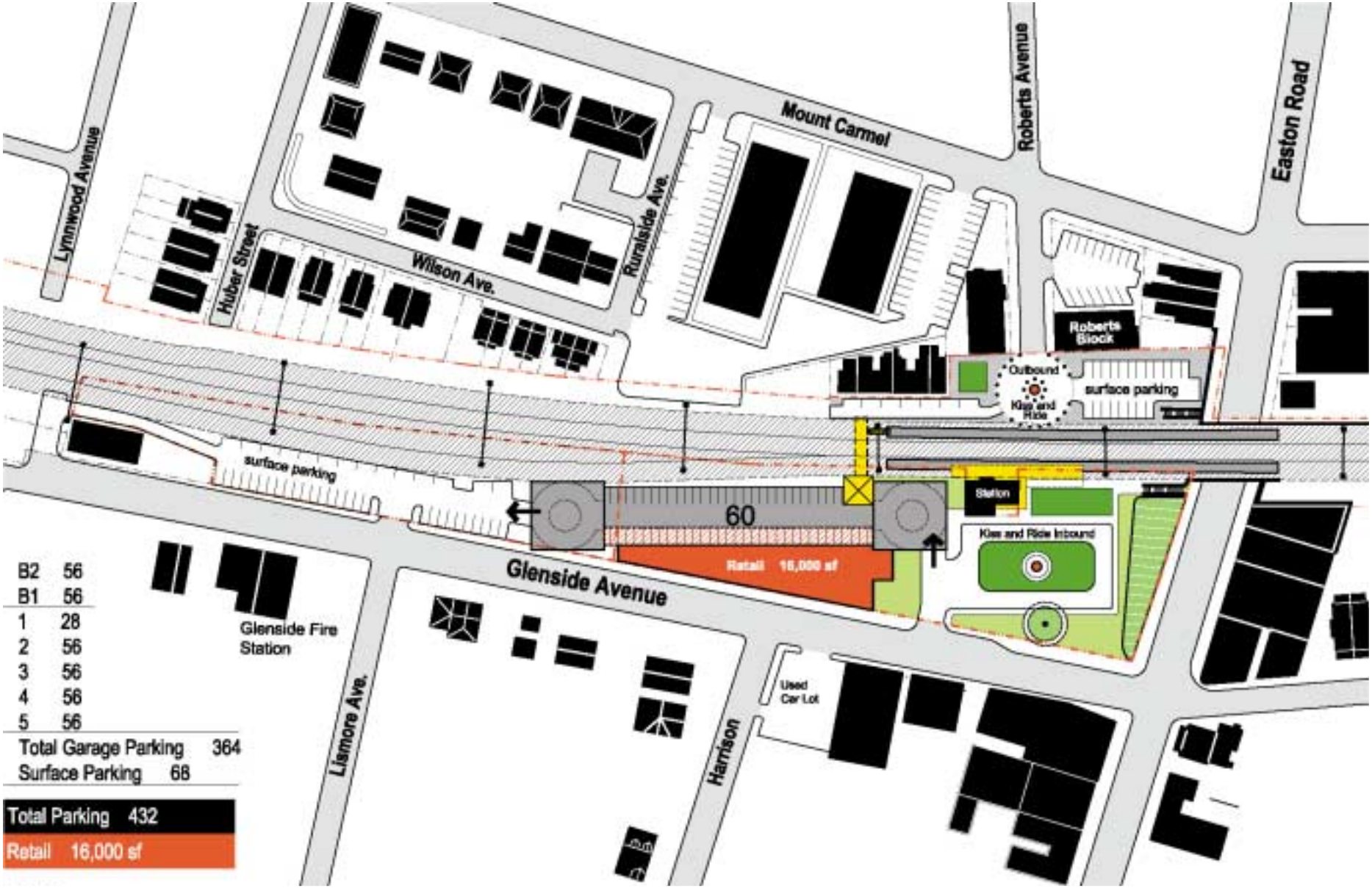


figure 3.2.2 Map of Alternative 1

3.2.2 Alternative 2

Alternative 2 is a 45'-0" mixed-use parking garage with approximately 586 spaces. Five levels of parking are above ground and two levels below. This scheme offers SEPTA a net increase of 429 spaces and a total off-street capacity of 689. The garage has a conventional footprint of 120' wide by 220' long. It is sited just west of Harrison Road and continues towards East Road abutting the Glenside Avenue right-of-way. This two-bay parking system is fairly efficient except for a small chamfered corner on the northwest corner that is required to be setback 20''-0" from the nearest rail centerline. Preliminary cost estimates per space are in the range of $13,500. Maintaining the same parking levels as alternative 1 yields a very high space return given the efficient building footprint.

Retail space is separated from the garage with new retail construction totaling 3,600 gross square feet east of the historic station building. Entrances to the retail space do not front either of the commercial corridors and have limited visibility from pedestrian and vehicular traffic. No change is proposed in the historic station's location; however, the building will still need to be raised to accommodate modern high-level platforms. The view of the station complex is significantly altered as the new retail building sits within 25' of the historic station and interrupts site lines across the tracks to Roberts Block. Alternative 2 locates 30% of the parking garage within the Glenside Avenue residential area. Without retail space in the garage, significant facade cladding would be required to screen parking at street level and above.

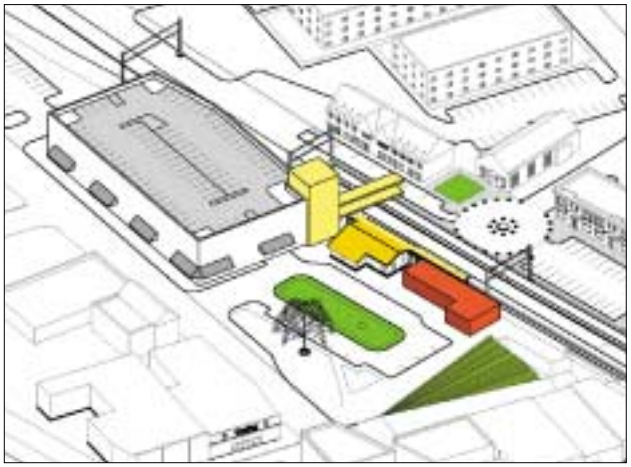


figure 3.2.3 3D Illustration of Alternative 2

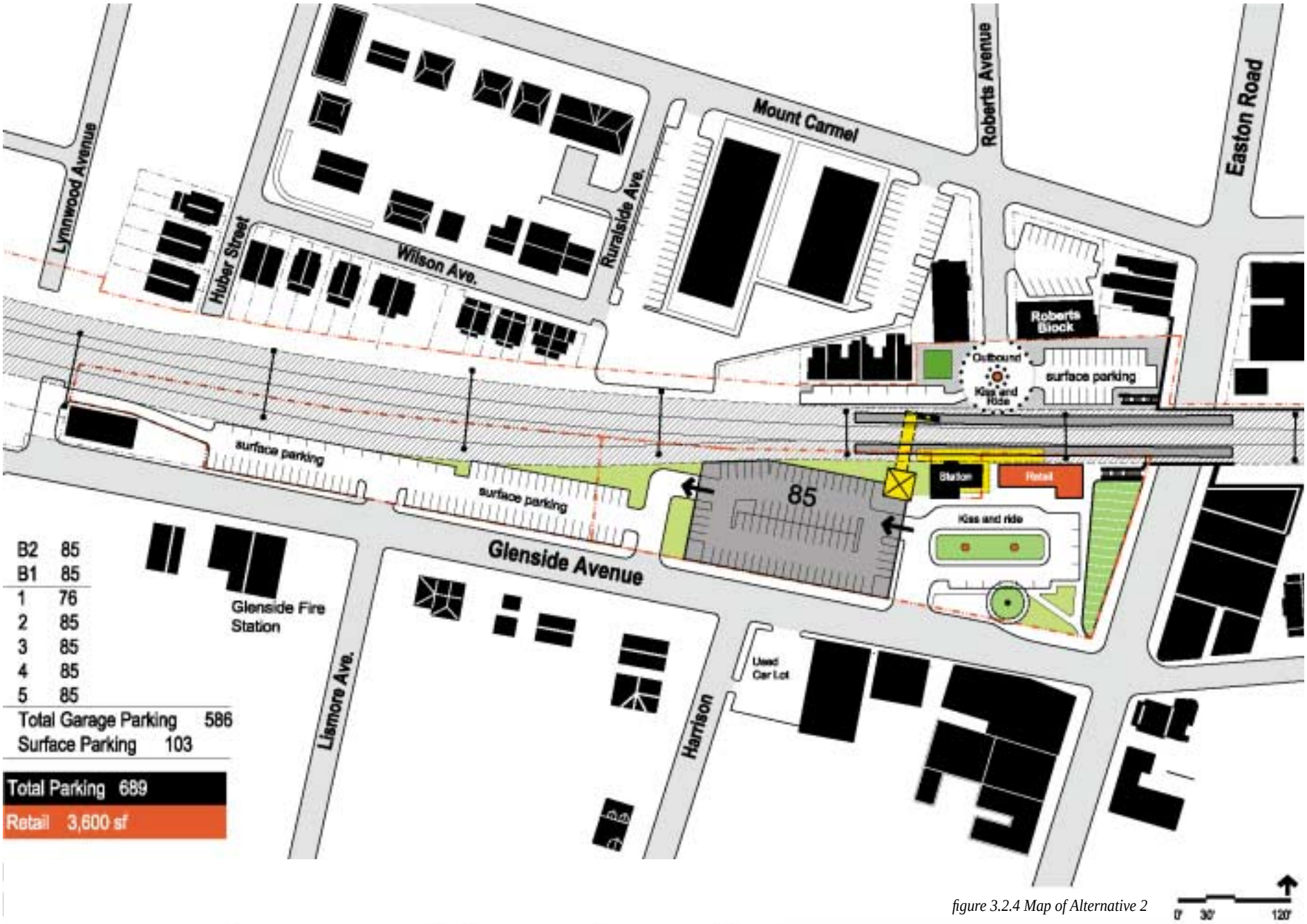


figure 3.2.4 Map of Alternative 2

3.2.3 Alternative 3

Alternative 3 is a 45'-0" mixed-use parking garage with approximately 585 spaces. Five levels of parking are above ground and two levels below. This scheme offers SEPTA a net increase of 455 spaces and a total off-street capacity of 715. Rotating the garage width parallel to Easton Road permitted additional surface lot spaces. The two-bay garage has a conventional footprint of 120' wide by 240' long. It is sited completely east of the Harrison Road centerline towards Easton Road and the massing of the garage is setback between 5'-0" and 30'-0" from the Glenside Avenue right-of-way. This two-bay parking system is very efficient yielding 90 spaces per level at a preliminary cost estimate of $13,500 per space. Retail uses will screen the street-level garage uses and may extend in height to the spandrel of the second parking level.

Nearly 15,000 gross square feet of retail extends beyond the garage mass and fronts on Glenside Avenue. The remaining space is tucked within the ground level of the parking structure. The mixed-use garage is 140' from the "100%" retail corner of Glenside Avenue and Easton Roads. Entrances to the retail spaces front both Glenside Avenue and the proposed Glenside Green (and inbound drop-off). Glenside's historic station is to be relocated 130' south to the corner and restored for complete retail use. A new station is planned adjacent to the mixed-use garage and will house both SEPTA ticketing and new retail or commercial activity. The historic train station will cease to serve as a transportation function. Locating the garage between Harrison and Easton Road will not change the use of SEPTA property adjacent residential areas.

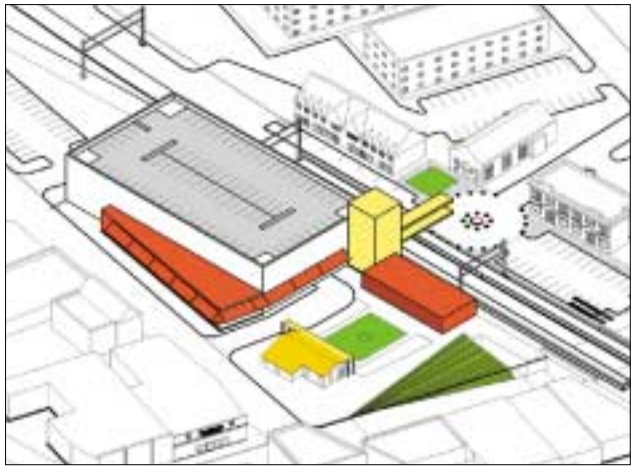


figure 3.2.5 3D Illustration of Alternative 3

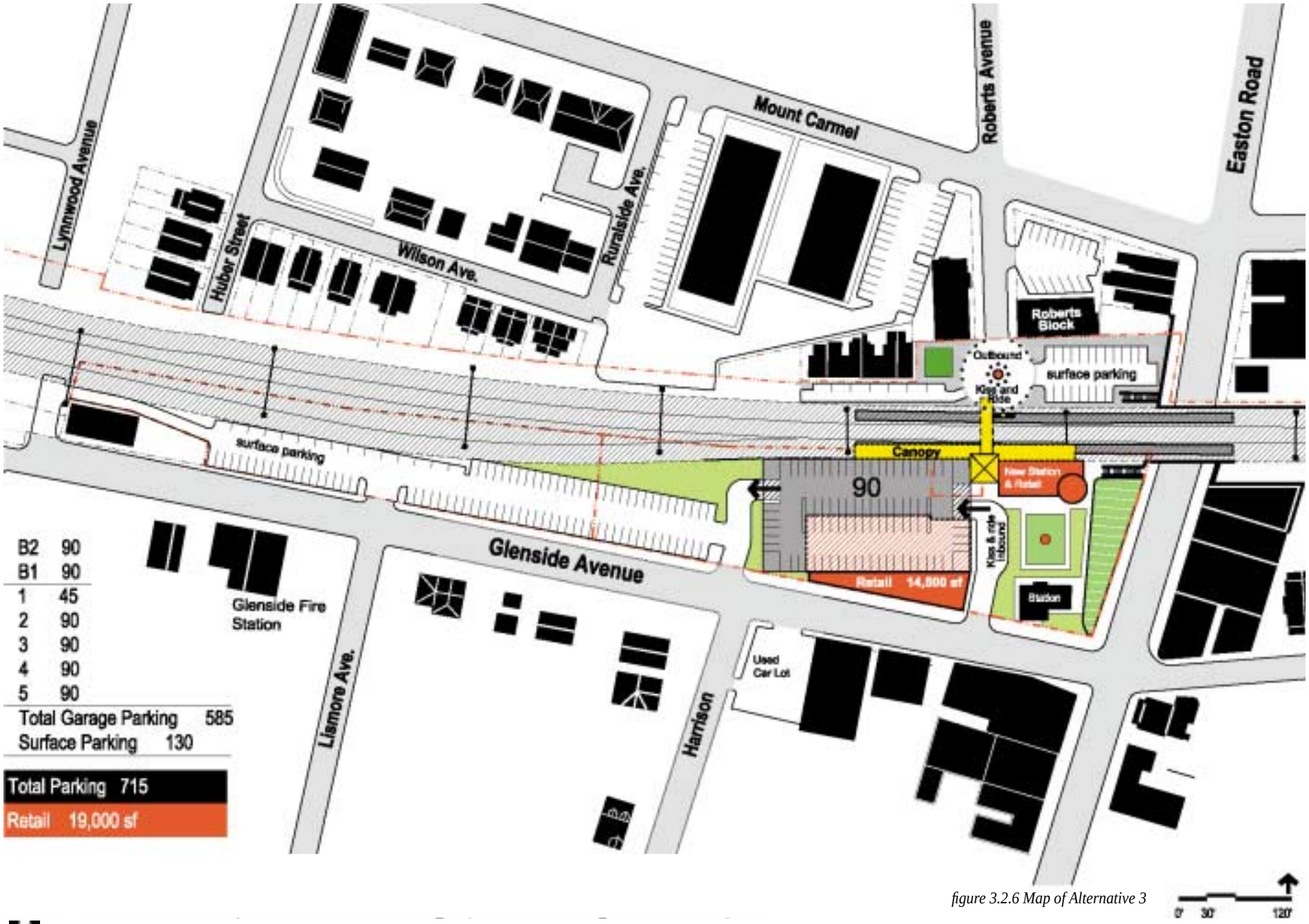


figure 3.2.6 Map of Alternative 3

3.2.4 Alternative 4

The garages in alternatives 3 and 4 are the function the same with approximately 585 parking spaces. Five levels are above ground and two levels below. SEPTA gains 455 spaces and the commercial core will have a total of 715 spaces. The two-bay garage has a conventional footprint of 120' wide by 240' long. It is sited completely east of the Harrison Road centerline towards Easton Road and the massing of the garage is setback between 5 and 30'-0" from the Glenside Avenue right-of-way.

Glenside's historic train station is moved 100' to the east and maintains its relation to the tracks. It will continue to serve as a SEPTA station with a coffee shop. The restored station will be moved onto a new foundation and raised to meet modern, high-level platforms. Views of Roberts Block from the corner of Glenside Avenue and Easton Road will be modified with the relocated station in the foreground. 15,000 gross square feet of retail space will be extended along Glenside Avenue but will not front on Easton Road. Entrances to the retail will open onto the proposed Glenside Green and Glenside Avenue.

figure 3.2.7 3D Illustration of Alternative 4

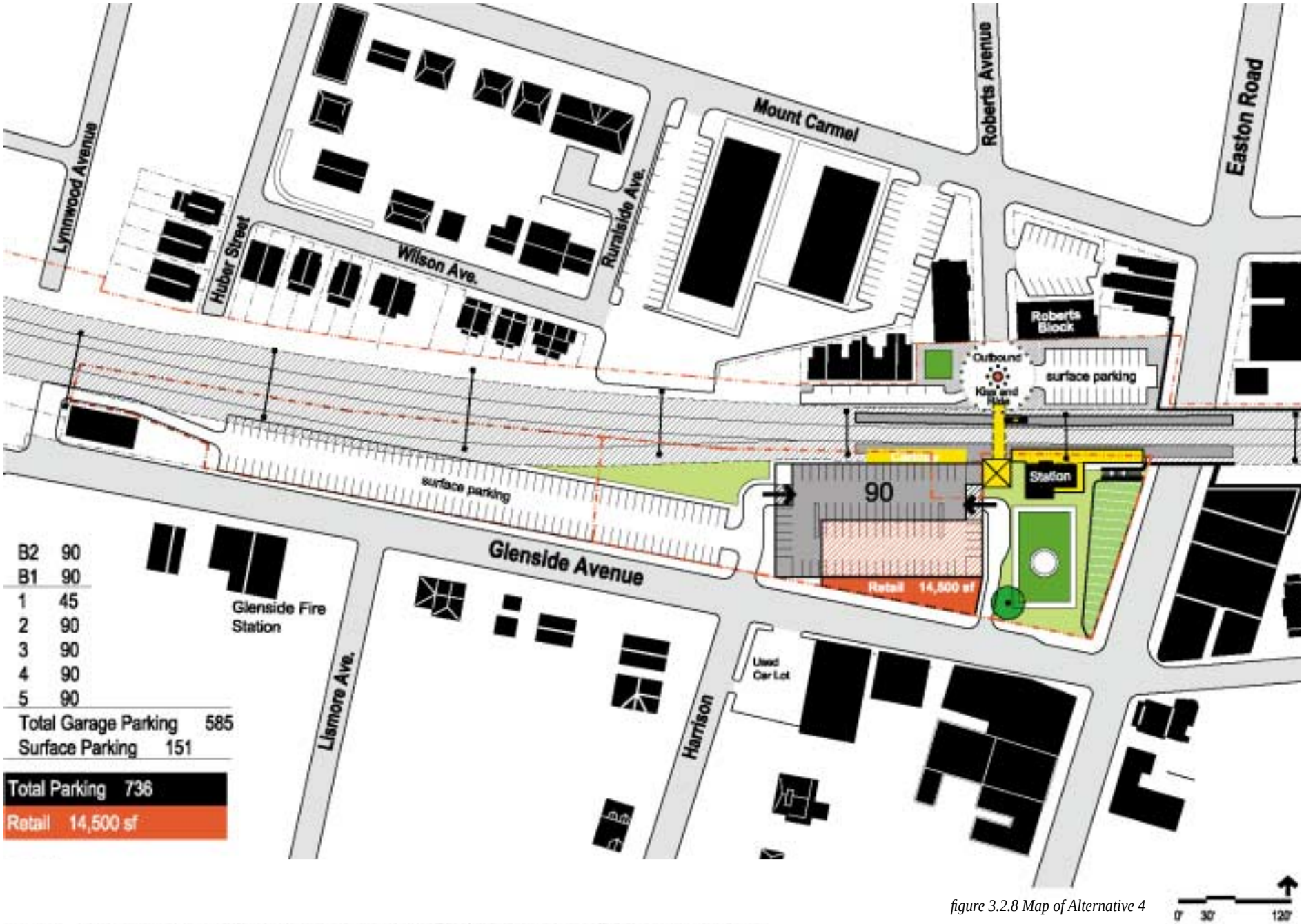


figure 3.2.8 Map of Alternative 4

3.2.5 Alternative 5

Alternative 5 includes a 614-space garage at the corner of Easton Road and Glenside Avenue. Its large footprint reduces the garage's height to 35'-0" and requires four levels above ground and one below. SEPTA gains 441 spaces and the majority of the total 701 parking spaces are within the Easton Commercial Corridor. The two-bay garage is a conventional 120' wide by 300' long facilty. Shifting the mixed-use garage to Easton Road permits a considerably longer parking structure than planned in schemes 2 through 4. It is sited parallel to the rail line leaving two wedge shapes between the garage mass and the edge of Glenside Avenue and Easton Road. This space is utilized for a new street front SEPTA station and retail spaces that completely screen two levels of the garage on both streets. From the PNC Bank corner the mass of the parking garage will not be visible. The western edge of the building is fitted with a permanent, lightweight structure for the proposed farmer's market and other indoor-outdoor activities.

Neighboring houses will not face any potion of the mixed-use garage. Surface parking is reduced in this plan giving way to a neighborhood green prominently featuring the historic Glenside Station building. The station will be restored and move 350' to the west, maintaining its same historic orientation to the train tracks. Entrances will remain at their current at-grade elevation since the station will not be connected to the new high-level platforms. The station may be reused as a restaurant or café with seating alongside the landscape lawn. Adequate passive and active open space will provide the opportunity for a range of outdoor uses.

Views of the "station corner" will be greatly modified with 17,000 gross square feet of street front shops and restaurants. SEPTA will have a traditional, marquee entrance directly on Easton Road. Real Estate Strategies suggested that this scheme offers excellent visibility for retail making it an attractive space to lease.

figure 3.2.9 3D Illustration of Alternative 5

figure 3.2.10 Perspective rendering of Alt. 5 looking east along Glenside Ave

figure 3.2.11 Perspective rendering of Alt. 5 of the northwest corner of Glenside Ave and Easton Road

figure 3.2.12 Perspective rendering of Alt. 5 looking south along Easton Road

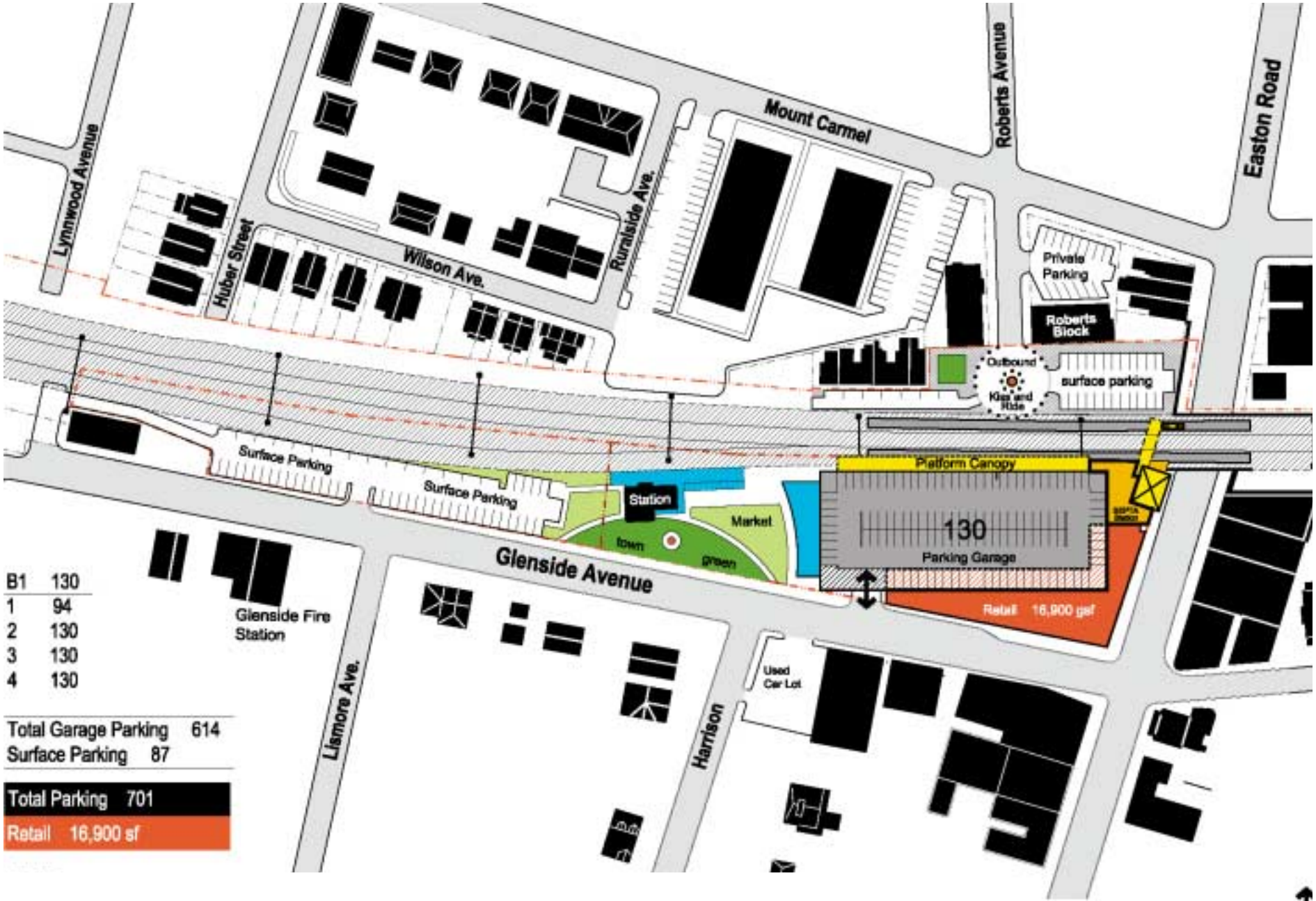


figure 3.2.13 Map of Alternative 5

3.3 Evaluation of Initial Alternatives

On March 24, 2003, the second public workshop was held for the Glenside Station Area Master Plan at the Glenside Memorial Hall. Upon entering the Hall, participants registered, were given an information packet, and assigned to a table. There were fifteen tables with a minimum of four people per table. Approximately 100 people attended.

The session was introduced by the Cheltenham Township Commissioner Jeffery Muldawer and followed by a brief PowerPoint prepared by the Hillier Urban Design consulting team. Leo Bagley of the Montgomery County Planning Commission presented an overview of the project's scope of services, steering committee, project partners, and Task 1 findings. Major topics covered as part of this review included Glenside's:

- Transit Station and Historic Assets
- Parking and Quality of Life
- Easton Road Commercial Corridor
- CDEP (Commercial District Enhancement Plan), and the DVRPC (Delaware Valley Regional Planning Commission) Parking Demand Study

Five alternative concepts were then reviewed with plans, 3D models, and their respective development yields. Each scheme included the proposed building height, number of parking levels above or below grade, available retail space, and total parking spaces to be provided. Following the presentation of the alternatives, the workshop participants were asked to individually evaluate each alternative using a worksheet to record their preferences. The criteria included how the proposed master plan concepts would contribute to:

- Economic Development
- Transportation Enhancement
- Preservation
- Community "Fit"

Participants were encouraged to use their information packages with copies of the concept plans, the project vision matrix, and a comparative analysis chart. Shortly thereafter, all tables were instructed to share the results of their evaluation worksheets and select their top three preferred alternatives in order. The consultant team and steering committee members were available at each table to answer technical questions and facilitate the process. After an hour of discussion and consensus building, each team presented a list of their preferred alternative concept plans.

		Economic Development	Transportation Enhancement	Preservation	Community "Fit"
1	Retain Station As-Is 	Retail space attached to garage is "off Easton" - may be more difficult to lease than space directly fronting Easton Road	Pedestrian overbridge is located west of station building (away from Easton)	No change in station building location, however, building raised to accommodate modern high level platforms	Locates garage adjacent to residential areas between Harrison and Lismore
		Best visibility for Roberts Block, preserves visibility for Eloy's (or other leased business) in old station	No change in station connectivity to adjacent areas	No change in station building's current function as a café and SEPTA ticket office	One-story retail building hides lower levels of garage on south side
		Retail/shopper parking is away from main corner (Glenside and Easton)	Yields 56 spaces per level in garage. Total 364 spaces in 4½ high structure with 2 underground levels. 68 spaces on surface lots. Total 432 off-street spaces (increase of 172 spaces)	No change in view of station complex from Easton Road	Retail activity extended west along Glenside Avenue into residential areas
		Proposed improvements have minimum commercial impact on Easton Road	Inefficient parking layout (high square footage per car), requires external ramps and underground parking. Construction budget may exceed $20,000 per space.	No change in view from Roberts Block building	
		Economic Development		**Preservation**	**Community "Fit"**
2	Retain Station As-Is 	Small expansion in new retail space - proposed space suitable for one restaurant tenant	Pedestrian overbridge is located west of station building (away from Easton)	No change in station building location, however, building raised to accommodate modern high-level platforms	Locates garage adjacent to residential areas between Harrison and Lismore
		Enhances retail use of station building	No change in transit connectivity to adjacent areas	Station building's current function modified to include additional retail/restaurant functions	Garage built up to Glenside road right of way. No retail in garage.
		Retail/shopper parking is away from main corner (Glenside and Easton)	Yields 85 spaces per level in garage. Total 586 spaces in 4½ high structure with 2 underground levels. 103 spaces on surface lots. Total 689 off-street spaces (increase of 429 spaces)	View of station complex modified by significant addition, but no change in tree and landscaping along Easton Road	No retail expansion along Glenside Avenue
			Efficient garage layout, but proposes underground parking and façade cladding. Construction budget expected $13,500 per space.	View from Roberts Block building modified by addition to station building	
		Economic Development		**Preservation**	**Community "Fit"**
3	Move Station to Main Corner (Glenside and Easton) 	Enhances retail use of station building with potential of "spill-over" benefit to Easton Road commercial corridor	Proposes new train station in place of existing station building with modern commuter amenities and enhanced retail opportunities	Station building is moved away from platforms and railroad track	Locates garage between Harrison and Easton Road - no change in use of SEPTA property adjacent to residential areas west of Harrison
		Retail space attached to garage is "connected" to Easton Road corridor by station at corner	No change in transit connectivity to adjacent areas	Old station building will cease to serve a transportation function	Garage set back from Glenside Avenue and partially hidden by street retail
		Retail/shopper parking is away from main corner (Glenside and Easton), however retail continuity along Glenside enhances pedestrian connectivity	Yields 90 spaces per level in garage. Total 585 spaces in 4½ high structure with 2 underground levels. 130 spaces on surface lots. Total 715 off-street spaces (increase of 455 spaces)	View of station complex modified by significant addition, but no change in tree and landscaping along Easton Road	Retail activity extended west along Glenside Avenue - but no retail proposed in front of residential areas west of Harrison
			Efficient garage layout, but proposes underground parking and façade cladding. Construction budget expected $13,500 per space.	View from Roberts Block building modified by addition to station building	

figure 3.3.1 Alternatives Evaluation Matrix

		Economic Development	Transportation Enhancement	Preservation	Community "Fit"
4	Move Station Toward Easton Road 	Retail space attached to garage is "off Easton" - may be more difficult to lease than space directly fronting Easton Road	Pedestrian overbridge is located west of station building (away from Easton)	Station building is moved east of current location and raised to accommodate modern high-level platforms	Locates garage between Harrison and Easton Road - no change in use of SEPTA property adjacent to residential areas west of Harrison
		Retail/shopper parking is away from main corner (Glenside and Easton)	No change in transit connectivity to adjacent areas	No change in station building's current function as a café and SEPTA ticket office	Garage set back from Glenside Avenue and partially hidden by street retail
			Yields 90 spaces per level in garage. Total 585 spaces in 45' high structure with 2 underground levels. 151 spaces on surface lots. Total 736 off-street spaces (increase of 476 spaces)	View of station complex from Easton Road changed by station relocation and removal of tree	Retail activity extended west along Glenside Avenue - but no retail proposed in front of residential areas west of Harrison
			Efficient garage layout, but proposes underground parking and façade cladding. Construction budget expected $13,500 per space.	View from Roberts Block building modified by new station building	
		Economic Development	**Transportation Enhancement**	**Preservation**	**Community "Fit"**
5	Move Station Toward Harrison Street 	Excellent visibility for retail space attached to garage (at main corner - Glenside and Easton)	Pedestrian overbridge is located immediately adjacent to Easton Road. Station platforms, waiting areas, and entrances completely integrated with garage.	Station building is moved away from platforms. Station will not continue to serve a transportation function, but will maintain relationship with track and can be connected to platforms.	Locates garage along Easton Road commercial corridor.
		Retail/shopper parking directly connected to Easton Road commercial corridor	Continuous street retail and station entrance on Easton Road improves pedestrian connectivity between station and adjacent residential neighborhoods.	View of station complex from Easton Road changed significantly by new retail frontage, relocation of station building, and removal of tree and landscaping	Locates new retail space at main corner (Glenside and Easton) with potential for "spill-over" benefits to other businesses along Easton Road corridor
		New station entrance on Easton Road offers potential for transit-supported revitalization of the Easton Road commercial corridor	Yields 130 spaces per level in garage. Total 614 spaces in 35' high structure with 1 underground level. 87 spaces on surface lots. Total 701 off-street spaces (increase of 441 spaces)	View from Roberts Block building modified by garage and relocation of station building.	Creates opportunity for reuse of station building as part of a new community center, outdoor market, and public open space adjacent to residential areas.
			Efficient garage layout. No need for second level of underground parking. Construction budget expected at $9,500 per space.		

figure 3.3.2 Alternatives Evaluation Matrix - continued

3.4 Final Alternatives

Following the Alternatives Public Workshop, the consultant team briefed the steering committee on the public's responses. The Cheltenham Township Economic Development Task Force recommended that variations of alternatives 3 and 4 be studied. The steering committee concurred and elected to explore three new schemes as follows.

3.4.1 Alternative 6

Alternative 6 is a conventional four-level garage with an additional unconventional level below ground. The length of the garage is 60'-0" less than alternative 5, reducing the parking yield from 614 spaces to 453. Combined with surface parking, this scheme offers a total of 622 spaces with a SEPTA net gain of 278. Plans are for the garage to begin at the centerline of Harrison Road and extend 220' towards Easton Road leaving 165'-0" for open space and inbound commuter drop-off. Underneath the Village Green is one level of basement parking which extends 130'-0" from the edge of the above grade garage. Extension of the basement parking will likely add a construction premium of $1 million dollars for the garage and nearly $ .7 million dollars for the plaza above.

This option contains 10,000 gross square feet of retail in the mixed-use garage and approximately 3,600 gsf in the proposed new station building. Glenside's historic station building is to be restored and relocated to the corner. New retail visibility is limited, as the historic station will interrupt site lines from the corner of Glenside Avenue and Easton Road.

3.4.2 Alternative 7

Alternative 7 is a conventional 4 level-garage with an additional level below ground. The 413-space garage is 120'-0" wide by 220'-0" long and 35'-0" high. 10,000 gross square feet of new retail space is located on the ground level of the garage and space for a coffee shop remains in the restored historic station building. The historic station will be moved towards Easton Road onto a new foundation that will align it with the modernized, high-level train platforms. Leaving the station adjacent to the tracks will provide enhanced retail visibility in the garage and preserve much of the station's sightlines.

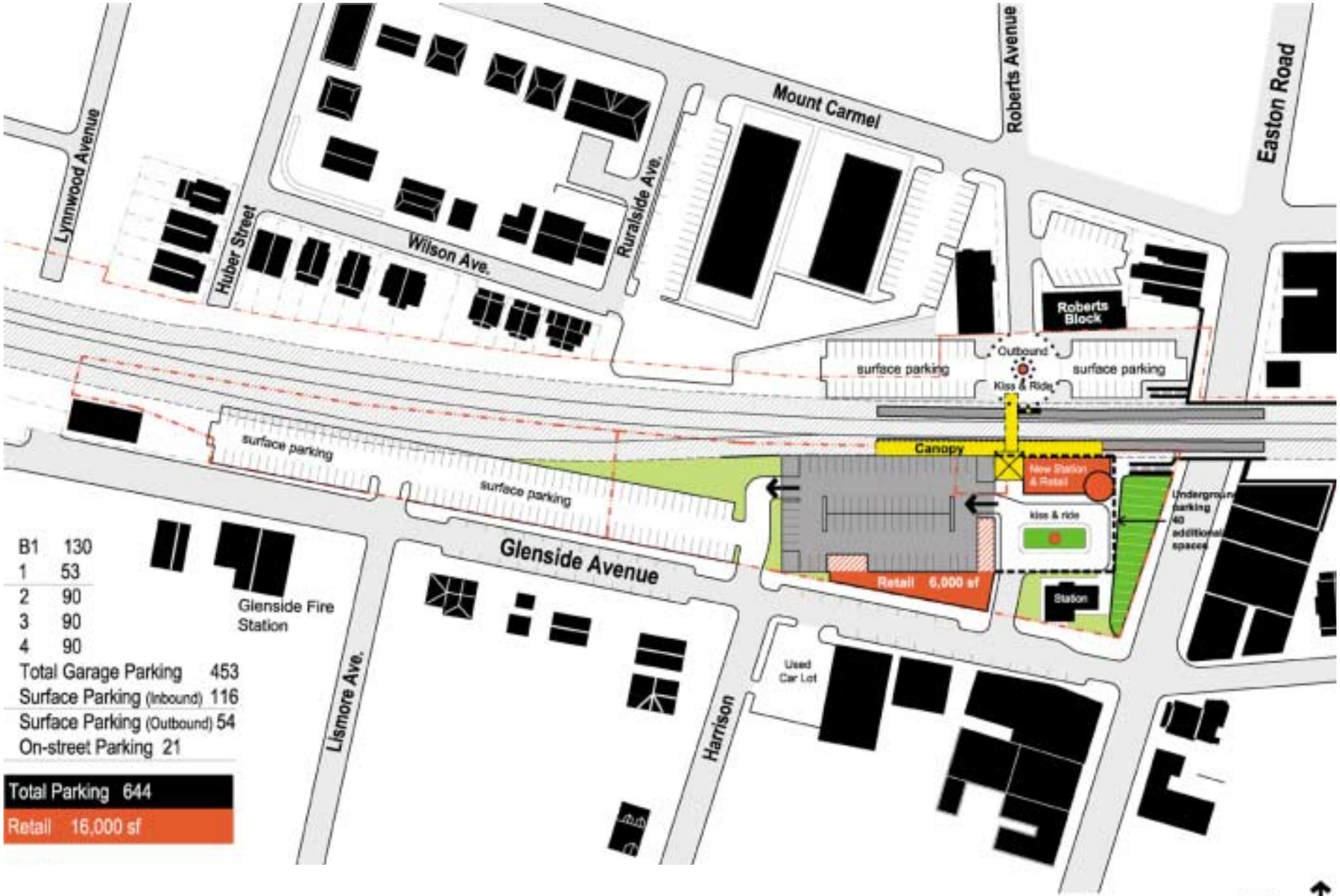


figure 3.4.1 Map of Alternative 6

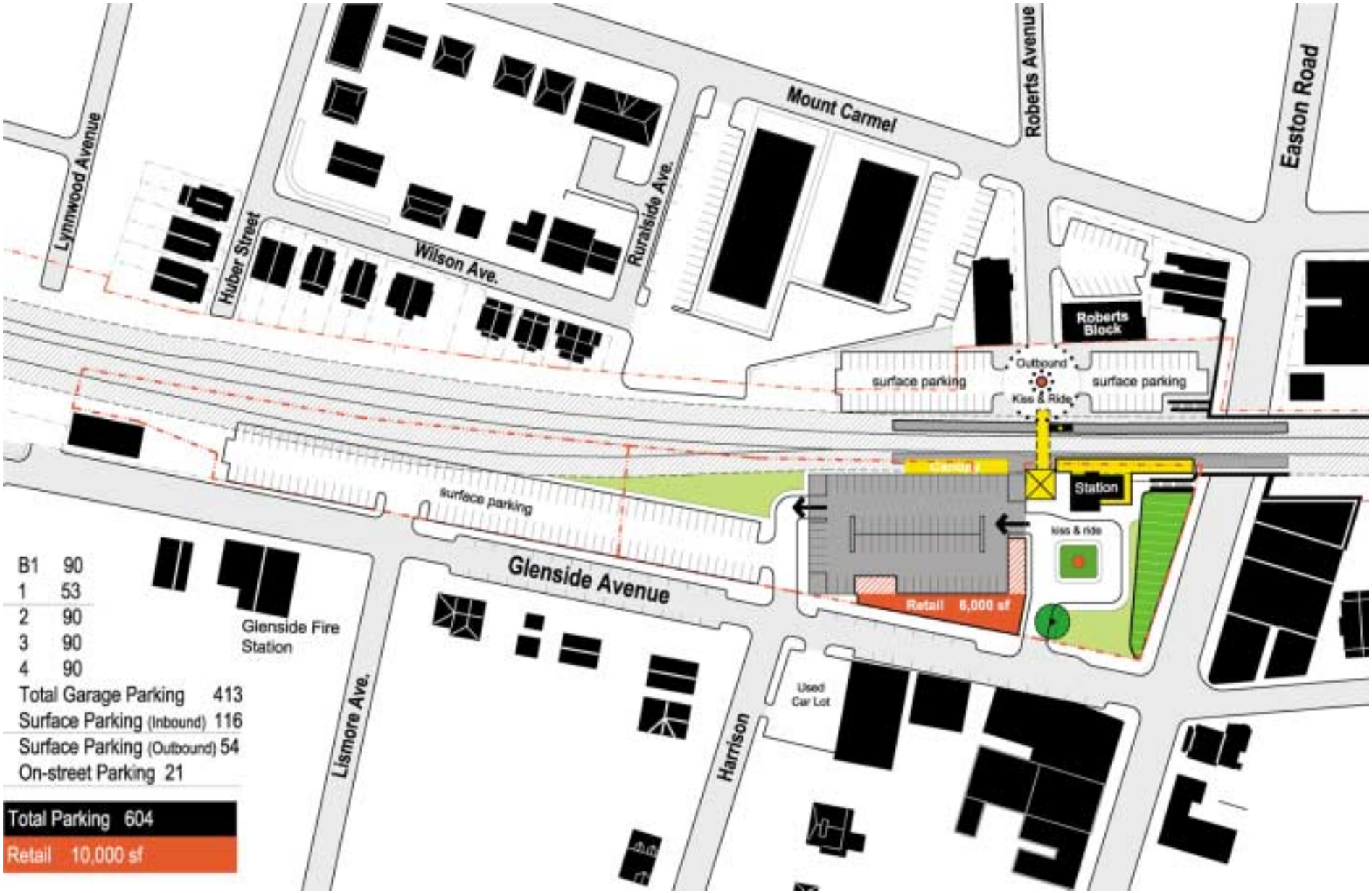


figure 3.4.2 Map of Alternative 7

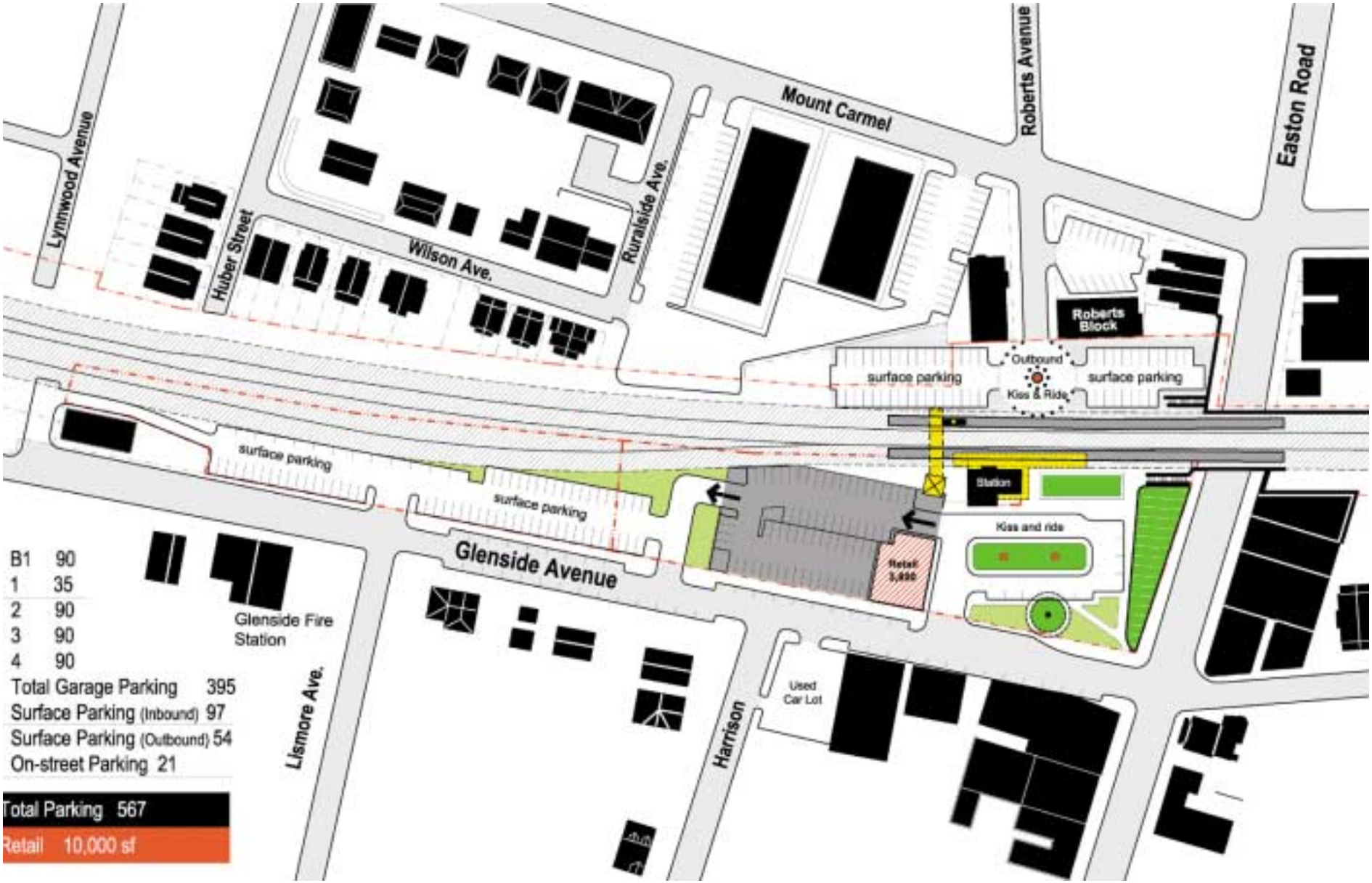


figure 3.4.3 Map of Alternative 8

3.4.3 Alternative 8

Alternative 8 configures a 395-space garage parallel to Glenside Avenue. The mixed-use garage extends west of Harrison Road adjacent to residential uses in order to increase the amount of open space at the corner of Glenside Avenue and Easton Road. Combined with surface parking this scheme offers a total of 555 spaces with a SEPTA net gain of 235 spaces. This scheme is a variation of alternative 2 as it includes retail that fronts on the Village Green and Glenside Avenue. However, the retail space is 225'-0" from the "100%" corner and the garage lies outside the existing commercial area.

Locating the garage further west does permit the existing historic station to remain in its current location. Nonetheless, the station will need to be raised to align with modernize high-level platforms. Plans call for it to be restored and maintain its coffee shop and SEPTA ticketing functions.

3.5 Comparison of Final Alternatives

Three final alternatives were developed to a level at which basic comparisons could be made regarding budget, parking supply, retail yield, and community impact. Plans evolved out of preferred design elements and site configurations that appear in Alternatives 3, 4, and 5.

3.5.1 Budget Comparison

Cost estimates are for comparison of the final alternatives only. Estimates do not include all costs and should not be used for project budgeting purposes. The comparative matrix contains key project components that are unique to a particular scheme or likely to be uniform throughout.

3.5.2 Parking Supply

All plans targeted increased short-term and commuter parking spaces. Calculations as to how many new SEPTA commuter spaces each plan generates are based on subtracting the total existing long-term surface lot spaces, new short-term spaces, and on-street spaces from the total proposed parking supply. This number is critical to meeting DVRPC's (Delaware Regional Planning Commission) 2020 parking demand projects for Glenside commuters.

3.5.3 Retail Yield

Final alternative plans contain a range of new and adaptively reused space for commercial retail use. All concepts yielded a minimum of 10,000 gross square feet of new retail space.

3.5.4 Community Impact

In addition to the above comparative items, each alternative was critiqued heavily on community fit or impact. Building height, massing, site configuration, vehicular access points, and street-level experience were all considered.

figure 3.5.1 **Preliminary Partial Project Component Estimates**

Partial estimates presented for comparison of alternatives only. Do not use for budgeting or construction cost estimation.
Estimated costs do not include site development, streetscape, contingency and soft costs.
Assumes 35' max garage height, no additional long-term on-street parking on Glenside Avenue, and demolition of townhouses adjacent to Roberts Block

Component	Alt. 6	Alt. 7	Alt. 8
		In Millions of Dollars	
Garage with 10,000 gsf of retail and 1 level basement parking	$8.0	$8.0	$7.8
Extended basement parking to Easton Road	$1.0	$0.0	$0.0
Parking spaces in garage	453	413	395
Drop-off and plaza (in-bound side only)	$1.2	$0.4	$0.5
Surface parking	$0.51	$0.51	$0.45
Surface parking spaces	148	148	139
New station with retail and office above	$1.20	$0.00	$0.00
Old station relocation	$0.50	$0.50	$0.00
Old station rehabilitation	$0.35	$0.35	$0.35
Subtotal	**$12.7**	**$9.7**	**$9.0**
	Million	Million	Million
Existing Glenside Avenue Long-Term Spaces	21	21	21
Total Parking	**622**	**582**	**555**
Less Parking for New Retail/Office	64	40	40
Less Parking for Roberts Block Revitalization	20	20	20
Less Existing SEPTA-Owned Spaces	260	260	260
Additional Commuter (SEPTA) Spaces	**278**	**262**	**235**
Total New Retail / Office	**16,000 gsf**	**10,000 gsf**	**10,000 gsf**

Note: Cost estimates are for comparison of alternatives only. Estimates do not include all costs and should not be used for project budgting purposes. Some costs that are not included are site development, contingency, streetscape, and soft costs (fees, construction management, survey, and permits). Inclusion of these costs may double subtotal provided for this anlavsis.

figure 4.1.1 Station Area Illustrative Site Plan

section 4.0

Recommended Plan

Following two public workshops, a series of 9 steering committee meetings, and a 10 month study by the consultant team, consensus was reached on a recommended plan. Eight alternative plans were generated throughout the planning process. As site information, design criteria, and public preferences were ascertained the "plan" evolved. The project path followed a predetermined scope of work that included:

- Existing conditions analysis
- Development of initial alternatives
- Revisions and blending of alternatives
- Recommendations

Following each workshop a common elements analysis was completed that documented participant's ideas, concerns, and suggestions. In addition, stakeholders were interviewed and their needs were heavily weighed. Each of the 9 steering committee meetings were working sessions that helped shape the "plan." The consultant team offered professional expertise in the areas of planning, architecture, urban design, real estate market analysis, traffic engineering, zoning, and parking garage operations.

4.1 Plan Description

4.1.1 Creating a Place

Glenside's Station Area Plan creates an attractive place by successfully combining buildings, infrastructure, and open space. The Village Green, a new plaza in the commerical core, will connect adjacent buildings to the train station and parking. Great focus is placed on new, restored, and adaptively reused buildings that surround the proposed public space. Pedestrian, bicycle, train, and vehicular access feed into this hinge point of the station area. Through restoration of the historic Glenside Station in combination with new retail shops, restaurants, and a variety

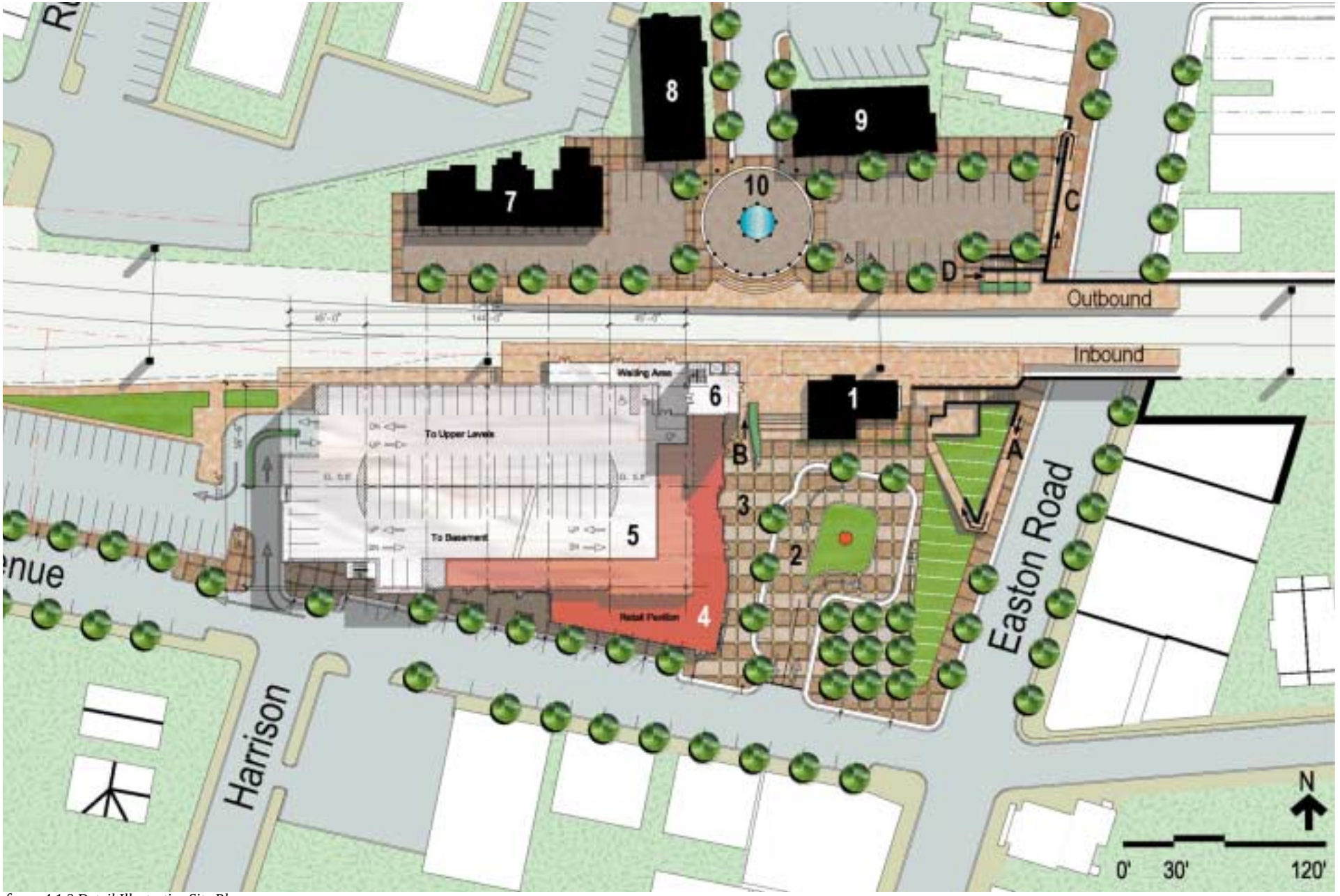


figure 4.1.2 Detail Illustrative Site Plan

figure 4.1.3 Existing impervious surfaces and pervious green surfaces. These are under utilized areas that have limited activity generated. 90% of the core area is impervious surfaces or SEPTA rail right-of-way.

figure 4.1.4 1.4 Acres of impervious surfaces are to be converted to green space, pervious surfaces, or productive building uses that will generate activity. The recommended plan reduces impervious and inactive areas from 90% to 65%. New ramps and stair access are illustrated in magenta.

of activities, the downtown area will be enlivened. The Glenside Village Green will provide a public area where people may congregate, relax, people-watch, or peruse a weekend farmer's market.

The centerpiece of the Village Green will be the restored historic train station building. SEPTA's train service will be enhanced with new high-level platforms, drop-off areas for both in-bound and out-bound passengers, updated waiting areas, and direct platform access to a parking garage with street-level retail.

4.1.2 Benefits

Glenside's Station Area is 6 acres of which 33% is SEPTA rail right-of-way and required setback zones. Of the developable land area, 1.4 acres is north of the rail line and 2.4 acres to the south. There are three existing buildings (Glenside Train Station, Roberts Block Building, and Townhouses) within the core covering 3% of the site area. Currently 9,200 gross square feet (3.5%) are devoted to open space. 85% of the surface area is covered in impermeable asphalt or concrete for surface parking and walkways.

In order to activate the core, an imbalance of land coverage needs to be alleviated. The station area plan proposes increasing the building coverage and dedicated open space by converting 1.4 acres of impervious asphalt surfaces to more productive building and open space uses.

Parking on the southern core (area 1) will be consolidated into a mixed-use 413-space parking garage with 10,000 square feet of retail space. The footprint of the garage will begin at Harrison and Glenside Avenue and continue east to the edge of the existing station building. The station building will be moved 120' to the east towards Easton Road, where it will have better visibility and frame the northern edge of the proposed Village Green. Directly west of the garage will be a new, more efficient 116-space surface parking lot with landscaping.

The northern Village Core will be connected via handicapped accessible ramps and an improved underpass crossing for pedestrians. An outbound drop-off with a pervious hard-scaped plaza will provide public open space with access to 32 surface parking spaces, the Roberts Block Building, and adjacent town houses.

figure 4.2.1 Massing Diagram

4.2 Development Components

4.2.1 Roberts Block (northern station area village commercial core)

Historic Roberts Block, or the northern village core, is 1.4 acres and includes the Roberts Block Building completed in 1916 and the Roberts Real Estate Building with the adjacent town homes circa 1926. Prior to the lowering of Easton Road and construction of the railroad bridge in 1928, access to Roberts Block was possible directly from Easton Road. Roberts Avenue also extended across the tracks to Glenside Avenue.

Seventy-five years later, the Roberts Block Buildings remain isolated in the background of a surface parking lot. The station area plan recommends restoration of the Roberts Block Building and adaptive reuse of the Town Houses for professional offices totaling over 14,000 gross square feet of space. Twenty parking spaces are to be dedicated for business use and an outbound drop-off circular plaza will be centered in the new Village Square. The entire north village core will be linked with a new-handicapped accessible ramp to Easton Road.

4.2.2 Station Plaza

This community focal point is intended to be a pedestrian friendly public open space that highlights the restored, historic Glenside Station. The Village Green and inbound drop-off plaza is .5 acres with approximately 12,500 gross square feet of semipermeable pavers and the remainder consisting of lawn, planting beds, and other soft landscape. Porous or semi permeable pavement allows water to be absorbed by the ground. The runoff from hard pavement surfaces is the predominant cause of harm to the environment in “town” areas. Managing storm water runoff aids in preventing flooding and pollution. Absorption of water directly into the ground helps to filter out contaminants before storm water flows on to our streams. Nearby trees and vegetation also benefit from having access to rain water from a greater land area.

During off-peak commuter hours the drop-off vehicular plaza will be used for a farmer’s market. Awnings from the mixed-use parking garage will provide vendors and visitors covered areas to shop, eat, or sit and people watch. A handicap accessible ramp connects the Village Green to Easton Road and the outbound platform. The clock tower will house an elevator with access to all parking levels and the high-level train platforms.

Housed within the station will be an updated SEPTA waiting area and an expanded retail space (coffee shop). At the center of the Green will be a water feature and an informal sitting area around which a circular vehicular drop-off

drive will wrap. At its western end the plaza will be anchored by a 35' mixed-use parking garage with street level retail space facing both the Green and Glenside Avenue. The eastern and southern edges of the Village Green will be left open to preserve what has become a culturally significant vista dating back to the Station's construction.

4.2.3 Historic Train Station Building

In 1873 today's Glenside Station was built and then named Tacony Station after a creek that ran nearby. The station's canopy is not original and has been modified over the years. Until Easton Road was depressed in 1928, the historic station was at the same elevation and could be viewed or directly accessed from all points.

Glenside's Station Area Plan recommends that the original station be moved 120'-0" to the east towards Easton Road. This is a more prominent location and will extend the site lines further south on the Easton Road Commercial Corridor. In turn, shifting the building will anchor the northeast corner of the Village Green and give adequate separation from the new mixed-use parking structure. Platforms will be accessible on both sides of the station.

4.2.4 Mixed-Use Parking Garage

The massing of the proposed mixed-use parking garage will be consistent with prevailing building heights and clad with exterior finishes compatible with nearby buildings. In addition, the design should evoke a "landmark" civic appearance symbolic of an enlivened Glenside Commercial Core. The garage has a footprint of 32,000 gross square feet and a height of 35'-0". There are four levels of parking above ground and one basement level totaling 413 spaces. Retail space totaling 10,000 gross square feet wraps the southern and eastern side of the building with a portion of this one level space extending out toward Glenside Avenue.

Vehicular access to the garage is on the west side and completely separated from the Village Green and commuter drop-off area. The north side of the garage will feature a canopy echoing a similar spirit as the historic station building. This will cover a portion of the platform and make the wait during inclement weather tolerable. Much of the eastern façade will have canopies facing the Village Green with adequate sidewalk space for pedestrians and tables.

It is envisioned that the mixed-use market and parking garage will enrich the pedestrian experience and provide some much needed bulk to anchor the Village Green as Glenside's Commercial Center. The building is massed in three levels: the street-level retail component, the background building, and the clock tower punctuation. This is consistent with the CDEP Glenside Architectural Character Guidelines, which call for a minimum of two stories built

Top - figure 4.2.2 Roberts Block amidst the depression of Easton Road in 1928

Bottom - figure 4.2.3 Roberts Block Building at Completion in 1916

Photographs courtesy of David J. Dardzinski of Studio R5 Architecture

figures 4.2.4 + 4.2.5 Photographs of Abington Station (now Glenside) predating 1888

Taken from (Images of America, Cheltenham Township 2001)

to the street line. At 50' the clock tower will provide an elegant balance to the PNC Bank building on the opposite corner. The remainder of the building steps down to a traditional "main street" scale storefront facing the Village Green and Glenside Avenue.

The middle, garage portion, of the building will be clad in brick with stone accents within the spandrel panels. A combination of brick and more contemporary materials such as brushed stainless steel or wood louvered-screens will appear on the retail facades reminiscent of the CDEP's Art Deco District Theme. Roofs of both the retail component and clock tower will be in a slate or tile at a minimum of a 20-degree pitch with large overhangs.

4.2.5 SEPTA Station Facilities

While the historic station building will be restored, much of the station facilities will be modernized or replaced. High-level platforms will replace the at-grade paving. Passengers will board and detrain at the train car level directly on to a raised platform. Platforms are a minimum of 432' long and 10' wide allowing enough length for a 6-car train. Platforms are required to extend beyond first and last door of trains by a minimum of 5'. Areas of the station platform where ticketing machines or passenger shelters are located require a width of 18'. The high-level platforms will be constructed of pre cast concrete modules – 16'-0" long by 10 or 18' wide with a 24" tactile edge.

The inbound station platforms will be connected directly to the mixed-use parking garage via an elevator and stairway in the clock tower. Passengers will be able to use new handicap accessible ramps on both the inbound and outbound station sides. The relocated station will also be raised to the same elevation of the new platforms so that passengers using the coffee shop, waiting area, and ticketing facility will have direct access without using stairs.

Both canopies of the historic station and the parking garage will be a minimum of 8'-6" above the surface of the elevated platforms. The edge of the canopies are to be a minimum of 8'-6" from the center line of the nearest track. Guardrails will extend the length of the platforms and setback 8'-0" from the center line of the nearest track. Rails on ramps and stairs will be painted, galvanized steel.

Other station improvements will include clearer signage and new ticketing machines. Streetscape furniture, such as benches and trash receptacles, will also be added for passenger comfort. Decorative fencing between the inbound and outbound tracks will discourage pedestrians from crossing the tracks. Other safety measures will include exposed, clear-vision parking garage stairwells and improved security lighting.

4.3 Design Guidelines

Adaptive reuse of existing historic buildings will require preservation of key architectural elements and their overall integrity. Plans should follow the Secretary of the Interior's "Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings."

As part of insuring the proposed transit center development complements existing assets, the plan recommends creating a zoning overlay district (see section 8.2). The Glenside Station Overlay District is intended to provide for the adaptive reuse of the area's historic buildings, including the Glenside Station and the Roberts Block buildings, while providing design standards that will create a unified architectural theme within the district. To this extent, all development projects shall comply with the Cheltenham Township Streetscape Design Guidelines and the Township's Commercial District Enhancement Plan. All plans within the district will be submitted to the Cheltenham Township for design review prior to approval.

4.3.1 Roberts Block (north side of SEPTA rail line)

Singage, awnings, and facade treatments within the Roberts Block will be historically consistent (see photograph c. 1920's - figure 4.3.1) with the Roberts Building. Repair of deteriorated or missing faced features should be made with the same material and when necessary customized based on historic photographs and drawings.

The historic Roberts Building is located at 2 Roberts Avenue in Abington, PA. The eclectic, c.1919 structure is most identifiable with a rudimentary Beaux Arts Style. It also borrows from the midwest bungalow with its canted corner walls and Frank Lloyd Wright's Prairie Style with the extended sofits. The building was constructed of poured-in-place concrete walls. It occupies a .25 acre parcel and has an approximate footprint of 3,300 square feet.

The Beaux Arts Style of architecture emulates the kind of classicism that emerged out of the Ecole des Beaux Arts (located in Paris, France), and was very popular in both public and residential buildings. Because it is a classical style, Beaux Arts buildings exhibit many of the same details found in other styles of classical inspiration. As a style, Beaux Arts is grand in scale, and makes use of monumental and symmetrical elements with luxurious details pulled from Classical architecture. Typically, walls are masonry and are usually light-colored stone. Roofs can be flat, low-pitched hipped or mansard. Facades may exhibit shifts in scale and form, but are symmetrical. Windows receive a variety of treatments, but are usually embellished with window crowns and surrounds. Cornice lines are accented by elaborate moldings, dentils and medallions. The use of roof-line balustrades and balustraded window balconies

Top - figure 4.3.1 Existing Roberts Block Building (Hillier 2003)
Bottom - figure 4.3.2 Roberts Block Building at Completion c.1919
Photographs courtesy of David J. Dardzinski of Studio R5 Architecture

Top - figure 4.3.3 Historic Glenside Station (Hillier2003)

Bottom - figure 4.3.4 Photographs of Abington Station (now Glenside) predating 1888

Taken from (Images of America, Cheltenham Township 2001)

are common. Finally, classical decorative motifs are applied for theatrical effect, and include paired columns or pilasters, wreaths, garlands, festoons, cartouches and figure sculpture. Because it is a flamboyant style, Beaux Arts was popular with America's industrial barons who were interested in displaying their wealth in increasingly ornate and expensive houses.

The Roberts Building exhibits several of these Beux Arts' expressions and should not be altered during restoration. Most of facade elements are in place, but in need of significant refurbishment. A detailed evaluation will be required to assess the extent of damage. In general, the following principles should be adhered to in returning the building to its original luster:

- Maintain "classical" symmetry (includes awnings and signage)
- Restore concrete facade to contrasting light-colored pattern with diamond-shaped accents
- Roof line should remain flat with a low-pitch and roof tiles on the entry pediments restored or replaced
- Replace covered windows and air conditioning units with historically correct, divided-lites
- Restore or replace double-brackets to be histrocially correct
- Maintain original cornice lines and replace capping as necessary

4.3.2 Transit Center (south side of SEPTA rail line)

Signage, awnings, and facade treatments around the transit center will be historically complementary (see photograph c. 1880's - figure 4.3.2) with the Glenside Historic Station building.

Restoration of the station will include a new slate roof, repointing of the stone, and rehabilitation of the canopy. Damaged wood will be replaced including windowsills, eaves, and decorative brackets. A new foundation may be required to raise the station 3 to 4 feet above grade to match the proposed high-level platforms. The interior fit-out of the historic station will include space for a coffee shop. Some space may be allocated to SEPTA, but ticketing and passenger waiting areas are planned to be housed in the new parking structure.

4.4 Development Program

The Glenside Station Area Plan includes 25,830 gross square feet of office and retail space. Of this, 10,000 gsf is located in the new mixed-use parking garage and the remainder in the adaptively reused Roberts Block Building, Townhouses, and the historic station. There will be a total of 582 parking spaces with 60 of them dedicated to short-term retail users and the remaining to SEPTA commuters. During evening and weekend hours most spaces will be available for short-term parking.

SEPTA's mixed-use garage will house 413 spaces. The inbound surface lot to the west will have a capacity of 116 and the outbound lot will hold 32 cars. There will remain 21 long-term spaces on Glenside Avenue. In total there will be 262 additional commuter spaces and 60 new short-term spaces.

4.4.1 Parking Schedule

Basement	60
Ground Level	64
Level 2	80
Level 3	95
Level 4	85
Total in Garage	**384**
Surface Lot (Inbound)	107
Surface Lot (Outbound)	31
Total Parking	**522**
Less Retail Parking	60
Less Existing (in lot)	260
LessOn-Street (Glenside Ave. Long Term)	21
Additional New SEPTA Parking	**181**
New Retail Space in Garage (gross square feet)	10,000

figures 4.4.1 + 4.4.2 Examples of sucessful outdoor farmer's market and "village" green adjacent to storefronts and a vehicular drop-off area.

Area	Size	Ownership	Proposed Use								
			Parking					Commercial Uses			Public Plaza Space
			Garage	Surface	On-Street	Type		New Retail	Adaptive Reuse Retail	Adaptive Reuse Prof. Offices	
1	3.00 acres	SEPTA	384	107	21	Long-term	472	10,000 s.f. [1]	1,600 s.f. [2] [3]	0,000 s.f.	0.50 acres [4]
						Short-term	40				
2	0.25 acres	Private	0	8	0	Long-term	0	0,000 s.f.	0,000 s.f.	6,640 s.f. [5]	0.00 acres
						Short-term	8				
3	0.54 acres	SEPTA	0	31	0	Long-term	10	0,000 s.f.	0,000 s.f.	0,000 s.f.	0.20 acres [7]
						Short-term	21				
4	0.14 acres	Private	0	0	0	Long-term	0	0,000 s.f.	500 s.f. [6]	7,090 s.f. [6]	0.00 acres
						Short-term	0				
TOTAL	**3.93 acres**		**384**	**146**	**21**	**Total Spaces**	**551**	**10,000 s.f.**	**2,100 s.f.**	**13,730 s.f.**	**0.70 acres**

25,830 s.f.

[1] New retail space in ground level of mixed-use parking structure

[2] Restoration and new fit out of historic station interior

[3] Additional space for SEPTA waiting area and ticketing machines

[4] Station Plaza / Green and inbound drop-off

[5] Roberts Block Building Restoration and Reuse

[6] Adaptive reuse of Roberts Block Townhouses

[7] Outbound drop-off plaza

figure 4.4.3 Development Program Table

4.5 Project Cost Estimate

Project cost estimates are on an order of magnitude of plus or minus 30%. For planning purposes there was no consultation with a construction management firm. More detailed cost estimates will require a site survey, current cost research in Cheltenham Township, review of a detailed building program, and projected bid dollar terms for the time of anticipated construction.

Budget estimates do not include costs for phased construction, abatement of hazardous materials, or structural modifications to existing facilities (other than relocation of historic train station.) Costs do not include site acquisition, presentation materials, testing, permits, or impact fees.

figure 4.5.1 Project Cost Estimate Table

Cost estimate. Do not use for budgeting or construction cost estimation. Assumes 35' maximum garage height, no additional long-term on-street parking on Glenside Avenue. Does not include adaptive reuse or restoration costs of the Roberts Block Building or adjacent townhouses.

Component	Cost in Millions
Garage with 5 levels of parking - 1 basement level	$6,772,000
Garage façade treatment (all 4 sides)	$1,125,000
Retail in garage	$1,250,000
Parking spaces in garage	384
Drop-off areas and transit plaza (inbound and outbound)	$4,040,000
General landscape	$700,000
Surface parking	$483,000
Surface parking spaces	138
Off-site street improvements:	$1,014,750
SEPTA high-level platforms only (station facilities modernization not included - canopies, bridge reinforcement, passenger ammenities not included)	$400,000
Old station relocation	$350,000
Old station restoration	$350,000
Subtotal	**$16,484,750**
Contingency Cost	$1,648,475
Soft Costs	$4,121,188
Total Project Cost Estimate	$22,254,413

4.6 Final Conept Design

figure 4.6.1 Easton Road (Transit Plaza) Elevation

figure 4.6.2 West (Surface Lot) Elevation - Garage Entrance and Exit

figure 4.6.3 North (Rail Side) Elevation - Platforms and Station Waiting Area

figure 4.6.4 Glenside Avenue Elevation

figure 4.6.5 3D Rendering View from Transit Plaza EntryEaston Road Elevation

figure 4.6.6 3D Rendering View from Glenside Avenue

figure 4.6.7 3D Rendering View from Easton Road - Transit Plaza and Existing Station in Foreground

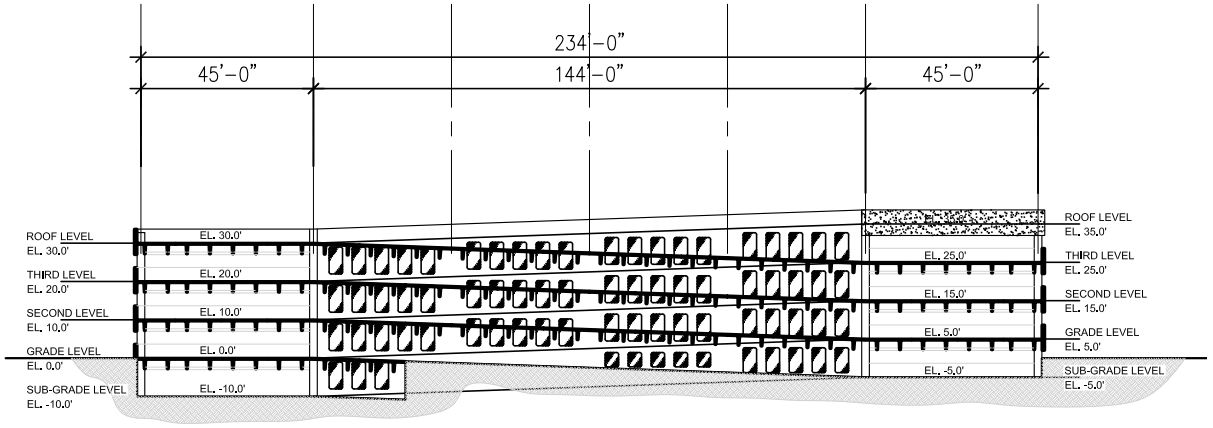


figure 5.1.1 Parking Garage Section

Scale 1" = 30'

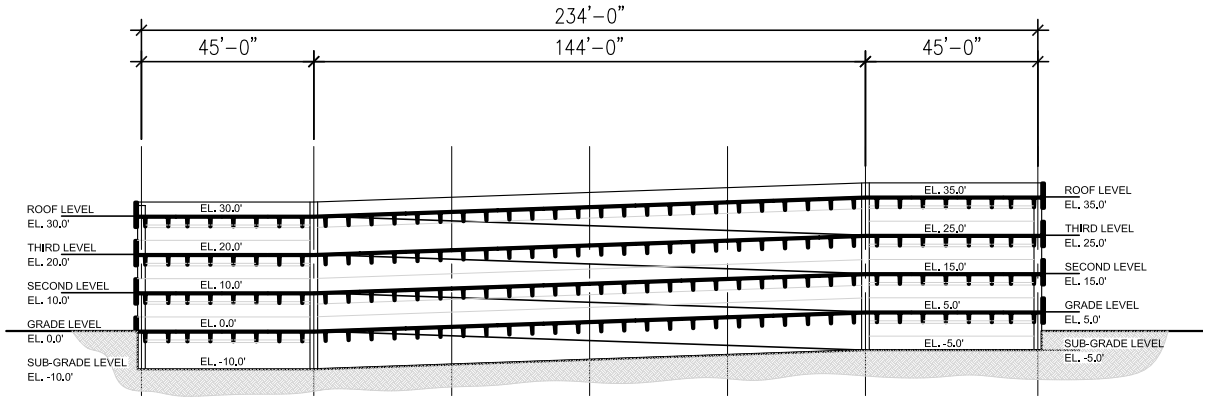


figure 5.1.2 Parking Garage Section

Scale 1" = 30'

Parking Garage Layout Concept

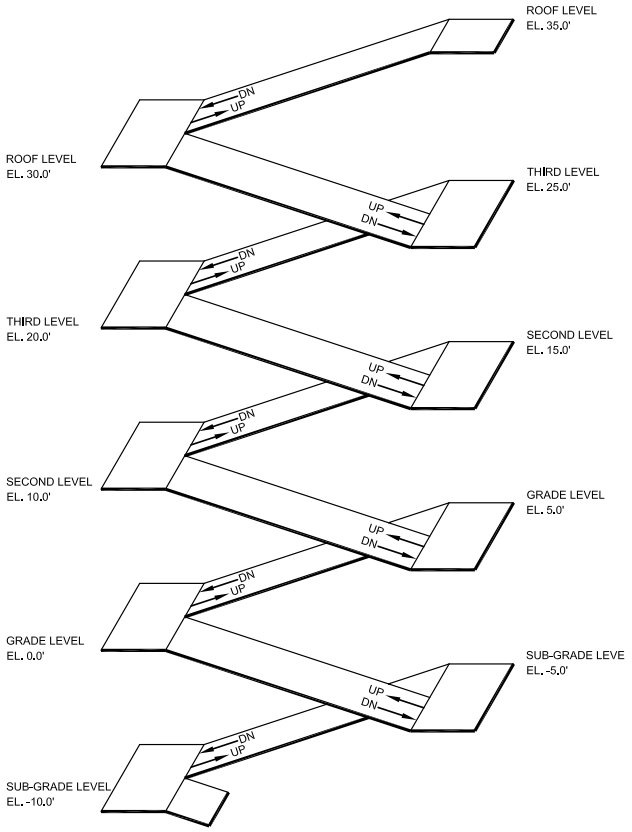


figure 5.1.3 Parking Garage ISO Plan
not to scale

The program calls for the inclusion of a proposed parking facility that is anticipated to be a five-level structure containing approximately 130,000 square feet accommodating 384 cars. Adjacent to the parking structure is a surface parking lot of approximately 30,000 square feet for 107 cars.

The parking structure has a footprint of approximately 35,000 square feet, with nearly 8,500 sq. ft. of the grade level designated for retail use. The five level parking facility consists of a basement level, grade level and three structurally supported levels for a total height of approximately 35 feet, assuming a ten foot floor to floor height. The ten foot floor to floor height provides a minimum 7-foot clearance on the parking floors. The parking structure is anticipated to be an “open” facility, which will permit natural ventilation and light to be incorporated into the design. This type of structure creates the greatest opportunity for a sense of openness and security within the garage.

Vehicular ingress and egress occurs from a single point on the west side of the structure, with access to both the surface parking and the parking garage via Glenside Avenue. The garage design is a continuous ramp single helix. The length of the facility dictates this ramp type and we have found it to operate safely and efficiently in settings such as that being proposed at the Glenside Station. The two-bay facility provides 90-degree two-way traffic within a 60-foot module (2-18foot spaces and a 24 foot aisle). The parking within the facility will be stripped to provide an 8’-6” width.

Parking stall dimensions and geometry are based on industry accepted criteria and practices. Parking for the disabled will be designated in accordance with ADA requirements. Handicap van parking is located at grade level to the east of the structure near the station building. See the attached drawings for additional information.

A stair/elevator core serving each level of the parking structure, consisting of one stair and two elevators, is located in the northeast corner of the parking structure immediately adjacent to the station and platforms. A second egress stair is located in the southwest corner of the structure. The location and layout of the pedestrian elements will provide a safe and well-organized means of vertically moving people through the facility and will be code compliant.

Various structural framing systems were considered for the Glenside Station site including cast-in-place concrete, structural steel and structural precast. A structural precast framing system appears to be the most efficient and economical at this point in time. The availability of several precast manufacturers in the vicinity of the project site assures competitive pricing for the fabrication, delivery and erection of the parking garage framing system.

Based on this, the conceptual layout, dimensions and foot print of the proposed parking facility were developed based on typical precast framing criteria. As the project progresses, additional studies should be performed to test the marketplace.

5.1 Layout Plans

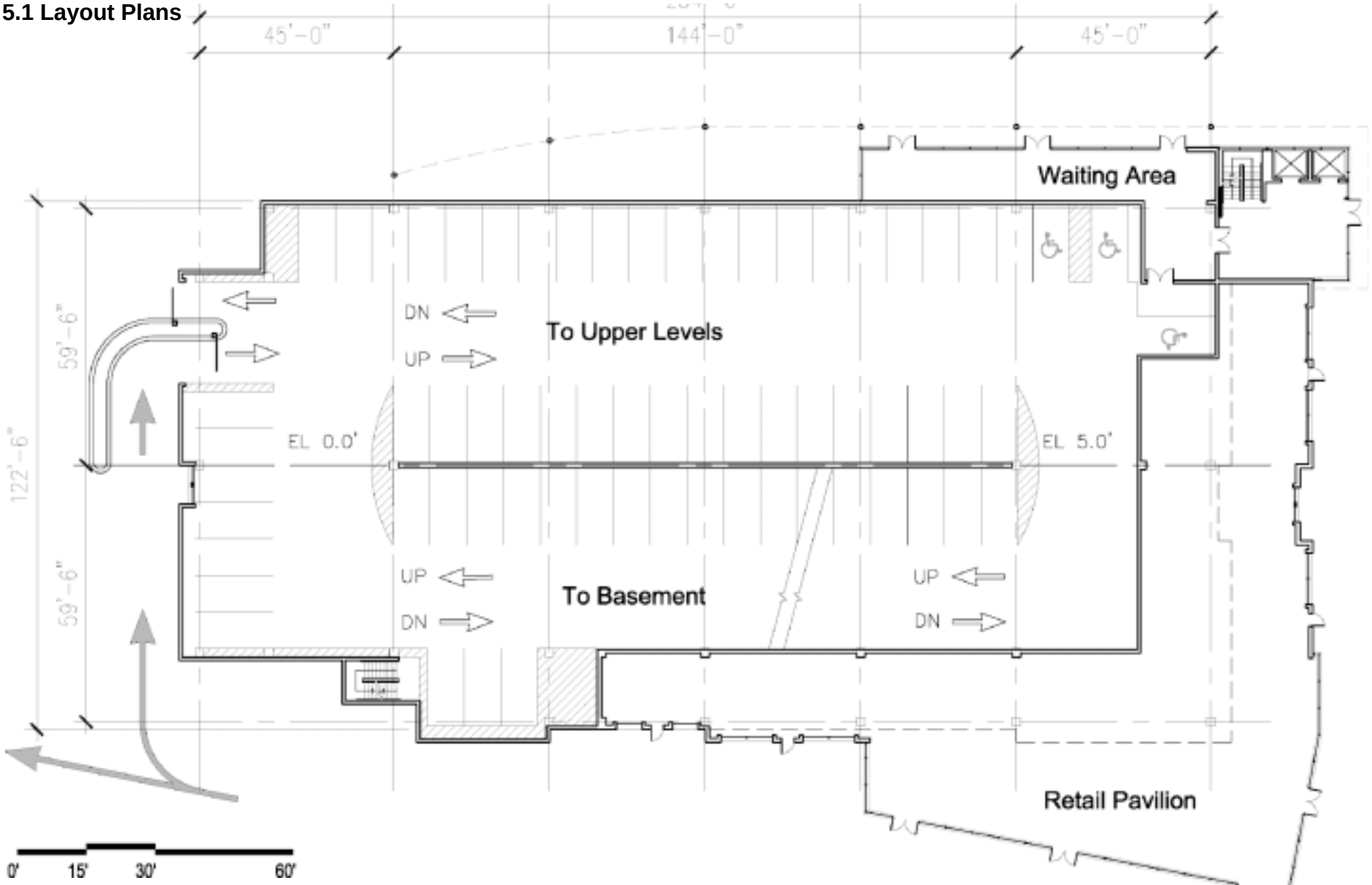


figure 5.1.4 Parking Garage Grade Level Plan (68 Spaces Shown)

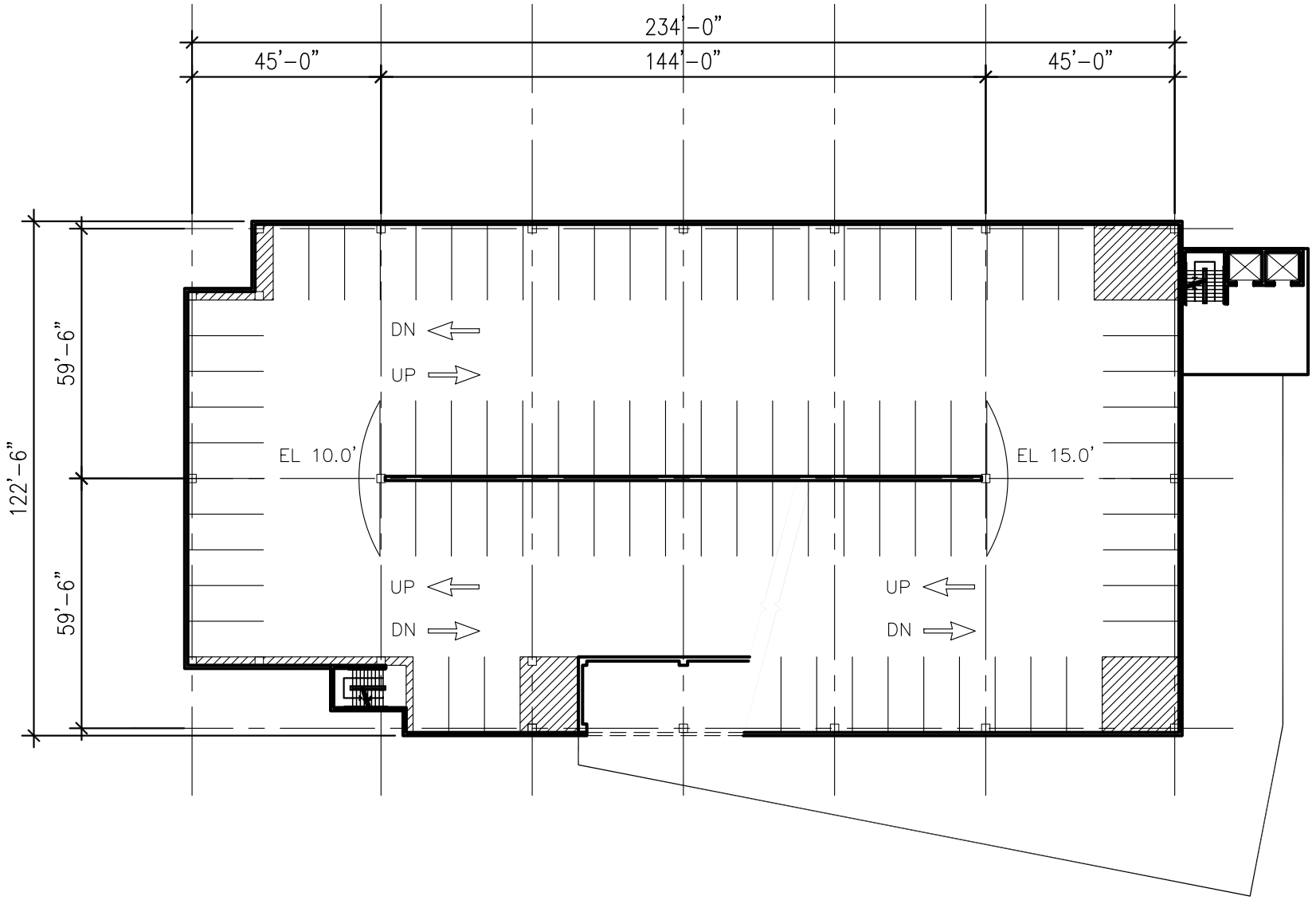


figure 5.1.5 Parking Garage Second Level Plan

Scale 1" = 30' (80 Spaces)

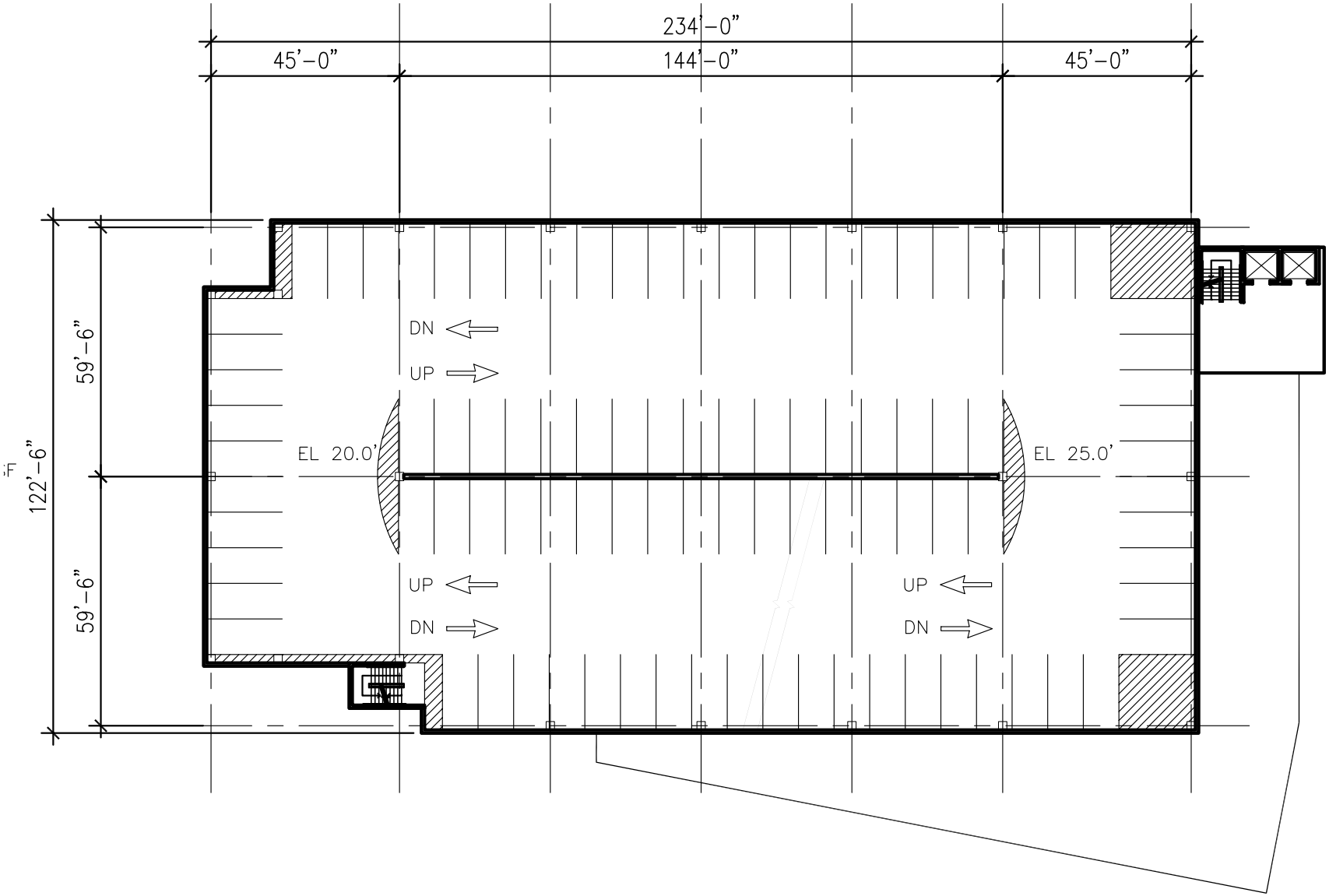


figure 5.1.6 Parking Garage Third Level Plan

Scale 1" = 30' (95 Spaces)

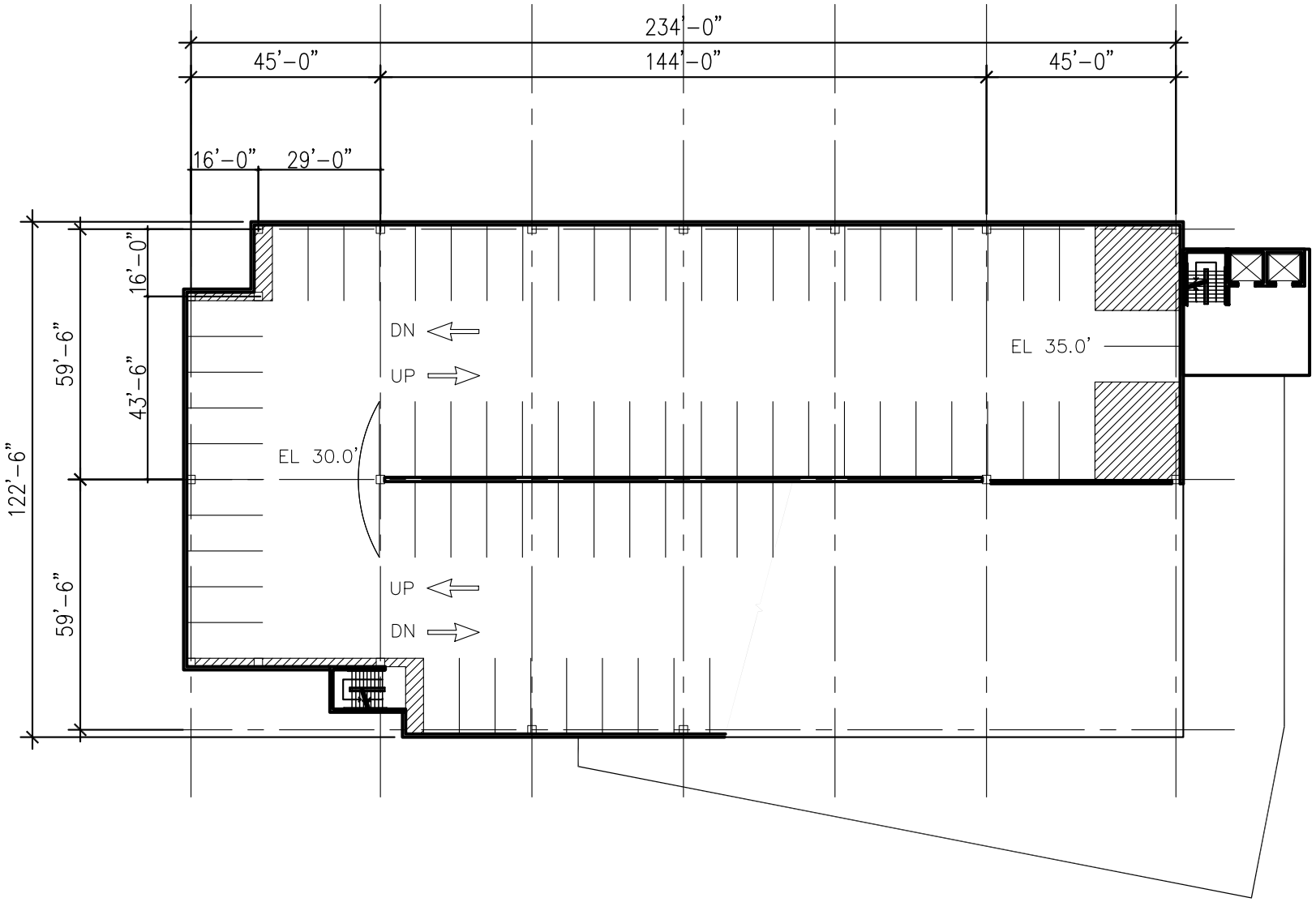


figure 5.1.7 Parking Garage Roof Level Plan

Scale 1" = 30' (85 Spaces)

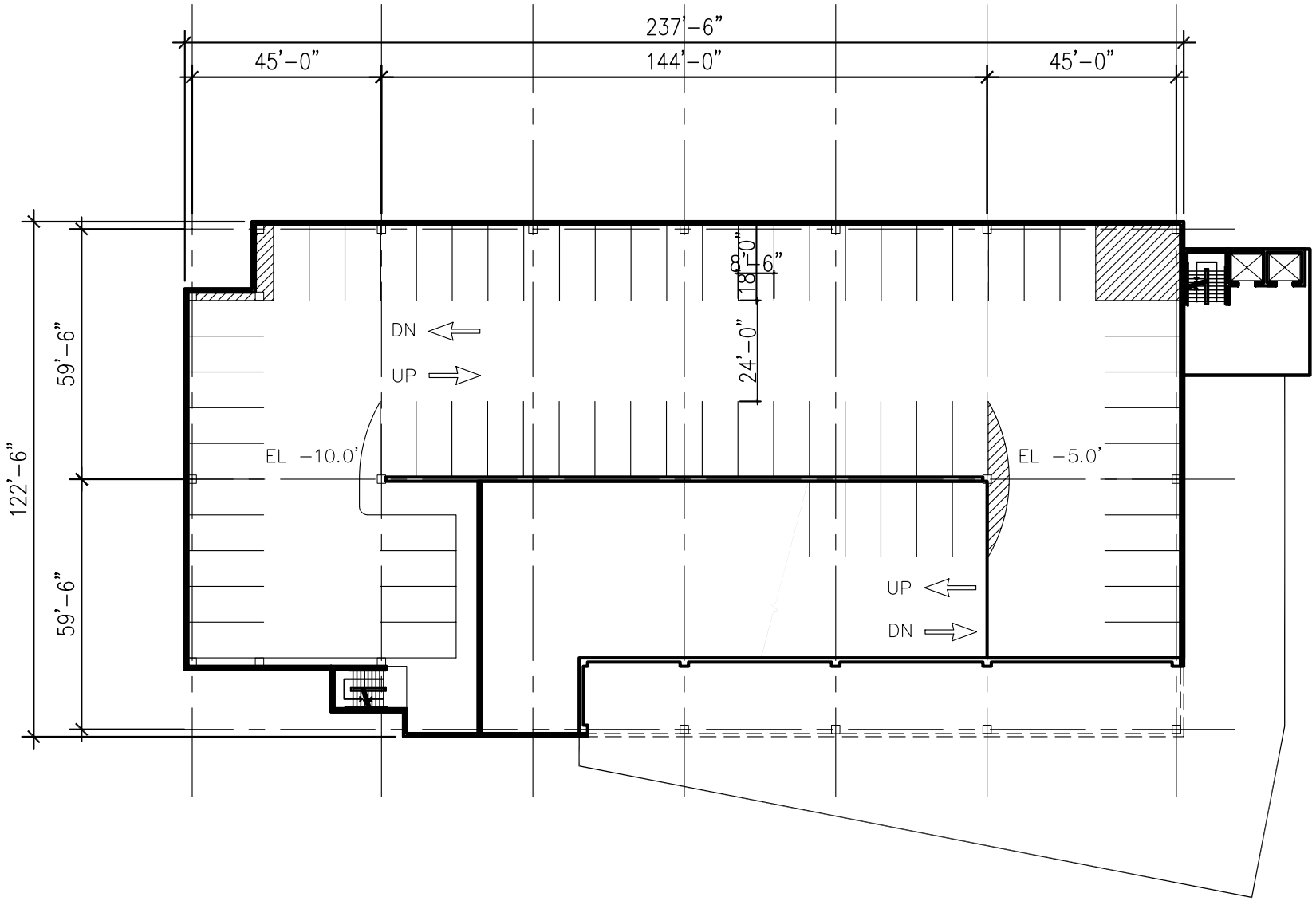


figure 5.1.8 Parking Garage Basement Level Plan

Scale 1" = 30' (60 Spaces)

5.2 Parking Garage Security

The popularity and resulting financial performance of a parking structure can often relate to the level of security measures designed into each respective facility. In today's litigious minded society, owners must take an approach to the design and operation of a parking facility that illustrates that every "reasonable and foreseeable" measure has been taken in providing for the safe use of the facility. Although no parking facility owner can insure that no criminal activity, an owner should take every step available to them to deter this type of activity. When evaluating the design of security systems measures proposed for parking facilities, the social environment of the parking facility must be taken into account. This relates to "foreseeable" measures that must be included in security design features. At a minimum, an owner should integrate a system in their facility that is equal to risk exposure of the environment in which the facility is located.

To achieve this goal, the physical and functional design of these security systems and the operational procedures that utilize these systems must be sufficient to deter possible illegal activity in a facility and lower the response time required to aid those involved in an unfortunate event, which may occur in and around a facility. The presence of these types of systems can provide a deterrent to would be perpetrators by providing the sense of a well-secured and monitored area. By providing the perception to would be perpetrators that they can be seen and caught is often deterrent enough to discourage them from entering a facility. In designing parking facilities, two types of security programs exist. These include Active Security and Passive Security Systems. The following is a brief description of these different systems.

5.2.1 Active Security Systems

As the name suggests, active systems include:

- Uniformed Security Guards (foot/vehicular patrol)
- Parking Attendants/Cashiers (by their mere presence)
- Access Control Systems (i.e. vehicular and pedestrian card reader systems)
- Audio & Video Monitoring Systems (monitoring of parking, elevator, lobby, stairwell, perimeter, and pedestrian pathway areas)
- Emergency Call-For-Assistance Stations (blue light stations)

In addition to utilizing these types of systems for security purposes, it is important to:

- Screen potential employees (drug and criminal background checks)
- Train staff to be alert to potentially dangerous conditions and illegal activity and how and who to contact for help
- Train attendant staff to recognize monthly parking patrons and how to effectively handle transient type patrons

The perception of safety at parking facilities can be supported by the maintenance, or lack of maintenance a facility receives. The presence of well-presented staff often supports the perception of a well-maintained and safe facility versus an automated facility without personnel present. Maintenance programs should remove debris, snow and graffiti quickly as well as repair lighting systems that become inoperable immediately. This indicates to potential perpetrators that a facility is properly staffed and cared for making criminal activity more risky to them.

It is also important to evaluate the operation of each facility and examine the possibility of closing access points, if not all, of the facility during non peak periods to force vehicular and pedestrian traffic to a central location, making monitoring of the facility more effective.

It is also paramount that owners document all measures taken to provide the user with a safe facility. Documentation should include:

- Frequency and route of security patrol (automated guard tour system)
- Lighting repair/replacement/cleaning activity
- Detailed response reports to alarm activity
- Security system maintenance and repairs
- Maintenance and cleaning reports

Documentation of this activity will help an owner identify areas of persistent trouble and will assist insurers when evaluating a clients exposure to risk.

5.2.2 Passive Systems

As the name implies, passive security systems are design features that passively provide enhanced levels of security to the facility and its users. Such design features include:

- Parking structures with unrestricted sightlines (level floors/column placement/interior ramping)
- Direct and open stairwells (clear glass where/when necessary), hiding places restricted, sound monitoring
- Elevators cabs with full glass walls, intercoms/call for assistance devices and video/sound monitoring
- Lighting systems that provide enhanced levels of light throughout all sections of facility, particularly areas of potential risk. Interior walls and ceilings painted to increase light reflectivity and increase perception of cleanliness
- Signage systems that provide directions to exits and popular area destinations as well as operational matters such as fees, owners name and contact information
- Use of vandal resistant hardware and systems

- Cash control and security systems and procedures (revenue control equipment/drop safe/panic button/security personnel deposit escorts)
- Enhanced perimeter and exterior lighting at pedestrian pathways
- Use of low growing and thorny landscape specimens to reduce potential hiding spots for perpetrators.
- Avoiding trees that can be climbed located near the facility.
- Avoidance of public restrooms, gathering areas and sitting areas included in design features

The security needs of each parking structure are unique to that particular structure. However, the operational goal of each facility is to provide the patron with a place to park their vehicle, walk to their destination and return to their secured and unmolested vehicle with as little thought about their personal safety as possible.

Successful owners provide this perception through a combination of the aforementioned active and passive security measures that are tailored to the particular facility type, design, and overall environment.. Owners must recognize the value of these systems in not only providing a sense of security for the user but as a layer of protection from the legal liability caused by criminal activity in parking facilities. Although a general discussion of parking security has been discussed herein, since the subject of security is a discipline unto itself, specific security recommendations and overall security programs should be provided by a seasoned and qualified security consultant.

section 6.0

Traffic and Circulation

6.1 Parking Management and Recommendations

On-street parking for the benefit of Glenside Station, area businesses, and neighborhood residents is provided in the immediate vicinity of the station. Along Glenside Avenue, 33 on-street parking spaces are currently provided between Lismore Avenue and Glenside Avenue. Of the 33, 26 are along the northern side of the roadway (i.e., the station side of the street) and the remaining seven are along the southern side of the roadway. Of the 26 near the station, 21 are designated as 12-hour meters with 4 hours provided per 25 cents. The remaining five near the station (and the seven on the opposite side of the street) are two-hour meters with 1 hour provided per 25 cents.

As one might expect patronage of the 12-hour meters is high during weekdays between 7 AM and 6 PM. The same can be said of the off-street parking (i.e., the parking lot) serving the station where 238 spaces are found on the southern side of the rail line and approximately 50 spaces are found on the northern side of the rail line.

The proposed parking structure and revised surface parking lots will provide 413 and 148 spaces respectively for a total of 561 parking spaces for the station. Additionally, improvements to Glenside Avenue will result in the provision of 12 additional on-street parking spaces bringing the total of on-street parking between Lismore and Glenside to 45. Since more than twice as many off-street parking spaces will be provided under the proposed plan, some consideration should be given to whether some – or any – on-street parking should continue to remain as long-term parking designated for station use. As part of the local initiatives to foster and promote local businesses, some consideration should be given to designating the 45 on-street parking spaces for local business use only. The most effective and simple way to do this would be conversion of all 45 spaces to three-hour parking with 1 hour provided per 25 cents. This would dissuade station users from monopolizing on-street parking.

6.2 Infrastructure Improvements

With the proposed garage for Glenside Station comes an opportunity to improve other conditions which are deficient or not as ideal as might be desired. A prime instance of this is driveway management.

At present, three driveways exist along Glenside Avenue which service Glenside Station. Each driveway is located mid-block with the first being between Glenside Avenue and Harrison Avenue, the second being between Harrison Avenue and Lismore Avenue, and the third being between Lismore Avenue and Lynnwood Avenue.

In general, increasing the number of driveways or intersections along a roadway increases the potential for conflicts and collisions. When comparing a roadway which has no driveways or intersections to another roadway which has several driveways or intersections, the latter would probably have a greater accident history than the former. For this reason, traffic engineering often seeks to reduce driveways or intersections whenever possible. Sometimes this is achieved through consolidation. As an example, two "T" intersections which are offset and slightly opposite one another can sometimes be consolidated to form one four-leg intersection. It is this type of remediation which is proposed at Glenside Station.

As shown on the recommended plan (figure 4.2.1), two of the three existing driveways are proposed to be relocated. Rather than remain as midblock driveways, the western most existing driveway will be relocated such that it is opposite Lismore Avenue, thus forming a four-leg intersection. The middle driveway will become one-way into the garage and surface lot. It is 10 degrees off alignement with Harrison, but will nonetheless improve the existing condition. The third (easternmost) driveway will essentially remain between Harrison Avenue and Glenside Avenue though this driveway will no longer access any parking spaces – it will only provide access to a new "kiss and ride" loop to be constructed behind the existing station building.

6.3 Traffic Calming

The section of Glenside Avenue between Easton Road and Lynnwood Avenue features a wider cartway than other sections of Glenside Avenue either to the east or to the west. Wider roads tend to encourage higher speeds, and observations made indicate that the section of Glenside Avenue near the station is characterized by motorists traveling at higher speeds than those observed along Glenside Avenue east of Easton Road or west of Lynnwood Avenue. One way to reduce the potential for this increase in travel speed would be to narrow the cartway of Glenside Avenue.

The proposed plan incorporates some potential streetscape improvements along Glenside Avenue between Easton Road and Lynnwood Avenue. As shown, the existing on-street metered parking will be better defined through the use of road striping and curb bumpouts near the corners of intersections, the latter of which can be used to reduce the effective width of the cartway, thereby providing a traffic calming effect and helping to reduce travel speeds along this section of roadway.

6.4 Pickup/dropoff loops

The design provides an area for auto drop off and pickup of rail passengers. A questionnaire survey of riders at the Glenside station indicated that 9% of riders are dropped off at the station (Parking Demand Study – Glenside and Jenkintown Stations, Oct. 2000 by DVRPC). In order to quantify the expected peak hour demand at the drop off loops, the ridership numbers were examined further.

The total number of weekday boardings at Glenside was 874, according to ridership figures in the DVRPC report. Of the daily boardings, 90% are in the Inbound direction (toward Philadelphia). In addition, two-thirds to three-quarters of all daily boardings occur in the period from 6:00am – 10:00am. It is apparent that the drop off loop on the Glenside Avenue side will be most active in the morning peak period. If 30% of all daily boardings take place within one hour in the morning, the resulting number of riders dropped off would total approximately 20-25.

The traffic counts taken by Orth-Rodgers at the parking lot driveways on Glenside Avenue in June 2003 were examined. During the morning peak hour from 7:30 am – 8:30 am, 160 vehicles entered the three Glenside Avenue driveways and 58 vehicles departed. Some of the departing vehicles may have entered looking for a parking space and left after failing to find one. However these counts indicate a higher drop off pickup volume, perhaps up to 40 vehicles in the hour.

There are five inbound trains during the morning peak hour. The R-2 and the R-5 are scheduled to arrive within 5-minutes of each other. During drop off, the vehicle's stay is short so that a queue is not expected to form. It is expected that a taxi may wait at the curb for a fare; there are some riders leaving the train in the inbound direction. Curb space for four vehicles is more than sufficient for passenger dropoff/pickp in the inbound direction.

It is possible that some stopping in the Glenside Avenue drop off loop would be generated by takeout customers of the food shop in the station building or some future retail/restaurant dropoff/pickup. Since rail drop off is concentrated in the weekday morning peak period, the loop can also serve this other loading activity.

It is important that signing at the drop off loop driveway indicate that the entrance to parking is further west on Glenside Avenue.

The location of the Glenside Avenue drop off loop curb cut is located as far as practical away from the signalized intersection with Easton Road (approximately 100 feet). No deceleration lane is recommended at this driveway or at any other driveway to the station, since deceleration lanes are not necessary or appropriate in a town environment with relatively low speed roadways. The northern curb of Glenside Avenue between Easton Road and the curb cut should be clear of parking to allow good sight lines for traffic exiting the driveway.

In the outbound direction, the predominant use of the dropoff/pickup loop from Mt. Carmel Avenue will be for afternoon pickup. According to the driveway traffic counts, the afternoon return is somewhat less concentrated than the morning departure. Train arrivals in the outbound direction in the peak hour are scheduled 10 to 15 minutes apart. A count of the Mt. Carmel Avenue driveway showed 28 vehicles entering and 25 leaving in the afternoon peak hour from 4:30 pm – 5:30 pm. This volume can be attributed to pickup activity. Some vehicles may arrive early and wait for the train, so that a longer line of waiting vehicles will form on the outbound side in the afternoon. One or two taxis routinely wait on the outboard side, even during the mid-day. Even so, it appears that the number of waiting vehicles would not exceed the range of 6-8 vehicles. The drop off loop on the outbound side of the station consists of an 80-foot diameter circle with curb capacity for six vehicles. It is suggested that two spaces in the parking lot be designated 'Taxi' spaces, since taxis may be waiting for longer periods of time. This would also provide a consistent spot for passengers to look for a taxi. The drop off circle would accommodate private auto pickup queuing. The long driveway between the circle and Mt. Carmel Avenue provides extra storage area for the occasional longer queue.

Whereas the amount of parking and the associated traffic volume will increase due to construction of the garage, nothing is driving an increase of rail passenger drop-off/pickup activity. The numbers of passenger drop-offs and pickups are expected to remain at today's levels.

6.5 Bicycle Users

The questionnaire survey of riders at the Glenside station by DVRPC for the Parking Demand Study - Glenside and Jenkintown Stations included a question on mode of arrival to the station. Approximately 70% of riders boarding at the Glenside station returned the survey. The percentage of passengers arriving by bicycle was 0.3%. This indicates

that only a very small number, perhaps 2 - 3 persons, bike to the station on a weekday. Bicycle racks were available at the time of the survey. Convenient, secure bike racks should be included in the station design. Bicyclists are permitted to take their bike on the train only during weekday off peak periods and weekends/holidays.

The streets in the vicinity of the station have no special provisions for cyclists and it is expected that the number of people using a bicycle to get to the station will remain very small. The Montgomery County Planning Commission's Bike Mobility Plan notes that safe connections between bikeable roads and transit stations are needed to encourage combined bike-transit use. Easton Road, Glenside Avenue and Mt. Carmel Avenue are proposed as Secondary Bicycle Routes in the Bike Mobility Plan.

6.6 Pedestrians

Pedestrian access to the station will be improved as well as connections between the inbound and outbound sides. The Roberts Block area and proposed transit center will be connected via handicapped accessible ramps on both sides. Improved underpass crossings for pedestrians may include raising sidewalk elevation below the Easton Road bridge in order to reduce the distance from street level to platform level. A detailed engineering study will be required to determine if this is possible.

Other enhancements include curb extensions or bump-outs on Glenside Avenue. These traffic calming measures also reduce the distance from curb to curb for pedestrians crossing the street. Streetscape improvements on Easton Road and Glenside Avenue will significantly improve the pedestrian experience as the plan calls for wider walks, new paving, street-trees, lighting, and benches. The pedestrian experience along the Glenside Avenue surface parking lot will be improved with 30" tall vegetation and/or a 3 to 4 feet high ornamental wall. Space for entering and gathering around the transit center facilities will be exponentially increased with landscaped plaza areas.

section 7.0

Market Analysis

7.1 Introduction

Nature of the Engagement

This retail market analysis has been prepared as part of the Existing Conditions Review phase of the Glenside Station Area Development Plan, sponsored by the Delaware Valley Regional Planning Commission (DVRPC). As part of the project consultant team, Real Estate Strategies, Inc. (RESI) has been tasked with analyzing the potential for mixed-use development in the proposed parking garage structure itself, as well as the possibility for reuse of the historic Roberts Block structures located on the north side of the station study area.

Cheltenham Township, the political subdivision within which Glenside is located, undertook a significant effort in 1999 to created Commercial District Enhancement Plans (CDEP) for five retail districts in the Township, including Glenside. The Glenside CDEP recommended development of a mixed-use parking structure adjacent to the SEPTA station as a mechanism for spurring the redevelopment of the Glenside business district and for creating a new town center.

DVRPC views the station area redevelopment effort as part of a larger initiative to revitalize the entire Glenside commercial district and has requested that the consultants address both issues in the Station Area Development Plan. Therefore, although focused on the Glenside station study area, this report addresses the potential demand for additional retail space in the commercial district as a whole and provides recommendations regarding appropriate locations for various uses. Future phases of this study will address revitalization best practices and alternatives, as well as incentives for attracting the types of retail and related development identified as having market support.

Engagement Approach

RESI undertook the following work tasks to complete this analysis:

- *Worked with members of the project Steering Committee to obtain relevant background information.*

- *Conducted field inspections of the Glenside station area, business district and surrounding community.*
- *Identified the trade area within which additional retail space located in the study area would compete.*
- *Completed an analysis of economic and demographic trends in the trade area.*
- *Interviewed real estate brokers, business owners and representatives of Arcadia University to understand trends impacting the market for retail space in Glenside.*
- *Collected information on current retail sales in the trade area and conducted field visits to competitive shopping areas.*
- *Prepared a demand analysis based on consumer spending patterns in the Glenside trade area.*
- *Reconciled proposed supply and demand.*
- *Developed recommendations regarding the type and amount of retail space with market support, the potential characteristics and location of this space.*

Terms of the Engagement

Real Estate Strategies, Inc. has not ascertained the legal and regulatory requirements applicable to the proposed project. The information contained herein is based on estimates, assumptions and other information developed from research of the market, our knowledge of the real estate industry and other factors, including certain information that was provided by members of the project Steering Committee. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur; therefore, actual results will vary from those described, and the variations may be material. Further, Real Estate Strategies, Inc. has not evaluated management's effectiveness, nor are we responsible for future marketing efforts and other management actions upon which actual results will depend.

Neither our report nor its contents, nor any reference to Real Estate Strategies, Inc. may be included or quoted in any offering circular or registration statement, prospectus, or other similar document without our prior written permission. We will have no responsibility to update our report to reflect events and circumstances occurring after the date of our report.

7.2 Site and Area Analysis

The Glenside Station study area comprises approximately seven acres bounded by Glenside Avenue, Easton Road, and Mt. Carmel and Ruralside Avenues. Maps depicting the boundaries of the study area have been presented elsewhere in the Existing Conditions report.

The portion of the study area located on the south side of the railroad tracks, contains the current SEPTA station (which holds both the ticket office and a coffee shop/café operated by a lessee) and surrounding parking lot property. On the north side of the tracks, three historic buildings known collectively as the Roberts Block sit adjacent to a small garden apartment complex. SEPTA owns and maintains a parking lot in front of the Roberts Block buildings for use by commuters. The Roberts Block buildings are used for a mix of commercial, office and residential rental uses and are in private ownership.

Characteristics of the Glenside Business District

The Glenside Business District extends along Easton Road, from the SEPTA tracks south to Royal Avenue and along Glenside Avenue from approximately Lismore Avenue to Rices Mill Road. Additional concentrations of businesses can be found along Limekiln Pike, close to the intersection with W. Glenside Avenue and along Keswick Avenue. The commercial core of Glenside, however, is centered along Easton Road, historically at the intersection of Easton and Glenside Avenue. Most of the uses now in place at this intersection—Humphrey's exterminator, H&R Block, and a karate studio - do not support that role today. The attractive PNC bank building, however, is an appropriate anchor to the heart of the commercial district. Views to the Elcy's, the coffee shop/café at the train station, are also attractive.

The mix of commercial buildings located along Easton Road includes both freestanding and attached purpose-built retail buildings of varying ages clustered closer to the intersection of Easton Road and Glenside Avenue. Further south along Easton Road are a mix of converted residential structures, small strip shopping areas and modern freestanding commercial buildings with parking lots. Shops on E. Glenside Avenue are generally located in small attached storefronts. On W. Glenside Avenue, retail establishments are limited to a detached bank building and an auto sales lot.

A 1999 business inventory conducted by Urban Partners lists 327 total businesses located within the Glenside zip code (19038). Of these, 63 are retail stores, 15 are restaurants, and 17 are personal care services establishments

such as hair salons, nail service and dry cleaners. Overall, the mix of tenants in the Glenside business district is skewed toward service and professional service establishments (banks, hairdressers, dentists, insurance brokers, etc.) rather than a mix of shopper's goods. As a result, visitors to the Glenside business district are destination-oriented and do not stay to stroll along sidewalks browsing and window shopping. This destination orientation also leads to a greater demand for parking in front of the target establishment.

A number of thrift and furniture consignment stores have clustered in the Glenside business district. Although the concentration of these businesses presents an opportunity for "theming" the district, many are downscale operations open at odd hours. Without an effort to "professionalize" this segment of the market, as recommended in the CDEP report, these stores may inhibit, rather than spur revitalization of the business district.

Commercial occupancy rates are very high in Glenside. A windshield survey revealed only one retail property—a 1,100 square foot former Boston Market restaurant—being marketed for sale or lease.

Businesses located along Easton Road enjoy excellent visibility and annual average daily traffic (AADT) counts of nearly 15,000. Visibility for businesses along narrow Glenside Avenue is more limited and AADT estimates are approximately half the level of Easton Road.

The limited availability of parking affects merchants and restaurant owners in Glenside. Proximity to the surface lot located off of the east side of Easton Road north of Wesley Avenue positively impacts adjacent merchants.

The Roberts Block buildings and certain structures along E. Glenside Avenue appear to have been developed at the same time (early 1900s) and share a common "village" theme. The remaining buildings in the business district are varied in style, scale and level of maintenance. Exterior modifications to existing properties and infill development over the years have led to a jumbled, uncoordinated look to the district. Deferred maintenance on some properties threatens the overall perception of the entire district.

As a result of recommendations included in the 1999 Cheltenham Township CDEP, the Township has obtained funding for streetscape improvements--including upgraded sidewalks, lighting and street trees--along Easton Road in Glenside. Final engineering and preparation of the construction bid documents will commence in late 2003 and construction could begin as early as Sping 2004, for portions along Easton Road and Wesley Avenue.

7.3 Adjacent Neighborhoods

The area adjacent to the study area to the south is primarily residential in character with well-kept single-family detached dwellings. To the north of the tracks, several churches are clustered on large lots along Easton Road. Farther north on Easton Road, but within walking distance of the station area, are large scale apartment complexes. Both single-family residential and apartment buildings are located along Mt. Carmel Avenue to the west of Easton Road.

Arcadia University

Arcadia University is located at Easton Road and Limekiln Pike, approximately one mile from the study area. Its students and employees represent an important and potentially underserved market for goods and services in Glenside.

Arcadia currently enrolls approximately 3,000 undergraduate and graduate students. Of the 1,650 undergraduates, 1,300 attend the University full-time. Approximately 75 percent of full-time undergraduates live on-campus during the academic year. Most of the remaining full-time undergraduates reside in apartment complexes adjacent to or nearby the Arcadia campus.

Graduate students typically commute to Arcadia, although some rent apartments in the surrounding area. Cheltenham Township zoning ordinances prohibit group rentals, so many graduate students rent in Philadelphia or other communities in order to pay a lower share of rent.

Arcadia employs approximately 500 faculty and staff. Fewer than five percent of these employees reside in Cheltenham.

Members of the consultant team met with representatives of the Arcadia administration to gain their perspective on the Glenside station area redevelopment project. The following issues were discussed in this meeting:

- Despite the physical impediments posed by the major intersection at Limekiln Pike and Easton Road, students do walk or drive into the Glenside business district. A better selection of stores or restaurants serving their needs would draw more students into town.
- Most Arcadia students work part-time while pursuing their education. Students represent a potential labor force

for new businesses locating in the Glenside business district.

- Many students shop at the Willow Grove Mall, which is accessible by car or by the SEPTA #22 bus line running along Easton Road (and which also serves the Glenside train station).
- The University plans to increase enrollment by 40 percent over the next ten years. If this expansion takes place, Arcadia would have approximately 4,500 students overall, including 1,800 full-time undergraduates. The number of faculty and staff members would increase proportionally.
- Faculty and administration members would welcome additional venues for lunch. Ease of parking is an important factor to drawing these individuals into the business district.
- Parking is in short supply on the land-locked Arcadia campus. The administrators discussed whether spaces in the garage could be developed or leased by Arcadia for its use.
- The administrators also discussed future University facility needs that potentially could be met off-campus in the area of the train station and served by a shuttle. Ideas included studio space for graduate art programs (potentially with a gallery component) and, in the longer term, classroom space for continuing professional education courses.

Summary

The Glenside station study area is well-located adjacent to the commercial core of the Glenside Business district. Development of a mixed-use parking garage facility at the station could serve merchants in the business district and reestablish the area surrounding the intersection of Easton Road and Glenside Avenue as the commercial heart of Glenside. Significant traffic counts along Easton Road would be attractive to retail tenants considering new space in the business district. The busy SEPTA station draws in potential customers and the presence of residential neighborhoods in close proximity to the study area offers retailers the opportunity for walk-in business. Arcadia University offers a base of young style-conscious customers who could be attracted to new retail offerings in the station area as well as elsewhere in the business district. The University's expansion plans present possibilities for alternative uses in the station area, as well as the promise of additional customers in the years to come.

Ensuring visibility for new retail space on Glenside Avenue and for the Roberts Block structures will be a challenge, given the site constraints posed by the dimensions of the study area. Façade and streetscape improvements will be an important factor in convincing tenants to locate in Glenside.

7.4 Economic and Demographic Characteristics of the Competitive Market Area

The Glenside station retail trade area (RTA) is the geographic area from which the majority of expenditures at retail establishments in the station study area (and in the adjacent Glenside business district) are expected to be drawn. The RTA has been defined based on interviews with commercial real estate brokers, discussions with merchants, a review of transportation access patterns and the location of competitive facilities. The Glenside station RTA is defined as extending **two miles from the intersection of Easton Road and Glenside Avenue**. Because certain merchants may be interested in the characteristics of households within an even closer proximity, the analysts have presented information for a one-mile radius as well.

Glenside Station Retail Trade Area

(2-mile radius)

An analysis of available Census data was conducted to profile the economic and demographic characteristics of and trends affecting the RTA. In addition, demographic estimates and projections were obtained from Claritas, Inc., a leading provider of proprietary demographic updates. Table 7.4.2 summarizes data for a one-mile radius around Easton Road and Glenside Avenue, for the ring extending between one and two miles, and for the two-mile radius RTA.

figure 7.4.1 Map of the Glenside Station Retail Trade Area

	1-mile radius	1-2 mile ring	2-mile radius RTA
Population			
1990 Census	16,389	43,379	59,768
2000 Census	15,894	43,815	59,709
Percent Change 1990 - 2000	-3.0%	1.0%	-0.1%
2002 Estimate	15,860	43,621	59,481
2007 Projection	15,864	43,318	59,182
Percent Change 2000 - 2007	0.0%	-0.7%	-0.5%
Households			
1990 Census	6,184	17,252	23,436
2000 Census	6,190	17,523	23,713
Percent Change 1990 - 2000	0.1%	1.6%	1.2%
2002 Estimate 6	,193	17,530	23,723
2007 Projection	6,224	17,599	23,823
Percent Change 2000 - 2007	0.5%	0.4%	0.4%
Average Household Size (2000 Census)	2.49	2.42	2.45
Median Age (2000 Census)	38.6	39.7	39.6
Median Household Income (2002 Estimate)	$66,819	$59,892	$60,657
Percent Homeownership (2000 Census)	72.2%	68.2%	69.2%
Daytime Population (2002 Estimate)	9,861	24,525	34,386

Source: Claritas, Inc.; Real Estate Strategies, Inc.

figure 7.4.2 Census Data Table for the Glenside Station RTA

Selected Economic and Demographic Characteristics

(1-mile radius,1-2 mile ring, and 2-mile radius)

Glenside Station Retail Trade Area (RTA)

The following points can be drawn from this data:

- The RTA population is expected to decline slightly (0.5 percent) through 2007. The population within a one-mile radius of the study area is expected to stay level.
- Modest household growth (0.4 percent or 100 households) is expected to occur in the RTA through 2007. It is not unusual for household formation to increase despite population decline in a trade area. This can result from divorce, adult children moving out to start their own households, and similar phenomena.
- The RTA median estimated 2002 household income is ten percent higher than the median household income for the nine-county metropolitan area ($55,192), but only 88 percent of affluent Montgomery County's 2002 median. According to University officials, Arcadia students come from households with average incomes of approximately $60,000.

These income statistics will be attractive to a range of retailers, but areas of the County with higher incomes and traffic counts will be more successful at attracting national chain tenants.

- The average household size in the RTA (2.45 persons) reflects a combination of both family and smaller (couples and singles) households in the RTA.
- 2000 Census data indicates that the median age for the RTA population (39.6 years) is somewhat above the United States median, 35.3 years reflecting the aging of the population in Glenside and the adjacent inner ring suburbs
- High homeownership rates (nearly 70 percent) indicate stability in the trade area. In combination with higher income levels, this characteristic suggests a population that will make expenditures for home improvements and decoration.

Psychographic Data

Raw demographic data does not always clearly portray the complex characteristics of households residing in a market area. Claritas pioneered the use of psychographics, or lifestyle analysis, to identify lifestyle clusters—households that share certain economic and demographic characteristics that result in similar consumer behaviors. Table 2.6.2 on the next page presents a lifestyle analysis of households in the RTA.

The data show that over 20 percent of RTA households (and over 40 percent of households living within one mile of the station area) are part of the New Empty Nests cluster and another 14.3 percent of households are part of a cluster called Gray Power. These older households have significant discretionary income and the taste for quality goods and services. Households in the Urban Uptown cluster group include consumers who will look for creative and interesting independent retailers as well as upscale national chains.

The lifestyle data in the RTA suggest a population that becomes more diverse and segmented as one moves outward from Glenside. The trade area includes a core of older households with significant discretionary income as well as a mix of younger households ranging from middle income to affluent with a variety of consumer spending habits and preferences.

Economic Conditions

Economic conditions in the Philadelphia metropolitan area have stabilized after a year of decline, according to econometric forecasting firm Economy.com (formerly RFA). Based on December 2002 data, employment gains are taking place in the construction, health services and government sectors, although manufacturing, retail and wholesale trade, transportation/utilities and FIRE (finance, insurance and real estate) all registered losses compared with December 2001. The unemployment rate, which averaged approximately 5.3 percent in 2002 is projected to increase slightly in 2003 before trending down to levels below five percent by 2004.

The outlook for the region's pharmaceutical and biotechnology industries, important components of the Montgomery County economy, remains favorable due to the resources available for research and development and the metropolitan area's reputation as a premier health care center. These service industries should continue to support growth in Montgomery County, although the overall metropolitan area is impacted by slow population growth, a relatively high cost of doing business and a historical dependence on manufacturing.

figure 7.4.3 2002 PRIZM Psychographic Data Easton Road and Glenside Avenue: 1 and 2 Mile Radii

Lifestyle Nickname	Distribution of 2002 Population		Age Range	Income Level	1998 Median HH Income*	Family Type	Education	Employment	Housing Preference
	1-Mile Radius	2-Mile Radius							
Blue Blood Estates	5.4%	3.6%	45 to 64	Very Affluent	$135,900	Married couples	College graduate	Professional	Owners/ single unit
Money & Brains	10.0%	11.7%	55 to 65+	Affluent	$67,500	Married couples	College graduate	Professional	Owners/ single unit
Pools & Patios	8.2%	7.9%	45 to 65+	Affluent	$67,100	Married couples	College graduate	Professional	Owners/ single unit
American Dreams	0.0%	4.2%	Mixed	Upper Middle	$59,000	Mixed	Some college/ college graduate	White collar	Owners/ single unit
Young Influentials	8.4%	2.4%	25 to 44	Upper Middle	$51,700	Singles, married couples	College graduate 2	Professional	Renters/ -9 units, 10+
New Empty Nests	42.0%	21.1%	45 to 65+	Upper Middle	$51,400	Married couples with and without children	College graduate w	Professional/ hite collar	Owners/ single unit
Blue Chip Blues	0.0%	3.0%	35 to 64	Middle	$47,500	Married couples with and without children	High school/ some college	Blue collar/ white collar	Owners/ single unit
Gray Power	4.3%	14.3%	55 to 65+	Middle	$41,800	Married couples Singles	College graduate	Professional/ white collar	Owners/ single unit, 10+
Urban Achievers	12.8%	6.4%	25 to 44 65+	Middle	$40,000	Singles	College graduate	Professional/ white collar	Renters 2-9 and 10+ units
Bohemian Mix	5.2%	4.0%	25 to 44	Middle	$38,500	Singles	College graduate	Professional	Renters/ 2-9 units, 10+
Upstarts & Seniors	3.5%	3.6%	25 to 54 65+	Middle	$35,600	Married couples, singles	High school/ some college	White collar	Renters -9 and 10+ units
Mid City Mix	0.0%	13.2%	:18, 25 to 34	Middle	$35,000	Single parent households, singles	Grade school/ high school some college	Service/ white collar	Renters and owners 2-9 units

NOTE: Lifestyles representing less than 2.0% of the 2-mile radius were not included.
*Income is for all U.S. households in each cluster and does not necessarily reflect local situations.
SOURCE: Claritas, Inc. and Real Estate Strategies, Inc.

SEPTA Ridership

The Glenside SEPTA station is served by three separate Regional Rail lines, the R-1, R-2 and R-5. As a result, the station is heavily used, with average daily weekday ridership (inbound and outbound) exceeding 900 in 2001, the last year for which statistics are available. These figures reflect a steady upward trend in usage since 1995, when average weekday ridership totaled just under 670. Average daily weekend ridership was nearly 230 on Saturdays and 140 on Sundays in 2001. According to passenger surveys conducted in conjunction with DVRPC's October 2000 parking demand study, approximately two-thirds of riders departing from Glenside station reside in either Cheltenham or Abington Townships.

Summary

Overall demographic trends in the RTA are stable, with solid income profiles and a mix of lifestyles including a base of empty nester households with disposable income. Ridership at the Glenside station is increasing and can be expected to grow further if additional parking is introduced at the station area. Approximately one third of the riders represent potential spending power flowing in from outside the RTA. Economic trends are good for Montgomery County; the metropolitan area is expected to pull out of recessionary decline beginning in 2004.

7.5 Competitive Market Conditions

7.5.1 General Retail Market Conditions

Although the retail market in Montgomery County has softened somewhat due to the recent recession, it is overall one of the best performing submarkets in the Philadelphia metropolitan area. According to REIS, an organization that tracks retail market statistics in specific submarkets of the Philadelphia metropolitan area, for Montgomery County overall, non-anchor asking rents per square foot average approximately $17.50 for neighborhood shopping centers. Rental rates for these properties have trended upwards at an average annual rate of 2.9 percent over the past three years. While this growth rate is under the national average rate of 3.4 percent annually for the same period, it is significantly higher than the 1.7 percent annual average rate for the Philadelphia metropolitan area as a whole. Montgomery County vacancy rates in neighborhood shopping centers averaged 6.2 percent at the end of 2002, compared to 8.2 percent for the Philadelphia regional market.

In Glenside, most space is older and not directly comparable to a neighborhood strip shopping center. Real estate

brokers interviewed for this study indicated that Glenside is perceived as a generally good location for retail space, with the primary interest generated from locally-owned businesses or locally-owned franchises of chain stores. Rental rates for older space range from $10.00 to $12.00 per square foot triple net (tenant pays utilities, taxes, and maintenance). Newer space, when available, may command rents into the high teens, triple net. Brokers estimate that achievable rental rates for new or substantially renovated retail space in the station area are likely to range from $13.00 to $19.00 per square foot, triple net, depending on the type, quality and location of the space developed.

It should be noted that small businesses and professional services firms, such as architects, accountants, attorneys, dentists and chiropractors, are important tenants in the Glenside business district, sometimes renting or purchasing space that would also be appropriate for retail tenants. Real estate brokers and managers who serve this type of tenant report that demand is strong. Rental rates range from $11.00 to $13.00 per square foot, plus utilities.

The lack of adequate parking and the limited availability of space were cited as the primary challenges to increasing retail activity in Glenside. In addition, many of the storefronts are considered too small by modern standards and the disjointed appearance of the business district also dissuades some potential tenants. Brokers also noted high real estate tax rates in Cheltenham Township as a negative issue for retailers and restaurant owners interested in purchasing buildings.

7.5.2 Competitive Shopping Areas

Residents of the RTA have a variety of shopping options available to them including malls, power centers, and traditional shopping districts. Both national retail chains and a variety of local merchants are represented in the trade area. The following paragraphs describe competitive shopping areas within the RTA. Map 2.6.2 shows the location of each competitive area relative to the Glenside station study area.

Cheltenham Square Mall

A 625,000 square foot mall at Cheltenham Avenue and Washington Lane anchored by Burlington Coat Factory, Home Depot, ShopRite Supermarket, and Value City Department Store. The mall also features an eight-screen United Artists movie theater.

Cedarbrook Plaza

A 525,000 square foot power center located at Cheltenham Avenue and Easton Road anchored by Big K, Pathmark, and Toys R Us.

Old York Road (Abington)

Abington Township zoning has permitted the development of significant commercial space along Old York Road. This space is located in smaller storefronts as well as in retail components of mixed-use developments. High traffic counts on Old York Road (approximately twice the levels of Easton Road in Glenside) support a mix of local and national retailers.

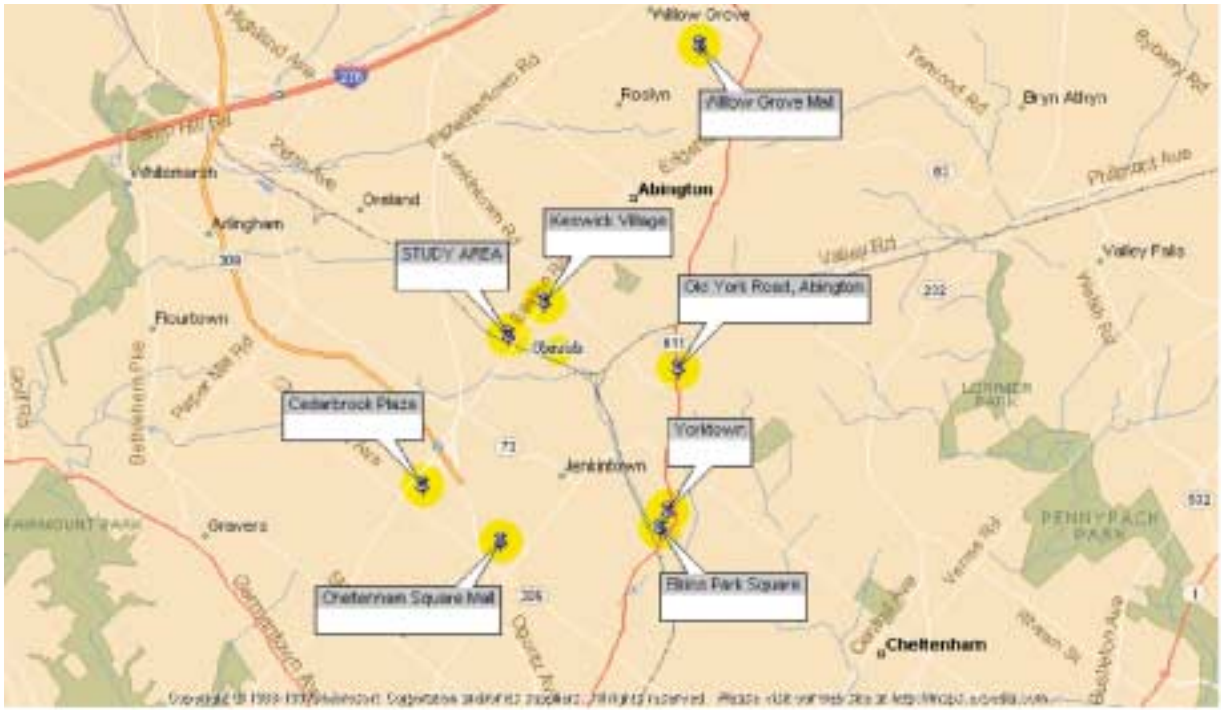


figure 7.5.1 Location of Competitive Shopping Areas

Elkins Park Square

This irregular shaped shopping complex located on Old York Road south of Church Road, was designed as a small multi-level mall of approximately 57,000 square feet. Many stores are vacant and the complex is occupied by professional service rather than retail tenants along with several restaurants. Lack of visibility is a major issue for retailers locating in this facility.

Yorktown "Courtyard of Shops"

This atypical complex located just off Old York Road on Church Road is a small mall containing tenants targeted to affluent clients. A high end hair salon, florist, fur store and contemporary craft gallery share space with several professional services tenants. A proposed development on the site would replace much of the existing structure and include a row of multi-story buildings with retail on the first floor and offices or apartments on the second and third floors.

Keswick Village

Keswick Village, a "Main Street" shopping area located in Abington just off Easton Road at N. Keswick Avenue, is perhaps the most comparable area to the Glenside business district. Approximately 55 generally attached storefronts line a curving landscaped street anchored by a major bank building and the 1,300-seat Keswick Theater. The tenant mix includes a mix of casual restaurants, consignment stores, some shoppers goods, and, similar to Glenside, a range of professional services. Banners, awnings and landscaping serve to unite the district visually. Parking is available on-street (diagonal striping) and in some lots fronting the storefronts. Closer inspection of the buildings reveals few major renovations to the aging structures themselves. Merchants are independent locally-owned businesses.

Willow Grove Mall

Although located slightly outside the RTA, Willow Grove attracts shoppers who live in the Glenside trade area. Located on Easton Road between Old Welsh Road and Moreland Road, this 1.2 million square foot regional shopping center is anchored by a relatively new Macy's and offers approximately 130 specialty fashion-oriented stores. The mall also includes a 700-car parking garage.

7.5.3 Proposed Farmers Market

During the Summer of 2003 an open-air producer-only farmers market opened on the grassy area at the intersection of Easton Road and Glenside Avenue adjacent to the SEPTA parking lot. Jim Kenney, a Glenside resident who is spearheading this effort, estimates that a market will eventually include between five and ten farmers. Arrangements have been made with SEPTA to permit use of the land. The farmers market plan grew out of recommendations of the 1999 CDEP planning team. The team envisiones a year-round enclosed farmers market located on the first floor of the proposed parking garage. The current market sponsors are interested in promoting the "producer only concept" rather than a wholesale/resale farmers market model. Cheltenham Township has been supportive of this effort to date.

7.6 Demand Analysis

Demand for additional retail space can be generated by population and household growth within a trade area. Alternatively, in an area with relatively flat demographic trends such as the Glenside state RTA, demand for additional retail space can be generated by capturing expenditures that RTA households currently make outside of the trade area ("outspending" or "leakage"). Interesting, well-merchandised retail stores and unique restaurants in convenient locations in the RTA could attract additional spending from area residents.

RESI compared 2002 expenditure made by RTA households, by category, with 2002 sales at RTA retail establishments. If sales exceeded expenditures, then it was assumed that the market is likely saturated in that category. Categories identified as saturated included:

- Grocery stores
- Sporting goods (except potentially for a small—500 square feet niche operation targeting a specific sport)
- Gift shops

Retail Category	Expenditure Potential: RTA Households (2002) (a	Retail Sales RTA Stores (2002)	Outspending	Average sales per square foot $350	Estimated Glenside capture rate	Total square feet supportable
Food Away from Home	$143.0	$72.8	$70.2	200,544	5.0%	10,027
Apparel and accessories	118.6	40.7	77.9	222,540	2.5%	5,564
Furniture and home accessories	37.9	15.6	22.3	63,634	7.5%	4,773
Reading Material	16.9	4.3	12.6	35,960	5.0%	1,798
Music/videos/CDs	2.8	2.8	-	-	--	(b)
Jewelry	9 .1	3.7	5.4	15,429	7.5%	1,157

Sources: Real Estate Strategies, Inc.; Claritas, Inc.
(a) Expenditure, sales and outspending figures in $millions.
(b) Potential market for used media exchange may exist.

figure 7.6.1 Retail Demand Analysis

Those categories where expenditures exceeded sales (signaling that dollars are “leaking” out of the RTA) are presented in the table above. RESI has used an average sales figure of $350 per square foot along with relatively conservative capture rates to estimate the number of square feet of space in each category, in Glenside, that could be supported by recaptured outspending over the next five years.

In addition to RTA residents, it is estimated that spending from those Glenside station SEPTA riders who reside outside the RTA could support an additional 500 square feet of retail space, most likely in the food away from home or reading material (newsstand) category.

While demand for groceries is satisfied overall in the RTA, an analysis of expenditure patterns of households living within one mile of the Glenside station study area indicates that significant outspending on groceries is occurring. This fact suggests that both a farmers market and prepared food retailers would have support of households residing in the Glenside community itself and potentially within walking distance of the station area.

Summary

Demand exists for up to 25,000 square feet of additional retail and restaurant space in the Glenside business district. A large percentage of that demand is in the “food away from home” category that includes such establishments as restaurants and prepared food vendors. Demand in a number of other categories would support development of a stronger mix of retailers in the Glenside business district overall bolstering the revitalization effort.

7.7 Development Opportunities

Our analysis has shown that the Glenside station study area and adjacent business district offers the following assets, from a retail market perspective:

- Authentic small town feel with a number of architecturally interesting buildings
- Attractive traffic counts
- Destination draws
- Significant daytime population base
- Increasing number of SEPTA riders
- Good access from area highways and public transit services.

At the same time, a number of factors put the business district's revitalization at risk. These include:

- Significant concentration and variety of competitive retail in the trade area
- Physical deterioration of the business district
- Key buildings owned by occupants or with long-time established tenants potentially limiting options to improve tenant mix in the business district.

figure 7.7.1 Recommended Mix: New Retail
Glenside Business District / Station Study Area

Type	Square fee t				Establishments		
Specialty groceries/prepared food	3,000	to	4,000		1	to	2
Restaurants	7,500	to	7,500			3	
Apparel/accessories	4,000	to	6,000		2	to	
Household furnishings/accessories	3,000	to	4,000			2	
Bookstore/newstand/music store	1,500	to	3,500		1	to	2
Jewelry store 9	00	to	1,100			1	
	19,900	to	26,100	Total	10	to	12

SOURCE: Real Estate Strategies, Inc.

7.7.1 Retail Mix

Based on an analysis of trade area expenditure patterns and sales, however, RESI has found adequate retail demand to support revitalization of the Glenside business district over the next five years. Table 7.1.1 above and the discussion that follows present a potential development program that would have market support over this time period.

Specialty groceries/prepared food: These establishments would benefit from a location in the mixed-use garage where they can capture business from commuters returning at the end of the workday. An outdoor farmers market would complement these businesses.

Restaurants: The demographics, site characteristics and traffic counts present in Glenside would not attract a chain dinner house restaurant (e.g. Chilis, Maggianos Little Italy, etc.). However, both casual restaurants and high end "chef-driven" restaurants would be workable concepts in Glenside. The casual café, deli restaurant or pizza kitchen would typically require 1,500 square feet of space and looks for higher visibility locations to attract drop-in business. The high-end restaurant looks for locations with 2,500 to 3,000 square feet of space and a building with some architectural interest. Visibility is not as important for this type of property because it is itself a destination. The Roberts Block properties would be an appropriate location for a chef-driven restaurant. Restaurants need to be marketed to demand generators such as Keswick Theater patrons, commuters and employers as well as area residents.

Apparel/accessories: Trade area shoppers have access to a wide range of national fashion retailers at the Willow Grove and Cheltenham malls. Locally owned boutiques, art clothing or specialty clothing and accessories (such as a hat shop) would be more appropriate for the Glenside shopping district. Visibility is an important consideration for this type of retailer.

Household furnishings/accessories: Shoppers already travel to Glenside to browse the furniture consignment shops. Stores offering creative household accessories (pillows, candles, lamps, etc.) or specialty furnishing, such as painted furniture, could attract these customers and help to improve the quality of home-oriented offerings in Glenside. Visibility from Easton Road or proximity to consignment shops would be an asset for this store type.

Bookstore: An independent bookstore concept, either full service or specialized (e.g., a mystery bookstore, combination of new and used books, etc.) would be appropriate for Glenside and should ideally be located in close proximity to the SEPTA station.

Music/Video/Game Exchange: This type of business could capture spending currently directed to new products and fits a location with a nearby University and the presence of other types of resale establishments.

Newsstand:A full service newsstand is an important transit-oriented development use and should be a component of the mixed-use garage.

Jewelry Store: Although several independent jewelry stores exist in the trade area, the analysis suggests market support for an additional small store. A storefront for local jewelry artisan or for a retailer specializing in hand-made jewelry would be appropriate at this location.

Other potential retail/service tenants: In addition to the store and restaurant types detailed above, it is likely that existing "transit-oriented" retailers in the trade area, such as video stores and dry cleaners may be interested in relocating to retail space in a new garage. Typically, transit-oriented retailers do best when they are located on the "coming home" side of the tracks. However, in this situation, SEPTA riders will cross under the tracks and leave via the garage structure—therefore a location on the first floor of the garage would allow transit-oriented merchants to capture commuter expenditures at the end of the day.

Arcadia University functions could potentially occupy new or renovated space in the Glenside station study area. Incorporating University facilities into the redevelopment plan could draw members of the Arcadia community into the business district encouraging patronage of local businesses. At the same time, institutional uses are typically tax-exempt and could reduce the positive fiscal impact of the revitalization effort to Cheltenham Township.

Combined concepts: Some of these concepts could be combined to create interesting and unique retail offerings that will encourage the recapture of dollars flowing out of the trade area. For example, a cheese shop could offer gift items for the home. An independent bookstore could offer a compact disk exchange. A skateboard shop could offer specialty sporting goods and clothing. A newsstand could be combined with a cafe or bookstore.

Achieving this mix of restaurants and stores, given the likelihood that most merchants will be locally-based independent operators, will involve proactive outreach on the part of the Township and its Main Street program, and cooperation with the commercial real estate community in order to help steer appropriate tax-generating uses.

7.8 Other Recommendations

A mixed-use parking structure developed at the Glenside station must provide as much visibility as possible to storefronts incorporated into its design. Given the constraints of the long narrow site, it is likely that some space may lack prime visibility to foot and vehicular traffic on Easton Road. Potential occupants of "lower visibility" space in the Glenside station study area would include professional service or small business office tenants. These types of tenants would also be appropriate for the renovated Roberts Block buildings, particularly if the visibility of these properties from Glenside Avenue and Easton Road is compromised by the design of a new garage structure.

High-end restaurants typically do not require the same kind of street visibility as other retail uses. These users also prefer buildings with charm or visual interest. As a result, this use would be appropriate for restored facilities in the Roberts Block, if the adjacent parking lot could be freed for general use.

Additional retail space in the station area could offer current Glenside businesses the opportunity for relocation and expansion. For some businesses, the lure of renovated or newly constructed modern space could meet an existing need. From the Township's perspective, new space in the business district offers flexibility in enticing businesses that occupy key retail locations on Easton Road, but which do not actually require a high visibility location, to relocate, thereby opening up space to create a better shopper's good mix along this main thoroughfare.

The planned streetscape improvements will help improve the visual quality of the Glenside business district, as would coordination of signage and adherence to design guidelines. These initiatives will make it easier to recruit new retail and restaurant tenants to the business district. The outdoor farmers market concept should be supported, and if, successful in its inaugural year, incorporated into the design of the garage and adjacent plaza space either through a fixed canopy or retractable awning system. A canopy could also be used during public events such as festivals, seasonal programming, and other types of community gatherings. The farmers market and additional programming in public space at the station area will draw potential customers into Glenside and further support new retailers and restaurants.

section 8.0

Implementation Action Plan

Implementation of the Glenside Station Area Plan is divided into three primary efforts: constructing a new transit center, creating a zoning overlay, and enhancing the business district.

8.1 Constructing a New Transit Center

The proposed improvements to the Glenside Station site will be a catalyst for revitalizing the commercial core. Consequently, it is crucial that this renovation and construction be the first step in the implementation of the plan. As the owner of the site and station, SEPTA is responsible for the completion of the station area modifications.

The primary elements of the plan to be constructed or modified are the Village Green, mixed-use parking garage, historic train station, train platform, pedestrian access, and inbound and outbound parking and drop-offs (as described in Section 4.0 - pages 51 through 60).

8.1.1 Retail Space Management

According to SEPTA representatives, the transit agency currently opts to own and manage parking garages at its stations. Where garages contain small amounts of retail space, SEPTA handles the leasing itself. For example, the Frankford Transportation Center will have 7,500 square feet of retail space that will be leased by multiple tenants, and the agency is handling the leasing in-house. The extra space in the current Glenside station was leased by SEPTA to the coffee shop operator. SEPTA would reportedly consider the amount of space proposed in the Glenside garage small enough to handle in-house.

Other transit agencies have used alternative models for managing retail in parking garages. For example, an agency can retain ownership of the retail space, but enter into a long-term lease with a developer or property manager for 100 percent of the retail component of the structure. A typical lease term would be 20 years with stipulated renewals. The lease can be structured as triple-net, with the lessee paying all expenses, and the lease document can stipulate maintenance standards and prohibit specific uses. The lease also can reserve the transit agency the right to approve signage and exterior appearance. A lease can provide a reasonable grace period to allow the developer to lease the space. There can be rental rate escalations based on inflation. In addition, some retail spaces in parking garages are assessed percentage rents (based on sales) above a base rent so that the agency can participate in the success of the retail component.

For larger retail spaces in parking garages, the ownership of the structure can be divided so that the retail space is owned by a separate party, while the transit agency owns and maintains the parking garage. Under this model, retail space is typically a significant component of a mixed-use development, which in addition to parking, often contain separately owned residential and office uses.

Transit agencies do not always have a standard policy regarding the management structure for components of joint development projects. The Washington Metropolitan Transit Authority ("WMATA") has a number a mixed-use parking garage structures at stations in its system. Developers building suburban parking garages that will be owned by WMATA have proposed handling the leasing of retail space in those garages. While WMATA has not established a policy for handling these situations, proposals by developers have been of two types. One asks WMATA to enter into a long-term master lease with the developer who will be responsible for leasing and operating the retail space. An second alternative that has been proposed, but that the agency considers less desirable, would be for the developer to act as WMATA's agent, leasing the space and passing through to WMATA the proceeds of triple-net leases from individual space users. This latter approach is less preferable because the transit agency assumes lease-up risk.

The WMATA example shows that SEPTA can be flexible in structuring the management of mixed-use garages at stations in its system. If the agency decides that it would like to outsource the leasing of retail space at the Glenside garage, then executing a master lease with a developer would be an attractive option.

8.2 Creating a Zoning Overlay

Changes in Zoning will allow growth to occur according to the proposed plan and create a mixed-use core of development around the new transit center.

Area 1, at the corner of Easton Road and Glenside Avenue is zoned for manufacturing and industrial uses. Current lands uses (surface lot, train station, and retail) will not change under the proposed plan. Area 2, Roberts Block, is zoned commercial / business (C3) and is consistent with proposed professional office use. However, does not permit multiple dwelling units. Areas 3 and 4 (Townhouses and adjacent parking) are zone for multiple dwelling and office (M3). This designation permits professional offices, and multiple dwelling units. Educational and religious uses are conditional pursuant to the adoption of Ordinance 2034-03 by the Board of Commissioners at its April 15, 2003 meeting..

The Station Area Plan recommends that the Commercial Village Core be rezoned with an overlay district. In essence, a modified M3 district with design review oversight through Cheltenham Township. This will give zoning uniformity to the station area and permit mixed-use development that includes apartments, retail, and professional office uses.

figure 8.2.1 Location of the Proposed Zoning Overlay District

ARTICLE XXVIII, AMENDMENTS

§ 295-219. Glenside Station Overlay District.

In GSOD Glenside Station Overlay District, the regulations contained in this Article shall apply.

§ 295-220. Purpose.

In the interest of the public health, safety and welfare, the provisions of this Article are intended:

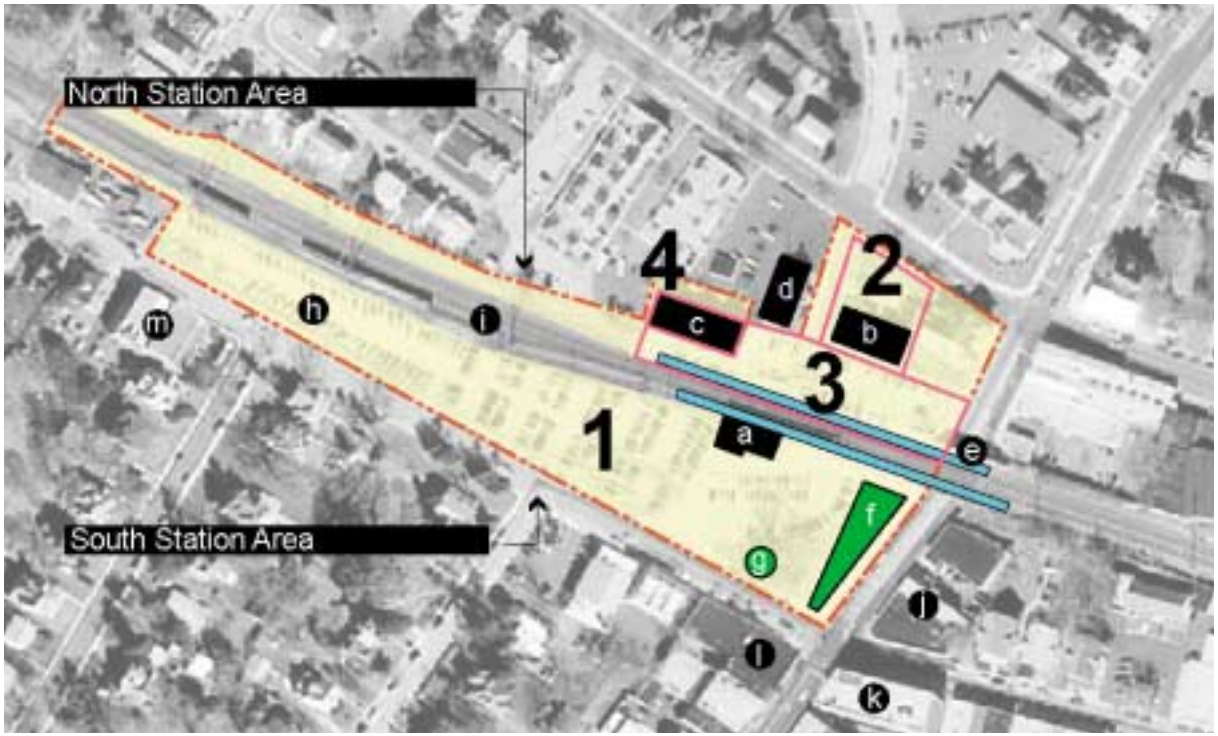
- **A.** To provide flexibility and promote more intensified development to enhance the identity of the Glenside area and the train station.
- **B.** To provide design standards that will create more attractive buildings with a unified architectural theme.
- **C.** To respond to the desired scale and create a more pedestrian-friendly environment through improved pedestrian connections.
- **D.** To encourage greater land use opportunities including a mixed-use environment with provisions for retail, commercial office, parking, multi-unit dwellings and apartments.
- **E.** To provide for the adaptive reuse of the area's historic buildings, including the Glenside Station and the Roberts Block buildings.
- **F.** To encourage building façade restoration projects to preserve the area's historic structures.
- **G.** To revitalize Roberts Avenue as a restaurant destination and transit gateway.
- **H.** To address multi-modal transportation issues and promote shared parking through public-private partnerships, linked parking lots, and other appropriate mechanisms.
- **I.** To create a destination for Arcadia University students and faculty as a place to shop, work and live.

§ 295-221. District established.

The GSOD is established as an overlay zone, imposing a set of development requirements in addition to those of the existing, underlying C3, G, and M3 zoning districts. Any development standards not expressly provided in the GSOD shall be governed by their underlying zoning. If there is a conflict between the standards provided for in the GSOD and the underlying zoning, the standards of the GSOD shall apply.

The GSOD is created for the properties as depicted on the zoning map as amended and shown below.

figure 8.2.2 LGlenside Station Overlay District Map



GSOD Area

a. Glenside Train Station
b. Roberts Block Building
c. Roberts Block Townhouses
d. Roberts Real Estate Building
e. SEPTA Station Platforms
f. Landscaped Embankment
g. Large Tree
h. SEPTA Surface Parking
i. SEPTA Rail Right-of-Way
j. 1960's Retail
k. PNC Bank
l. Humphrey's
m.Glenside Fire Station

These include:

- Area 1: an 3.0 acre site owned by SEPTA consisting of the Glenside Train Station, a landscaped embankment, SEPTA surface parking and the SEPTA Rail right-of-way;
- Area 2: an 0.25 acre site consisting of the Roberts Block building;
- Area 3: an 0.54 acre site owned by SEPTA; and
- Area 4: an 0.14 acre site consisting of the Roberts Block townhouses.

§ 295-222. Use regulations.

A building may be erected, altered or used and a lot or premises may be used for any of the following purposes and for not other:

A. Multi-unit dwellings.

B. Apartments.

C. Retail.

D. Offices.

E. Mixed-use.

F. Restaurants.

G. Educational uses.

H. Accessory use on the same lot and customarily incidental to any of the above permitted uses.

(1) Parking Garage

I. Signs when erected and maintained in accordance with the provisions of Article XXV hereof and other applicable township ordinances.

J. All other uses as permitted within the underlying zoning.

§ 295-223. Lot area and lot width.

A lot area of not less than five thousand (5,000) square feet and a lot width of not less than fifty (50) feet at the street line and extending of that width from the street line to the depth of the rear yard shall be provided for every principal building hereafter erected, altered or used in whole or in part in this district.

§ 295-224. Building area.

The building area shall not exceed seventy per centum (70%) of the lot area.

§ 295-225. Development standards.

The following standards shall apply to development in this district:

A. Density. Residential units require a minimum of 2,400 square feet per family (18 dwelling units/acre).

B. Setbacks.

(1) Front yard. There shall be a front yard, the depth of which shall be zero (0) feet. Structures may be located up to the build-to-line and shall be consistent with the character of setbacks of the adjacent uses.
(2) Parking areas may not be less than ten (10) feet from an abutting property line.
(3) Building separation. Individual structures must have sufficient separation to meet applicable fire protection codes.

C. Height.

(1) Minimum height of 2 stories or 24 feet.
(2) Maximum height of 5 stories or 50 feet.

§ 295-226. Design standards.

A. All development projects shall comply with Article XXIV Preservation Overlay District, if applicable.

B. All development projects shall comply with the Cheltenham Township Historic Preservation Guidelines, if applicable.

C. All development projects shall comply with the Cheltenham Township Architectural Design Guidelines and the Cheltenham Township Commercial District Enhancement Plan.

D. All plans shall be submitted to the Cheltenham Township for design review prior to approval.

E. Each project, shall demonstrate how pedestrian/bikeway circulation is linked from other adjacent areas/properties to the GSOD.

F. Development proposals fostering public/private partnerships are encouraged to provide maximum community involvement regarding historic preservation, cultural enrichment and social interaction.

G. Trees: Trees may be planted subject to the rules and regulations of the Township Shade Tree Advisory Commission.

H. Parking:

(1) Off-street parking shall be provided as specified in this chapter and shall be furnished with necessary passageways. All such space shall be deemed to be required space on the lot on which it is situated and shall not be encroached upon or reduced in any manner except as part of a common or shared parking plan pursuant to §295-228.
(2) The minimum parking spaces required by this district shall be clearly marked for car spaces, and shall be adequately drained, subject to the approval of the Township Engineer. The intent of shared parking is to reduce the percent of large asphalt areas and promotion of on-site drainage.
(3) In the case of mixed uses, the parking facilities required shall be the sum of the requirements for the various individual uses computed separately unless part of an approved shared parking plan.
(4) Any parking lot that adjoins a street, open space or a residential use shall have a landscaped strip at least 5 feet wide along the adjoining lot line that includes trees, shrubs and ground cover.
(5) Parking lots for more than 25 vehicles shall provide a screening, planted of dense materials not less than 30 inches in height along all street lines and along all property lines. In lieu of planting, a 3 to 4 foot high decorative brick or stone wall may be provided. Any combination of plantings and walls may be provided.
(6) Where parking structures front on a public right-of-way, the structure shall be encouraged to include commercial or mixed-uses on the ground floor.
(7) Parking structures shall be designed to be compatible with the architectural style, building scale, mass, building materials and colors of the principal uses and adjacent area.

§ 295-227. Off-street parking.

A. General provisions.

(1) A motor vehicle garage space or an outdoor parking space shall consist of not less than one hundred eighty (180) square feet of usable area for each motor vehicle, exclusive of adequate interior driveways and exclusive of driveways connecting the garage or parking space with a street or right-of-way. Outdoor parking spaces and the approaches thereto shall be paved or covered with gravel or cinders in accordance with Township specifications. Such outdoor parking space shall be deemed to be part of the open space on the lot on which it is located.

(2) Multiple dwellings. Parking and/or garage spaces shall be provided for every multiple dwelling. The total number of parking and/or garage spaces shall not be less than two (2) parking spaces per unit. A garage accessory to a multiple dwelling shall provide only for the storage of vehicles of the owner, tenants and employees.

(3) Restaurants. One (1) parking space for each two-hundred fifty (250) square feet of gross floor area or one (1) parking space for each 4 seats, whichever is greater.

(4) Retail stores and other commercial buildings. At least one (1) parking space for each three hundred (300) square feet of floor area, or fraction thereof, exclusive of basements if not used for sale or display of merchandise.

(5) Office buildings, business service buildings and medical and dental offices. At least one (1) parking space for each three hundred (300) square feet of floor area, or fraction thereof, exclusive of basements not used for office purposes.

(6) For all other uses, the current standards within the underlying zoning applies.

§295-228. Criteria for determining shared parking standards.

A. Common and shared parking. Parking requirements may be reduced to account for shared parking among uses.

B. Parking can be shared among different buildings and facilities in an area to take advantage of different peak periods. Documentation shall be provided to the Planning Board to support the feasibility of the shared

parking, including an analysis of the uses sharing the parking and the peak usage periods for each, hours of operation of the proposed uses, and lot capacity (number of spaces). A written contractual agreement shall be secured for a minimum of three-year period, with a renewable option between parties.

C. Parking can be shared by relying on public parking facilities rather than having each building provide private off-street parking, since each public space can serve many users and destinations. Developers or building owners can be allowed or required to pay in-lieu fees that fund public parking facilities as an alternative to minimum requirements for private off-street parking.

D. Access agreements and maintenance agreements or other suitable legal mechanisms shall be provided where necessary.

E. Liability safeguards for all property owners and lessees served by the common or shared parking areas and/or access ways shall be guaranteed to the satisfaction of the Township Solicitor.

§ 295-229. Restrictions.

No building may be erected, altered or used and no lot or premises may be used odor any trade, industry or business that is noxious or offensive by reason of odor, dust, smoke, gas, vibration and noise.

8.3 Business Strategy Implementation

The market analysis reports demand for up to 25,000 square feet of additional retail and restaurant space in the Glenside Business District. This space should be strategically located to augment the existing base of retail stores and restaurants that are located in the Business District, which is a designated Main Street district.

This section focuses on specific resources and action steps to enhance retailing within the Glenside Business District and, in doing so, accomplish the following related objectives:

- Increase expenditure levels at establishments located in the Glenside Business District;
- Attract new retailers and restaurant operations to the Business District to complement existing stores;
- Enhance synergies between businesses located in the Business District to capture additional expenditures.
- Leverage the benefits that are derived from the events and activities that are occurring in the Business District.

The parking structure that is proposed for development at the Glenside SEPTA station is expected to include a retail component with about 10,000 square feet of space. The selected design alternative for the structure has many advantages related to its "fit" on the site and in the existing fabric of development in the immediate area. As was discussed with the Steering Committee (see minutes of March 24, 2003 meeting), however, the so-called "spin-off" effect of the selected alternative on commercial revitalization activity in the Glenside Business District will be limited. The notable exception will be the availability of additional parking spaces during evening and weekend hours to supplement the parking that is currently available to serve patrons of restaurants and retail establishments.

Real Estate Strategies, Inc. was asked to consider other techniques that might be used successfully to enhance the Business District and meet the above-stated objectives. To obtain additional information, a number of follow-up interviews were conducted with local officials, representatives of funding agencies, and representatives of businesses and business interests in Glenside. The recommendations that follow are based on significant input and suggestions that were provided by individuals who were very generous with their time.

Changes in Outlooks

Some interview respondents expressed concern about changes that have occurred in the Glenside Business District and the ability of local businesses to compete. Interview respondents noted that a period of decline occurred, and it undermined the confidence of some business owners. The decline was associated with new retail development in the area, including "big box" retailers and competition from chain stores.

There are now some signs that this downward trend has been halted, and business conditions for some stores and restaurants are improving. Properties in the Business District have high occupancy rates, although service businesses and firms offering professional services now use some former retail establishments. While some properties are in good condition, others have a dated appearance and could benefit from upgrades and attention to deferred maintenance. The facade improvement grants that are available under the Cheltenham Township Design Challenge Program would be very beneficial to many property and business owners in the Business District.

Residential neighborhoods surrounding the Glenside Business District are very stable, with home values and household income increasing. Demographic data presented previously shows that the RTA includes older households with significant discretionary income along with a mix of younger middle-income to affluent households with a variety of consumer spending habits and preferences.

There are, however, are some lingering traces of a defeatist mentality, and this attitude can impede further revitalization activity. As a rule, retailers who do not think that they can be competitive and succeed generally do not take steps to ensure that they can be successful. Some retail stores have closed and have been replaced by commercial and professional service establishments. Former retail stores at key locations are now used by service businesses, making it difficult to obtain the kind of synergies among retailers that can attract shoppers and help to enhance sales.

At the same time, some retail establishments and restaurants have fared very well despite competition, with regular customers who continue to patronize these businesses. Glenside Pub is an often-cited example. Others, such as the Blue Comet, have reopened with new owners who have built successful new businesses with regular customers. Some of the long-time established retailers have changed their businesses and have become destination retailers. For example, Wesley Apothecary sells medical equipment, and they deliver and install it. Wesley also offers prescriptions at favorable prices, making them a preferred provider for people who do not have insurance covering prescription drugs.

Competition in the today's retail sector remains intense, but Main Street stores in many communities nationwide are far more competitive than in days gone by. Demographic changes such as those occurring in the Glenside area are resulting in different shopping patterns among consumers. There are opportunities to serve older households who do not want to cope with large malls. Younger people are looking for special retail experiences. Households with two working adults are pressed for time and are looking for convenient retail stores close to home, including those providing prepared foods and specialty items. Consumer research has increased interest in community among today's shoppers, along with a renewed focus on the home and "nesting" that has occurred since the September 11 terrorist attacks.

To meet this type of consumer demand, developers are now building Main Streets and town centers in communities that lack these more traditional forms of development. There is renewed emphasis on so-called "Place-Making" that involves creating mixed-use environments when they do not exist. These places involve the principles of New Urbanism with pedestrian orientation along with Smart Growth that is oriented to capitalize on existing neighborhoods rather than continued sprawl. There are concentrations of retail stores – often with large percentages of small independents – with a large enough number of stores to generate interest and excitement.

Glenside is well positioned because it already has a traditional business district, a mixed-use environment, and a pedestrian orientation. Further, it has transit and added potential for transit-oriented development. Capitalizing on these positive attributes involves recognizing that they are present. It involves working to build on the attributes that already exist by adding additional retail at key locations. Also needed is ongoing leadership to generate enthusiasm and communications among all stakeholders, establish effective public-private partnerships, and proceed with activities that create a sense of place.

8.3.1 Capacity-Building Activity is Required

Recent publications that address shopping districts – including publications of The Urban Land Institute and those available through the National Main Street Center – address ways to breathe new life into older retail districts. Some that are particularly relevant for Glenside are listed in the Appendix.

Virtually all of the publications stress the need for capacity building, especially because of the constant pace of change that is affecting revitalization activity and retailing in today's 21st century world. The publications emphasize the importance of leadership to establish a vision that is shared by all stakeholders: property owners, residents,

business owners, lenders, and public officials. A related matter is to have a "champion" who is willing to push for revitalization. The following is from a recent article by The Urban Land Institute[1]:

> "Great streets need great champions – Every revitalization project needs a champion – someone passionate enough to initiate the process and follow it through to completion. The champion will be a person (or group of people) who recognizes the problem, and has dreams of something better. The champion will pull together stakeholders from the community to create a shared vision of the revitalization effort."

Capacity building involves providing the technical know-how related to revitalization and retail activities. In that regard, the National Main Street Institute offers business development and real estate development seminars. These seminars often are sold out well in advance, a testament to their value to those who are involved in Main Street programs. The May 2004 National Town Meeting on Main Street has as its theme "Revitalization Resources: Money, Places, Partners". In addition to the information that is provided during sessions, the opportunity to network can be an important source of practical information from other communities that are addressing similar circumstances.

Another aspect of capacity involves the ability to build effective public/private partnerships between local officials, business representatives in a delineated area, property owners, developers, and other stakeholders. These types of partnerships are an essential part of community revitalization because local government, acting alone, cannot usually revitalize business districts without the active participation and "buy-in" of merchants. Similarly, businesses require assistance from local officials including: help with infrastructure including parking and traffic-related issues; creating an environment that is conducive to pedestrian and retail activity; establishing public approvals processes that are timely; ensuring that zoning regulations encourage business development and expansion activity; and administering direct assistance programs such as Cheltenham township's Design Challenge Program. Building effective public/private partnerships requires inclusive planning processes, broad agreement on implementation strategies, and funds to support them.

Business entrepreneurs and retailers also need to build capacity in such matters as business planning and management, financial management, and techniques to grow their customer base. Although some business owners may believe that running a retail store is intuitive, such issues as store displays, windows, signage, advertising, and types of merchandise stocked can make the difference between success and failure. Small business development

centers (SBDCs) such as the Temple SBDC, provide a range of services and assistance to small businesses, including services for retailers. For example, the Temple SBDC (phone: 215.204.7282; web: www.temple.edu/sbdc) provides consulting services, training courses, and coaching for small businesses. The SBDC offers a training course, "Power Retailing" that is designed to help improve retail operations of existing businesses.

The Eastern Montgomery County Chamber of Commerce has a Business Resource Information Center (BRIC) that is a cooperative undertaking of the Chamber, Abington Township, and Penn State Abingdon. BRIC advertises its ability to assist businesses, including through relationships with the Small Business Administration's Service Corps of Retired Executives (SCORE) and SBA offices.

Also available are capacity-building programs for woman-owned businesses, which represent a significant percentage of Pennsylvania businesses. The U.S. Bureau of Labor Statistics reported that in 1997, women owned 203,000 businesses in Pennsylvania (24.2 percent of businesses), and employed 257,841 people. Business-related assistance for women is provided by the Women's Business Development Center in Philadelphia (phone: 215.790.9232; e-mail: wbdc@erols.com). The Center helps women launch new businesses and improve the operations of existing businesses utilizing the services of successful women business owners to deliver its services.

Business management programs at colleges and universities are another capacity-building resource that is available. Programs may not always be targeted to small businesses, but there are courses targeted specifically to entrepreneurial skills development. Overall, a broad range of programs is offered, many of which are provided at very affordable prices. Unfortunately, experience has shown that small businesses often do not know that help is available, and many others cannot make the time to seek assistance.

With some small businesses not knowing that they need assistance and others reluctant to make the time, it may be appropriate to host periodic seminars or meetings with speakers who would address business-related topics, especially those related to retail and restaurant entrepreneurs. Co-sponsored programs with the two Chambers of Commerce serving the Township might help to generate higher participation. In addition to the knowledge that participants might gain, broader marketing of events might generate a list of people wanting to start businesses that might be attracted to the Glenside Business District – or others in Cheltenham Township.

Enhanced Communications Generate Pay-Offs

An issue that is closely related to capacity building is the need for good communications that will spawn effective

business revitalization activity. As indicated, outreach to business entrepreneurs to let them know about business development and capacity-building programs at convenient locations may provide much-needed help. Similarly, arranging programs for entrepreneurs – whether one-on-one or in small group settings – can address specific issues that may be limiting the profit potential of a business. To address these types of situations, specific outreach to retailers is recommended.

Since Cheltenham Township has targeted five commercial districts for revitalization, effective communications may not always be occurring internally within one designated district, such Glenside. Township officials may want to consider ways to enhance channels of communication within the Glenside community to connect businesses owners and entrepreneurs, property owners, public officials, business patrons, Glenside institutions including Arcadia University, and residents of nearby neighborhoods. Although there may be effective communications at the Township level, some of the business representatives who were interviewed indicated that they are relying on informal communications to handle business matters.

The Greater Glenside Chamber of Commerce has about 400 members and could become more active with Business District communications. Interviews indicated that members now belong largely to obtain access to insurance programs that the Chamber offers; cooperative outreach and joint sponsorship of programs could enhance communications and provide an expanded role for the Chamber. Similarly, using additional opportunities to provide information about the Business District to residents of the Glenside RTA might be helpful. Glenside has attracted new residents to the community, but these families may not be patronizing the retail establishments and restaurants because of a lack of information about them. Activity associated with the Farmers' Market and other events in Glenside should bring some of the new residents to the Business District. Additional outreach via flyers about sales at stores, a coupon with a discount, or a ribbon-cutting ceremony for a new retail store might help to expand the customer base.

In Cheltenham Township the Main Street Manager and Economic Development Task Force oversee operations of the Main Street districts. In addition, there are four committees to address issues affecting the Main Street districts: Marketing and Promotions; Organization and Development; Design; and Economic Restructuring. Establishing a working group or a crosscutting subcommittee for the Glenside Business District might enhance communications related to Glenside and help to identify issues, build relationships, and encourage more active participation in the Main Street process. Especially useful in improving communications would be to involve business owners in the process.

Information focusing on the Glenside Business District similar to that now provided for the Glenside Rail Station Feasibility Study and the Glenside Farmers' Market on the Township's web site could further facilitate communications. Newsletters on the Internet – such as those for the Glenside Farmers Market – can be used to convey information about issues, events, special programs, and even discounts at stores. Joint programming with the Glenside Area Chamber of Commerce could help to reach out to a broader audience.

Expanding Main Street Participation by Private Lenders

Glenside has involved a lender in the Main Street program, and this initiative with PNC Bank has made it possible to offer larger façade grants to Main Street businesses. PNC also is providing a grant to participants and a low-interest credit line. If possible, it would be very useful to broaden participation by involving more lending institutions in Main Street initiatives. Business owners and entrepreneurs may have established relationships with other lenders who might be able to offer loans on more favorable terms to long-time customers. Business start-ups often require a range of financing alternatives that can include loans to pay for tenant finishes and improvements, as well as working capital to cover payroll and carrying costs initially and also to pay for inventory and supplies. It is likely that loan amounts, security, and loan terms may vary, and entrepreneurs should be encouraged to seek the most favorable and cost-effective arrangements.

Providing Financial Information to Small Business Owners

Owners of businesses may not be aware of special financing programs that can be available to them. Even when they have heard of programs such as the Design Challenge Grant Program and SBA loan guarantees, the procedures and timing related to financial assistance often is perceived to be overly complex and to require filling out complex documents. This perception seems to linger even though the guidelines and application materials for the Township's Design Challenge Grants are on the web site, and both are very brief.

Involving additional lending institutions in the Main Street program can be of benefit in changing perceptions because lenders can help established customers to apply for the loan programs that they offer. For example, some of the lending institutions with a presence in Glenside are SBA lenders, and others have had experience with Commonwealth of Pennsylvania loan and grant programs. If additional lenders become involved with Design Challenge Grants, a technique that might increase program participation would be to hold a session for lenders known to serve the Main Street districts to provide information about the program, the procedures that are applicable, and how to apply for grants. A sample of a complete application might be provided to show lenders what is required.

Small Business Finance Programs from Public Agencies

Public sector financing mechanisms typically will operate in conjunction with loans from private lending institutions and equity from business owners. The following are some of the financing mechanisms that could benefit Main Street businesses in Glenside. The list is not intended to be exhaustive, but rather to show that there are programs available to provide assistance.

- Design Challenge Grants – Although some retailers who were interviewed seemed to be somewhat unclear about the details, businesses in Cheltenham Township Main Street districts can apply for grants for building façade enhancements. The difficulty may be that there have been recent changes to the program to offer two-tiers of grants. Property owners and also business owners who have approval of the property owner can apply for grants covering up to 50 percent of the cost of improvements up to specified maximum amounts for design assistance, windows and doors, exterior painting, masonry, roofs, awnings, signs, lighting, and related exterior items. Grants up to $2,500 annually are available for improvements of $5,000 or more. A recent change makes grants of up to $3,500 available to businesses annually together with $500 grant from PNC Bank along with a $1,000 low-interest line of credit when facade improvements are made that total $10,000 or more. Improvements must conform to the architectural design guidelines of the Commercial District Enhancement Plan for the Township. Program guidelines and the application form are provided by going to the Cheltenham Township web site and following the links: www.cheltenhamtownship.org
- Tax Abatement Program A related financial assistance matter is to ensure that businesses in the Glenside Business District are aware of the availability of the tax abatement on exterior improvements for which permits are issued after December 17, 2002, and that the process for obtaining the abatement can be found on the Township's web site.
- Loan Programs of the Small Business Administration – SBA has a number of loan programs that are available to help finance small businesses.
    - SBA's basic program is the 7(a) program, which operates through commercial lending institutions. SBA provides loan guarantees, enabling lenders to provide loans for higher-risk businesses. Loan proceeds can be used for most business purposes, including working capital. Loans for working capital have 10-year terms; those for fixed assets can have terms of 25 years.

- The Certified Loan Company Section 504 Loan Program provides long-term, fixed-rate financing to small businesses to acquire real estate or machinery or equipment for expansion or modernization. The typical 504 project will have several layers of financing including a loan private lending institution that will hold a senior lien, a loan provided by a certified development company that is funded via a 100 percent SBA-guaranteed debenture and is secured by a junior lien covering up to 40 percent of the total cost. The final component of the financing package is equity of at least 10 percent from the borrower. SBA's maximum debenture generally is $1.0 million. The Montgomery County Industrial Development Corporation is one organization that accepts applications for SBA 504 financing.
- The SBA Microloan Program provides short-term loans to small businesses in amounts up to $35,000 for working capital, inventory, furniture, and fixtures. The program is available through designated non-profit lenders.

- Montgomery County Industrial Development Corporation – Although its primary focus is manufacturers/industrial financing, the MCIDC (phone: 610.272.5000; web: www.mcidc.com), also is involved in loans for other small businesses, including the SBA Microloans. MCIDC takes applications for the Suburban Development Council (SDC) Revolving Loan Program, which provides low-interest loans for the acquisition, construction, renovation, or expansion of real estate for users. Loan amounts cannot exceed $300,000 or 40 percent of eligible costs. Although the program is targeted to industrial/manufacturing companies, MCIDC can make exceptions for retail and office projects. An official of MCIDC has advised that this program would not be available for restaurants or bars.
- Pennsylvania's Small Business First Program – The program provides funding for small businesses, including low-interest loan financing for land and building acquisition and construction, machinery and equipment purchases, and working capital. By definition, small businesses are those with 100 employees or less. Although retail businesses are not eligible, restaurants can receive SBF loans, which have a 3.75 percent interest rate and can be in amounts up to $200,000 or 50 percent of total eligible project costs. The maximum loan amount for working capital is $100,000, however. The Montgomery County Development Corporation processes these loans.
- The Reinvestment Fund (TRF) offers both conventional and SBA guaranteed loans to small businesses (phone: 215.925.1130; web: www.SmallBusiness@TRFund.com). Often, the TRF Small Business Group will be the sole lender in a transaction, although they can participate with private or other public sector lenders in

a project to close a gap in project financing. TRF provides term loans for acquisition of real estate, machinery, equipment, furniture, fixtures, and other fixed assets; term loans for working capital; lines of credit that can be used for working capital; SBA guarantees of up to 85 percent of loans. Eligible customers and businesses include small businesses that hire low and moderate income people, small businesses located in or who provide goods and/or services to low-income areas, women and minority owned businesses, and more broadly to businesses located in eastern Pennsylvania and other areas of the Delaware Valley. Loans may have longer terms and lower down payments than conventional term loans.

8.3.2 Actions to Attract New Retail Businesses

Coping with Limited Availability of Space

As indicated previously, one constraint affecting the Glenside Business District is the limited amount of vacant space that is available for new retail activity and the limited ability of local officials to be active in determining the use of buildings and stores that are controlled by private interests. To address this situation, outreach to owners of existing buildings in the Glenside Business District is recommended to communicate market research findings and to share plans for improvements and related developments. This type of outreach also can address concerns about changes that are rumored, and it can provide an opportunity to discuss the impact of improvements (if any), on property taxes, a concern that was expressed during some of the interviews that were conducted.

Market research presented previously indicated that Glenside is generally a good location for locally owned retail space. There also is strong market support for space for service businesses and professional firms (accountants, architects, dentists, chiropractors, etc). Since there is little or no rent differential between retail and professional service uses, there is no apparent financial incentive to target retail users. Moreover, service businesses may be perceived by building owners as more stable users and more desirable tenants.

It is important, therefore, for local officials to provide positive information about incentives and special financing programs that can be offered when space is sold or leased for uses that will enhance the Glenside Business district. Discussions that provide this type of information along with market research indicting that there is potential for additional retail, can send a strong message about the types of uses that are considered to be desirable and will be supported by local officials. Further, it is important to communicate that retail uses can have good upside potential with higher rents and enhanced property values.

Local officials also might watch for opportunities to convert unused or underutilized space at key locations for new retail uses. Although private market forces often are more efficient, the Anchor Building program of the Department of Community and Economic Development could be used to work with a new owner and/or retailer to create opportunities for additional retail space in the Business District. The Anchor Building program, which is available in designated Main Street areas, is a grant-to-loan program that provides a grant to local government in an amount up to $250,000 or 30 percent of the total project investment that is required to acquire and renovate a building. In most cases, Anchor Building funds are provided as a grant to local government, but the funds are then structured as a loan to a new building owner. The loan is repaid over its term to a locally administered revolving loan fund, thereby providing the opportunity for additional loans at some point in the future. Involving lending institutions that operate in Glenside and Cheltenham Township potential could leverage additional investment in the reuse of an anchor building and also in a revolving loan program for other Main Street businesses.

Outreach to Realtors

Another way to begin obtaining additional retail stores and restaurants in the Glenside Business District is to establish ongoing relationships with Realtors who specialize in these uses. Initially, local officials might share the results of this report with selected Realtors and advise them about the types of stores that are of particular interest, along with the incentives that could be made available to business that select a location in Glenside. Included should be information about the Design Challenge Grant Program and the possibility of tax abatement on improvements that are made.

While it is not always possible to influence private real estate sales and leasing activity, calling specific attention to Glenside, and the types of establishments that local officials want to see, can help to call attention to the Business District. These Realtors are likely to be contacted by independent retailers who are looking for space. Providing information packets about Glenside will make their jobs easier and may provide good leads for new Main Street businesses. Follow-up announcements when there are additional properties that are offered for sale and for lease and when there are sales, leases, and store openings can be reminders that will keep Glenside visible.

Use of the Proposed Parking in Business Attraction

For new businesses that are considering a location in Glenside, the Township's zoning requirements may present a difficult hurdle that could even cause some business prospects to look elsewhere. The zoning requirements do

not seem to indicate the extent to which (if at all), spaces in public lots and parking garages can be used to meet the parking requirements for retail businesses and restaurants.

To address this situation, it is recommended that consideration be given to ways of using the parking structure that is proposed as an incentive for additional retailers and restaurants because they can receive a variance and use spaces in the parking garage to meet a portion of their parking requirement. In this way, it might be possible to encourage additional activity-oriented retail and a restaurant to buildings that are located near the intersection of Easton and Glenside Avenues. Especially with restaurants that are open during evening hours and on weekends, shared parking arrangements should not adversely affect other businesses that are located nearby. A publication by The Urban Land Institute, Shared Parking, might be useful in considering how the proposed parking can be best used.

8.3.3 Other Marketing Initiatives

Three other forms of outreach could help to establish an identity for Glenside and aid in business attraction.

- Adding Graphics to the Overpass – Recently, SEPTA has been willing to consider graphics on overpasse such as the Easton Avenue overpass. Graphics have been placed on two or three bridges in Manyunk, and also on a North Allegheny overpass. Although there are some legitimate concerns, the overpass is very visible on both sides from points some distance away on Easton Avenue. Adding graphics to help identify the Glenside Business District and the Glenside station could benefit both.
- Adding an Information Sign/Bulletin Board at the Station – A related mechanism would be to have a Glenside Business District sign such as a round kiosk on the Glenside Station platform that could be used to advertise stores and Main Street events. This type of outreach could help draw the attention of commuters using the station to businesses in Glenside that they might patronize. As a starting point, the kiosk could be used during the week to provide hours of operation and any applicable announcements related to the Saturday Farmer's Market at the station.
- Offering Permanent Homes to Farmers' Market Vendors – The Rouse Company – and Jim Rouse, in particular – was a pioneer in the use of push carts for start-up businesses that became tenants of more permanent space as they became profitable and ready to grow to full size stores. As vendors who are participating in the Glenside Farmers' Market grow from small booths or begin considering an ongoing operation in the area, it will be important to make sure that they consider the Glenside Business District. An initial follow-up to provide information packets would be appropriate, along with occasional conversations during visits to the market.

(Footnotes)[1] The Urban Land Institute, "Successful Inner-City Retail Takes a Project "Champion": ULI Workshop Creates Ten Principles for Development, July 15, 2003 Newsletter available on the Internet at www.ULI.org.

8.4 Listing of Selected Publications

Urban Land Institute Bookstore (www.ULI.org):

- Ten Principles for Reinventing America's Suburban Strips, by Michael D. Bayard and Michael Pawlukiewicz, ULI Order #R35
- Transforming Suburban Business Districts, by Geoffrey Booth, Principal Author, ULI Order #T16
- Place Making: Developing Town Centers, Main Streets, and Urban Villages, by Charles C. Bohl, ULI Order #P45
- "Successful Inner-City Retail Takes A Project "Champion": ULI Workshop Creates Ten Principles for Development, by Michael Beyard, available at www.experts.uli.org/DK/ResFell/ex_ResFell_MB_001_fst.html.
- Public Markets and Community Revitalization, Theodore Morrow Spitzer and Hilary Baum, Principal Authors, now available from the Project for Public Spaces, Inc., with online shopping at www.pps.org.
- Making Smart Growth Work, by Douglas R. Porter, ULI Order #M40.

National Main Street Center's Bookstore (www.mainstreet.org):

- 1001 Ways to Create Retail Excitement, by Edgar A. Falk, Item #084.
- Marketing an Image for Main Street