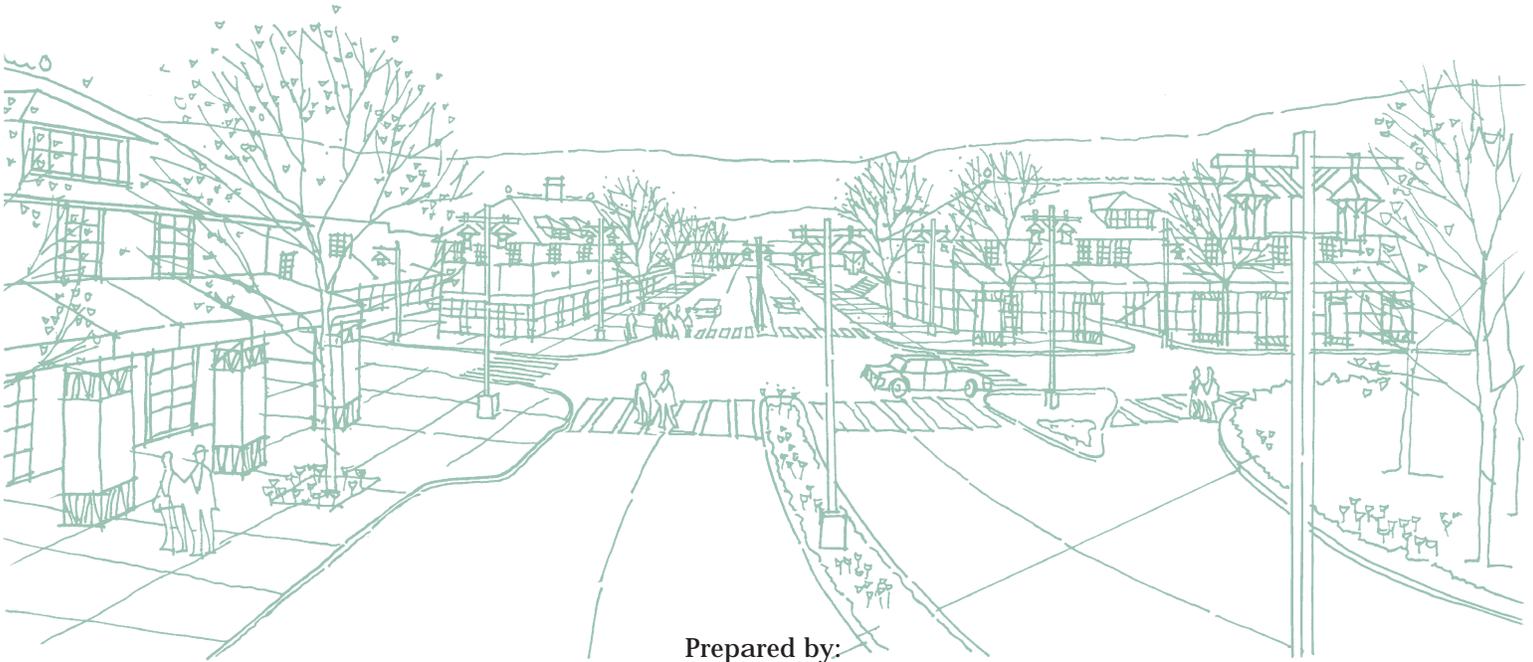


# CHELTENHAM TOWNSHIP COMMERCIAL DISTRICT ENHANCEMENT PLAN



Prepared by:

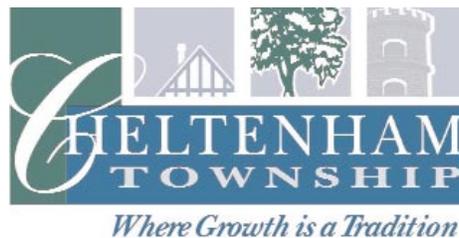
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Adopted October 23, 2000





# Township of Cheltenham

Montgomery County, Pennsylvania

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## President's Message January 16, 2001

In February 1999, Cheltenham Township embarked upon the development of a vision plan to enhance the economic vitality and revitalization of five commercial districts in the Township: Glenside, Elkins Park East, Elkins Park West, Cheltenham Village, and East Cheltenham Avenue. The planning process involved the hiring of a team of professional consultants with backgrounds in landscape architecture, land use planning, architecture, transportation, and economic trends.

The plan, called the Cheltenham Township Commercial District Enhancement Plan (CDEP), is a blueprint for the renaissance and stabilization of our commercial areas. The final plan has come to fruition under the guidance and cooperation of the Board of Commissioners, Township Staff, Economic Development Task Force (EDTF), Planning Commission, business owners, property owners, community leaders, and many interested residents, all of whom have been an integral part of the planning process.

The recommendations offered in the CDEP represent a workable plan toward commercial improvements and community revitalization. The success of the implementation strategies, however, is dependent upon negotiations to be completed by the Township, property owners, and other parties. Securing cross-easements between property owners for common parking areas, acquiring the rights to certain lands, and obtaining public and private grants are all necessary components of the public sector improvements. In addition, businesses such as Philadelphia Electric Company, Verizon, Comcast, Elkins Park Hospital, local banks, Arcadia University and other institutions of higher education, and transportation organizations such as the Southeastern Pennsylvania Transportation Authority are all important partners in the task of implementing the CDEP.

One key recommendation towards the economic vitality and enhancement of the commercial areas in Cheltenham is the establishment of an economic development corporation. Envisioned as a non-profit organization to help broker private funds for the implementation of the physical improvements, the Cheltenham Economic Development Corporation would (1) provide a charitable gifting deduction for contributions, (2) provide a vehicle for the contracting of privately supported contributions, (3) establish a source of revolving funds for facade enhancements to commercial properties, provided

January 16, 2001  
Page 2

the changes made are done in accordance with the architectural theme and design guidelines of the CDEP, and (4) provide a focus for future contributions to the historic heritage of our commercial districts.

Another key recommendation is to create a more pedestrian-friendly or “walkable community” by attracting and retaining a good mix of retail shops and quality restaurants. One benefit of this vision would be the opportunity for increased window-shopping at lunch and dinner hours. These types of pedestrian-friendly uses also encourage the promotion of these commercial areas as destination spots, a focal point to host special events on a large Township-wide scale or on a smaller neighborhood scale. The flexibility is there to choose the types of promotions and events that would be applicable to the various commercial areas, in keeping with the ambiance of the surrounding neighborhoods. Obviously, many of our commercial areas could also draw from special events promoted through heritage tourism or eco-tourism.

The recommendations stated herein may appear ambitious, but are achievable. It is anticipated that the scope of work, with the proper resolve, can be completed within a ten-year time frame. The Cheltenham Township Board of Commissioners is pleased with the final vision plan and stands committed to doing its part within budgetary limitations to help the implementation strategies in the CDEP come to fruition. Additionally, the Board and Township Staff looks forward to working with the EDTF, Cheltenham Township residents, property owners, business owners, community leaders, and other stakeholders in implementing this commercial district enhancement plan.

*Sincerely,*



Paul R. Greenwald  
President  
Cheltenham Township  
Board of Commissioners

# TABLE OF CONTENTS

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<b>Introduction</b> .....	1
<b>A Vision for Township Enhancement</b> .....	4
<b>District 1: Glenside</b> .....	10
The Issues .....	11
The Vision .....	12
Implementation .....	25
<b>District 2: Elkins Park West</b> .....	29
The Issues .....	30
The Vision .....	30
Implementation .....	41
<b>District 3: Elkins Park East</b> .....	45
The Issues .....	46
The Vision .....	47
Implementation .....	56
<b>District 4: East Cheltenham Avenue</b> .....	59
The Issues .....	60
The Vision .....	60
Implementation .....	72
<b>District 5: Cheltenham Village</b> .....	75
The Issues .....	76
The Vision .....	77
Implementation .....	87
<b>Township Phasing and Implementation Strategy</b> .....	91
Policy Issues .....	92
Phasing Strategy .....	95
Funding Sources .....	102
Create a Township Economic Development Corporation .....	104
Acknowledgements .....	106

## BINDER A

<b>Appendix I: Detailed Architectural Guidelines</b> .....	A-1
<b>Appendix II: District Information</b> .....	A-5
<b>Appendix III: Cost Estimate Background Detail</b> .....	A-27
<b>Appendix IV: Commercial District Enhancement Boundary Maps</b> .....	A-31
<b>Appendix V: Drawings of Draft Plan Recommendations for Each District</b> .....	A-35
<b>Appendix VI: Summary of Building Assessments</b> .....	A-41

## BINDER B

<b>Appendix VII: Streetscape Design Elements Binder</b> .....	B-1
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## INTRODUCTION

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The *Commercial District Enhancement Plan* was initiated in the Spring of 1999 by the Cheltenham Township Board of Commissioners to complement the efforts of the newly established Main Street Program in five geographic Districts:

- Glenside
- Elkins Park West
- Elkins Park East
- East Cheltenham Avenue
- Cheltenham Village

This process has been managed by the Economic Development Task Force, Main Street Manager, and the Assistant Township Manager.

This plan builds on previous initiatives by the Economic Development Task Force to understand the Township's public opinions and market demands for commercial goods and services. In 1998, Cheltenham Township initiated its Main Street Program. In the Spring of 1999, the Economic Development Task Force initiated a vision planning process for the five Districts within the Township.

This full report includes the goals for five visions and strategies, and cost estimates necessary to coordinate and realize these visions. Within the *Appendices*, the *Streetscape Design Elements Binder*, including streetlights, benches, signs and banners, presents a series of options for community review and input. This Binder has been designed for use by the Main Street Committees for the Township, to assist the committees in selecting streetscape elements for their District.

The ideas outlined here are intended to create a new vision plan filled with numerous ideas to enhance the underlying commercial vitality of the Township. To be clear, this is not a final plan, an approved budget or a commitment to construction. Additional planning and public review is necessary before any of this Vision Plan becomes reality.

### Background

Cheltenham Township is a stable, nearly fully-developed community which enjoys a reputation for excellent schools and diverse, livable neighborhoods. From an economic perspective, most Cheltenham residents work outside the Township and seek many of their retail goods and services outside the Township as well. This is a common pattern among mature "bedroom" suburbs.

Retail shopping models in Montgomery County, as in all of the Philadelphia metropolitan area, are quite complex. Neighboring communities provide Cheltenham residents with a broad range of competitive retailing opportunities. Recent revitalization of the large shopping centers along Cheltenham Avenue (Cheltenham Square and Cedarbrook Mall) has increased the range and quality of shopping available in the Township. However, these centers are only partially oriented toward Cheltenham residents. As a result, many residents shop outside the Township.

## Introduction

These circumstances provide opportunities for retail expansion in the Township, although that potential varies greatly from District to District, particularly limited by the physical constraints of the Districts. In general, there is significant market potential for additional development of restaurants, and specialty shopping goods retailing in Cheltenham, especially in Glenside and Elkins Park Districts.

### Goals and Objectives of the Vision Plan

The *Cheltenham Commercial District Enhancement Plan* is a planning and community vision plan designed to strengthen the economic viability of five commercial Districts within Cheltenham Township and the vitality of the Township as a whole. The plan aims to enhance the quality of life for residents and consumers, expand commercial opportunities in each District and reduce the residential tax burden in the Township. Strong and revitalized commercial centers mean strong neighborhoods with a marked increase in property values. This plan aims to:

- attract and maintain an appropriate mix of businesses
- minimize the negative impact of traffic while attracting potential customers
- strengthen Township and District identity
- create more pedestrian-friendly streets and destinations
- improve the attractiveness of the buildings and signs
- enhance the quality of the landscape and streetscape within these Districts
- protect residential neighborhood integrity
- choose enhancements where the benefits outweigh the projected costs

To achieve these goals and balance their relative priority, it was necessary to encourage public input in the review process, which achieves the best results for the Township as a whole.

### The Planning Process

The process for achieving this *Commercial District Enhancement Plan* combines community-based planning with the professional expertise of the consultant team. The four-step process included the following planning activities: Assessment Phase, Alternatives Phase, Draft Plan Phase, and Draft Report Phase.

The *Assessment Phase* began with an aerial survey of each District to create a CAD map and a physical survey of each District and its businesses. During this phase large public input meetings were held in each District to determine key issues of concern. An assessment of the land use, environmental, transportation, building facade, and economic issues proceeded concurrently and resulted in an Assessment Report, which was issued and reviewed at two meetings with the Township in mid-August 1999.

The *Alternatives Phase* identified a series of enhancement opportunities for each District. A series of exhibits with enhancement strategies was presented for discussion at two Economic Development Task Force Committee meetings in September, 1999. The consultant team integrated concerns voiced at the public meetings held in June, 1999 into these alternatives.

During the *Draft Plan Phase*, a series of four more public forums were held in November, 1999 to present the vision for each District. During these meeting enhancement strategies, redevelopment opportunities, streetscape furnishings and architectural themes were presented for public comment.

In the *Draft Report Phase*, these visions and strategies were presented along with drawings and text for eventual distribution to the many public and private partners who will be instrumental in realizing this vision. It should be noted that this report is not an end, but the beginning of a very active process of implementation. This Report and the ideas within it must now serve as a catalyst to those who will work to make the *Commercial District Enhancement Plan* a success.

## Public Participation

During this planning process there have been three public input sessions within each of the five geographic Districts.

The Township placed five large display boards with proposed enhancement ideas in a number of banks, libraries and public locations throughout the Township to generate public interest and comments. Following the first public meetings these boards were placed in Township libraries to solicit additional feedback.

During each of the public meetings the public was invited to join the Township Main Street Committees. The response to this invitation yielded very positive results. The Township will form a Design Committee, an Organization Committee, an Economic Restructuring Committee and a Marketing and Promotion Committee. These Committees will become an important means for public involvement and participation in the implementation of the *Commercial District Enhancement Plan*. Interested parties should call Ruth Littner Shaw, *Main Street Manager*, at (215) 887-6200 at extension 113.

## Funding Sources

The projects identified in this Plan are designed to provide the Township with a full range of options to match community priorities and available funding sources. These projects include a range of potential private, semi-public and public investment projects. Specific funding sources may include:

- Federal Grants, such as TEA-21
- Montgomery County Revitalization Board
- Township funds
- Federal Housing and Urban Development Grant
- PA Department of Transportation
- PA Capital Budget Redevelopment Assistance Program
- PA Department of Community and Economic Development
- Federal Community Development Block Grant
- Business owners
- Tax-increment financing
- 30 year tax-exempt municipal bond
- Private contributions
- Township labor

## A VISION FOR TOWNSHIP ENHANCEMENT

### Public and Private Leadership for Economic Development

For economic enhancement to become reality, it is important for Cheltenham Township to set policies that can guide development which will best serve the community. As a result of this planning initiative, public/private development activities will reinforce this Vision Plan. The Township, the Main Street Program, District business and civic associations and a proposed Township economic development corporation should collectively take leadership roles in this process.

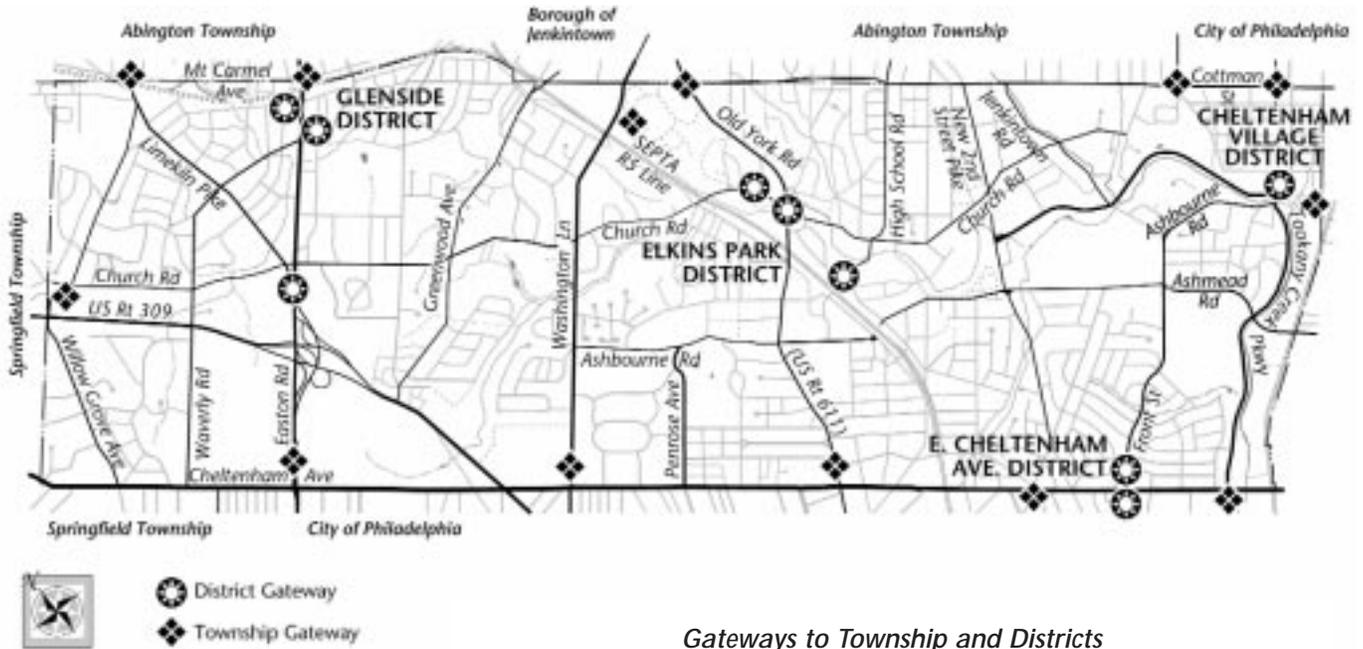
The vision for the five Districts incorporates the following major elements:

#### Promotion of Commercial Destinations

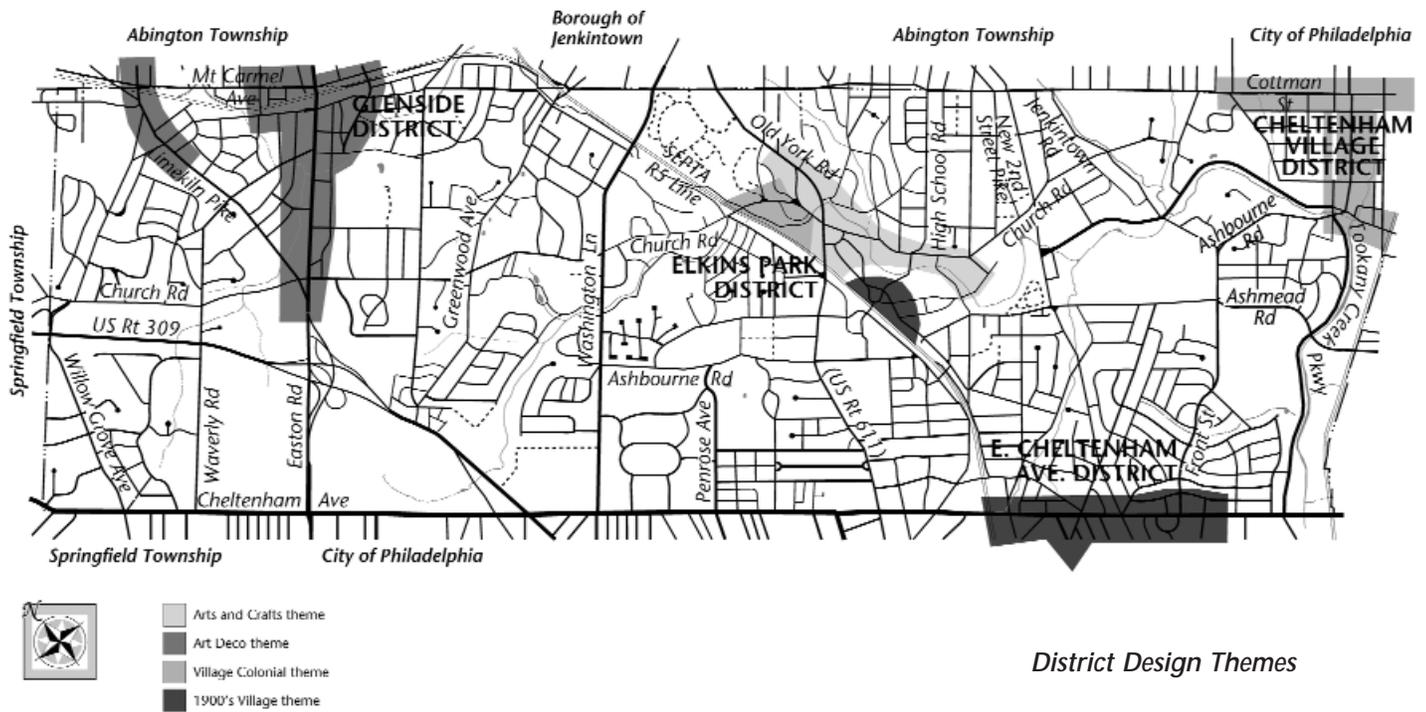
A key component of this vision is to promote existing commercial enterprises throughout the Township and to create a map of targeted opportunities. For consumers, this map can promote commercial destinations using the Internet, printed brochures, District promotion and directional signs. A coordinated marketing and identity program will enhance Township commercial activity.

#### Township and District Identity

An important feature of the proposed streetscape enhancements is a comprehensive and coordinated program of Township and District signs and gateway piers. *Township* gateway entrance piers can announce arrival and departure from the roads and train lines that travel through the Township. *District* gateway entrance piers can announce arrival at one of the many commercial districts. These signs reinforce identity, strengthen a sense of place and expand the awareness of travelers who may not know about Cheltenham Township's assets.



Gateways to Township and Districts



### District Design Themes

A separate theme and architectural guideline was developed for each District to enhance the inherent character of each area and to encourage a stronger unifying identity in each. These themes, drawn from the architecture in each District, can be realized in the streetscape enhancements, building facades and signs within a District. The themes are recommendations and should not be considered requirements.

- Glenside: *Art Deco Theme*
- Elkins Park West:  
Wall House Vicinity:  
*Colonial Revival Village Theme*  
Remainder of District:  
*Arts and Crafts Theme*
- Elkins Park East:  
*1900's Railroad Theme*
- East Cheltenham Avenue:  
*1900's Village Theme*
- Cheltenham Village:  
*Colonial Revival Village Theme*

### Traffic Calming

The Township is threatened by escalating traffic volume and speed on its major roads. Unless these trends can be mitigated, residential neighborhoods and commercial districts will become endangered.

Over the last five years, a new concept termed "traffic calming" has been successfully introduced in many areas to reverse these trends. The concept of traffic calming is to use a range of subtle techniques to slow driving speeds while improving drivers' awareness of their surroundings and maintaining traffic volume. This last point is an important one, because avoiding congestion and maintaining volume are important factors in improving public safety and quality of life for our communities. With respect to economic enhancement, traffic calming means more drivers are likely to drive

slower and therefore become aware of Cheltenham's remarkable neighborhoods and businesses.

### Places for People

For Cheltenham's five selected Districts to become successful commercially, it is important for the Township to address zoning, parking standards, street design standards, streetscape enhancements, bicycle routes, buffering and screening standards, and architectural design guidelines for buildings and signage. Given the importance of quality parks and streets in Cheltenham Township, it is vital to maintain the ongoing program of reinvesting in the quality street trees, parks, sidewalks and trails that have been a hallmark of the excellence of the Township.

## Zoning Policies

Zoning policies should be revised to create people-friendly commercial districts. In order to achieve these goals we envision creating four overlay zoning Districts:

- Town Center Commercial Overlay District
- Main Street Commercial Overlay District
- Village Commercial Overlay District
- Mixed Use Commercial Overlay District

The purpose of overlay zoning is to create win-win scenarios where businesses improve their properties by meeting tougher standards than the underlying zoning District. For complying with these standards, certain bonuses are offered that benefit business. For instance, to achieve a successful retail environment, the goal is to create places for people to experience a diverse range of retail uses on the ground floor with many supporting activities such as offices and residences at the rear and on upper floors. In all of these Districts, it is very important to address the issue of neighborhood conservation to protect residential neighborhoods from some of the negative forces of adjacent commercial uses. Examples include increased traffic or parking demands along residential streets

## Parking Policies

At present, a building's parking spaces may be located off-site only by Special Exception approval. In mixed use, town, or village commercial districts, this creates a significant hindrance to the types of shared parking strategies that are necessary to make pedestrian-oriented storefront retail work well. Rarely is on-street parking and on-site parking at pre-1940 properties able to meet current parking requirements without demolishing adjoining buildings. This plan recommends creating public/private partnerships in shared parking resources. To make this work, the zoning ordinances should be rewritten to encourage cooperative arrangements.

At more car-oriented locations, the creation of a large parking area in front of a business creates a situation where many parking spaces may remain underused because of the specific hours of business or parking patterns of patrons. Without incentives and zoning permission for shared parking and linked lots, many businesses are providing more parking spaces than would be necessary if the demand were spread out among a number of different business types. If the Township can introduce flexibility to parking requirements, individual businesses will be able to create more usable space to generate revenue and the Township will be able to receive more tax revenue as a result.

## Facade Improvement Guidelines

When buildings are more attractive to customers, they generate more revenue. Many of the Township's older buildings have had their facades renovated many times over the decades. In most cases, "updating the style" of a facade was done with far less care than the creation of the original facade. More often than not, revealing the materials, design, and colors of an original facade will result in more pleasing facade than an expensive redesign. The Township could set up a program of Facade Improvement Grants as incentive for property owners to renovate their buildings according to some basic principles of architectural integrity. Each District plan identifies a District design theme and architectural guideline to facilitate the facade improvement process.

### Sign Guidelines

When business signs are graphically inventive, respectful of their surroundings and use appropriate materials, they can become an intrinsic part of the identity of a business. When the materials are inappropriate, oversized or poorly illuminated, people notice.

Signs should be designed from a consumer perspective, with emphasis placed on signs perpendicular to the building within 10 feet above a sidewalk. Ideally, signs should be externally illuminated and made of natural materials such as wood, reflective paint and wrought iron brackets.

## Early Successes Lead to Larger Projects

To achieve the commercial enhancements for these five Districts, a ten-year implementation plan is recommended. The plan encourages a series of smaller, more manageable projects followed by a series of larger, more ambitious projects. The smaller projects include: streetscape improvements at Wesley Plaza and Easton Road between Glenside and Waverly Avenues; the Elkins Park East streetscape improvements; “Welcome to Cheltenham” gateway signage installed at strategic locations throughout the Township; and installation of District banners and select streetscape improvements in Cheltenham Village and East Cheltenham Avenue. The more ambitious projects include: a farmer’s market and parking structure for Glenside; new upscale retail construction at Elkins Park West; and a coordinated retail district with Philadelphia at 5th Street and Cheltenham Avenue.

## Implementation Planning

This ten-year plan aims to look strategically at many smaller improvements as well as a handful of major investments. The successful implementation of this plan will rely on 1) setting priorities, 2) identifying and securing funding sources, 3) detailed design of policies and projects, 4) organized implementation teams, 5) active business leader involvement and 6) strong public participation and support. The following strategies are recommended for the Township and each District:

### Township Strategies

- Create a Township Economic Development Corporation to implement key projects
- Revise zoning, parking and sign ordinances to encourage investment consistent with the plan
- Implement a Facade Enhancement Grant Program for commercial buildings
- Implement the proposed streetscape enhancements
- Create and construct District and Township signs and gateway entrances
- Recruit businesses to match economic development opportunities
- Study and implement transportation enhancements

## Glenside Strategies

- Create a physical and economic center near the train station
- Develop Farmers’ Market and parking structure at train station
- Revitalize Roberts Avenue as a restaurant destination and transit gateway
- Create a pedestrian-oriented District Center
- Improve traffic circulation and reduce speeds along Easton, Glenside and Limekiln Pike
- Enhance and link parking lots
- Expand restaurant activity
- Professionalize the antiques/consignment industry
- Recruit complementary household accessories and gift/craft stores
- Strengthen the connections with Arcadia University
- Reinforce an Art Deco District theme

## Introduction

### Elkins Park West Strategies

- Convert Township Public Service site into the premier Township shopping destination
- Create a cultural district and retail/office village near the Wall House
- Improve Elkins Square and link to Wall House Village and other shopping areas
- Reconfigure Township Administration Facility for more public use
- Reduce traffic speeds and improve parking access throughout
- Create a pedestrian shopping district with linked parking along Church Road
- Create a trail network to link neighborhoods and destinations along the Tookany Creek
- Reinforce two District themes: a Colonial Revival theme at the Wall House area and an Arts & Crafts theme in the remainder of the District

### Elkins Park East Strategies

- Enhance District identity
- Strengthen the neighborhood center at the Elkins Park Train Station
- Improve traffic circulation and reduce speeds
- Enhance parking access
- Reinforce a 1900's Railroad District theme

### East Cheltenham Avenue Strategies

- Upgrade Melrose Shopping Center
- Partner with Philadelphia to create an effective district at Oak Lane Road

- Improve traffic circulation and reduce speeds
- Coordinate and enhance parking resources
- Improve the pedestrian walkways and bicycle routes
- Develop East Cheltenham Avenue as landscaped boulevard
- Reinforce a 1900's Village District theme

### Cheltenham Village Strategies

- Recruit a new tenant for former Acme site
- Improve appearance of Cottman Avenue
- Reduce auto congestion
- Improve range of goods and services in Village
- Slow traffic and improve pedestrian crosswalk safety
- Streetscape enhancements to improve property values
- Reinforce a Colonial Revival District theme

### Implementation Partners

The successful implementation of this Enhancement Plan relies on the ability of the Township to create and sustain effective partnerships. To complete most tasks a coordinated effort will be required. Listed below are some of the potential partners:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- City of Philadelphia
- Abington Township
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Southeast Pennsylvania Transportation Authority
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

## Projected Benefits of the Enhancement Plan

The *Commercial District Enhancement Plan* aims to achieve the following benefits:

- Increased commercial revenue for the Township
- Increased residential property values
- Reduced tax burden on residential properties
- Increased shopping choices within the Township
- More walkable commercial districts
- More attractive community

### **Strong Neighborhoods Support Strong Commercial Districts**

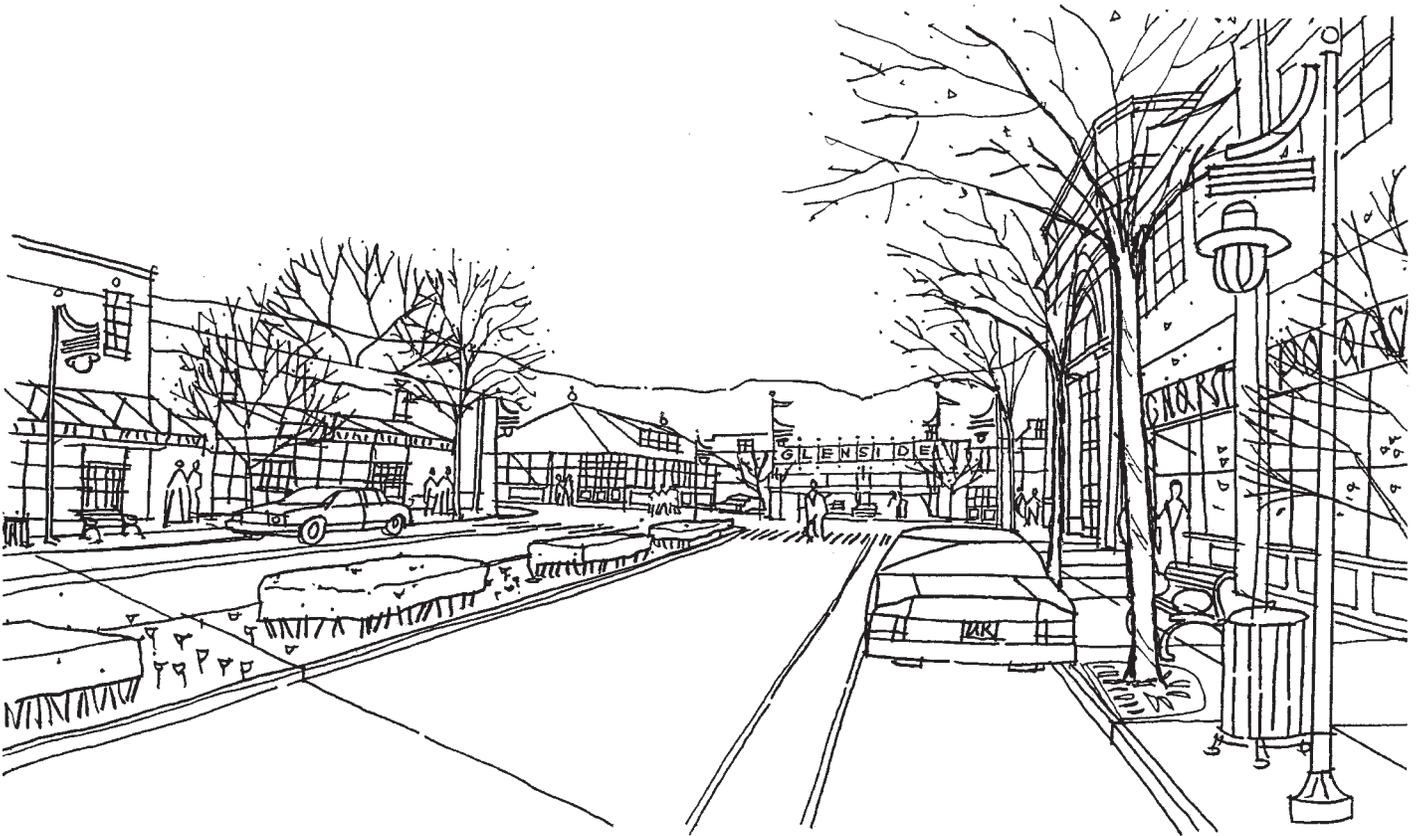
The concepts proposed in the plan are intended to strengthen and protect residential neighborhoods. Neighborhood preservation and commercial district enhancement require careful planning, strong public participation and creative strategies. This report recommends the improvement of sidewalks, street trees, parking management strategies, new traffic patterns and landscape enhancements to mutually benefit neighborhoods and commercial areas.

### **Making the Vision Work for Each District**

To achieve this vision, the plan integrates strategies that work at both the Township and District level. This report includes policies for Glenside, Elkins Park West, Elkins Park East, East Cheltenham Avenue and Cheltenham Village

Following these five District plans, a phasing and implementation strategy is presented for the Township.

# District 1: GLENSIDE



*Proposed Vision for Glenside at Easton Road and Glenside Avenue*

## THE ISSUES

### Study Area

The Glenside study area is bounded by Mt. Carmel Avenue to the north, properties along Limekiln Pike to the west, Keswick Avenue to the East, and Route 309 and Arcadia University to the south. The District benefits from transportation routes that include Route 309, Easton Road, Limekiln Pike, Church Road and SEPTA rail service to the Glenside station. The area is dominated by strong pedestrian-oriented residential neighborhoods that are centered on the Glenside train station and commercial corridors. Arcadia University is an important neighbor located at one end of the community. Most retail uses are focused along Easton and Limekiln while most light

industrial uses follow the rail corridor. For a more detailed description see the Appendix.

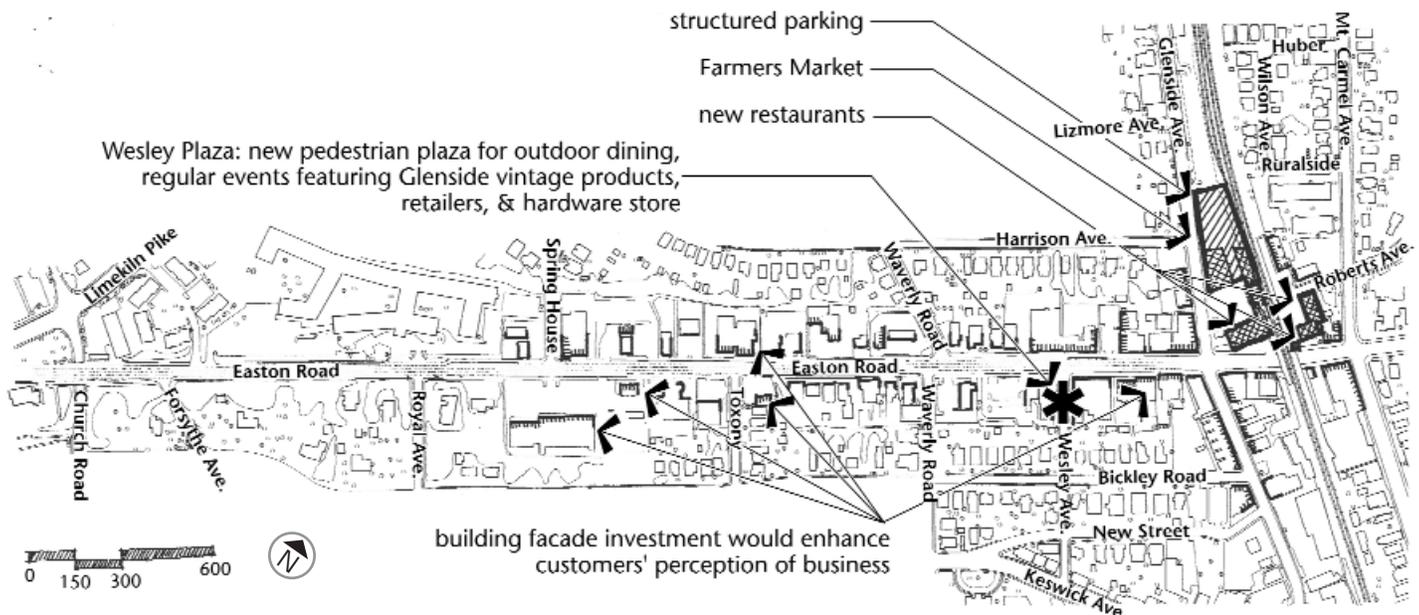
### The Defining Issues for Glenside

Based on input from public meetings and the observations of the consultant team, Glenside's primary challenges are to:

- 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

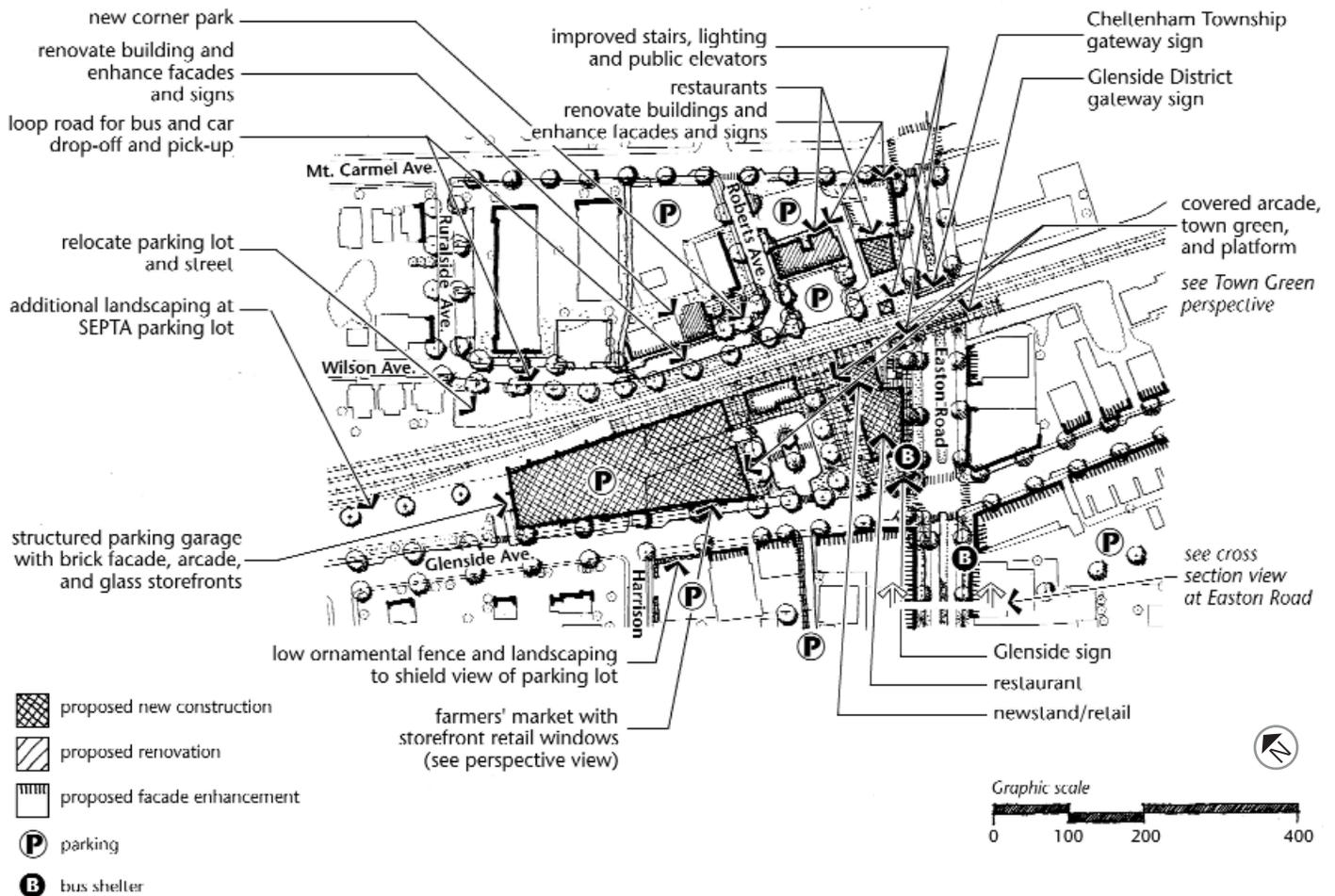
- Improve the access to and management of public and private parking.
- Upgrade the quality of retailing and expand the number of restaurants.
- Calm traffic speeds along the major routes and within residential neighborhoods.

Based on these challenges, the Vision for Commercial District Enhancement in Glenside incorporates economic development, transportation, architectural and streetscape enhancements to strengthen the economic vitality of the Glenside District and Cheltenham Township.



*Economic Development Plan for Glenside*

## THE VISION



*Proposed Enhancements at the Glenside Train Station Area*

The Vision Plan for Glenside builds on its existing strengths as a transit destination, main street retail destination and neighborhood center. The plan promotes a vision that improves the commercial district by integrating economic development, transportation, streetscape and architectural strategies. These recommendations are a starting point, not the final plan for commercial district enhancement.

### Economic Development Opportunities

Revitalization of the Glenside Business District must build on all three of its important roles: as a retail district, as an office and business services center, and as a transportation center. The economic development policies include the following points.

### Create a Physical and Economic Center for Glenside

Currently, economic activity is diffused and perceived to be diffused. There is no clearly defined center to the District. Public improvements and business recruitment should aim to create such a focal point. The most logical and appropriate location for this center is the portion of Easton Road between Waverly and the SEPTA underpass. A special streetscape treatment (perhaps including a landscaped median) could help define this center.

### **Develop a Train Station Farmers' Market**

Glenside needs a full-service food anchor. To generate strong customer traffic a year-round, all-weather farmers' market at the train station would provide this food anchor in a location that reinforces Glenside's center and benefits from rail commuter activity.

### **Professionalize the Antique/Consignment Industry**

The current collection of antique and consignment stores could be a major anchor for Glenside. However, these businesses must overcome the "thrift shop" image by professionalizing their efforts. This activity could include development of a Glenside Antique and Vintage Products Association that would promote this industry. These efforts could include joint advertising, conducting targeted events, establishing and monitoring standards of merchandising and appearance, placing a distinctive group logo on the stores of members and recruiting additional quality operators.

### **Expand the Restaurant Activity**

Additional restaurants should be recruited to Glenside to capture some of the \$14 million that Glenside trade area residents are spending on restaurants elsewhere. An initial target might be recruiting 15,000 SF of restaurant activity to the District. Restaurant recruitment should also seek to diversify the restaurant mix in Glenside. For instance, Glenside could benefit from a cafe restaurant, particularly one that can accommodate outdoor seating in seasonable weather and is located in a prominent spot.

### **Recruit Complementary Household Accessories and Gift/Craft Stores**

The current concentration of antique and consignment stores offers the potential for recruiting smaller retailers in compatible categories, including additional gift, craft, jewelry, apparel/accessories, miscellaneous household furnishings stores, and other related categories. The "vintage products" concept could be expanded to include merchants specializing in collectibles running from art and dolls to baseball cards and stamps.

### **Revitalize Roberts Avenue as a Gateway next to Train Station**

Where Roberts Avenue meets the outbound platform of Glenside station, the area should be targeted for early revitalization. All three buildings facing the station offer superb architectural details and create a natural gateway entrance for rail patrons. The Roberts Block Building should be the focus of recruitment activities for either a restaurant or other retail categories. The economics of this area would benefit from investment in a small public plaza and landscaped parking areas.

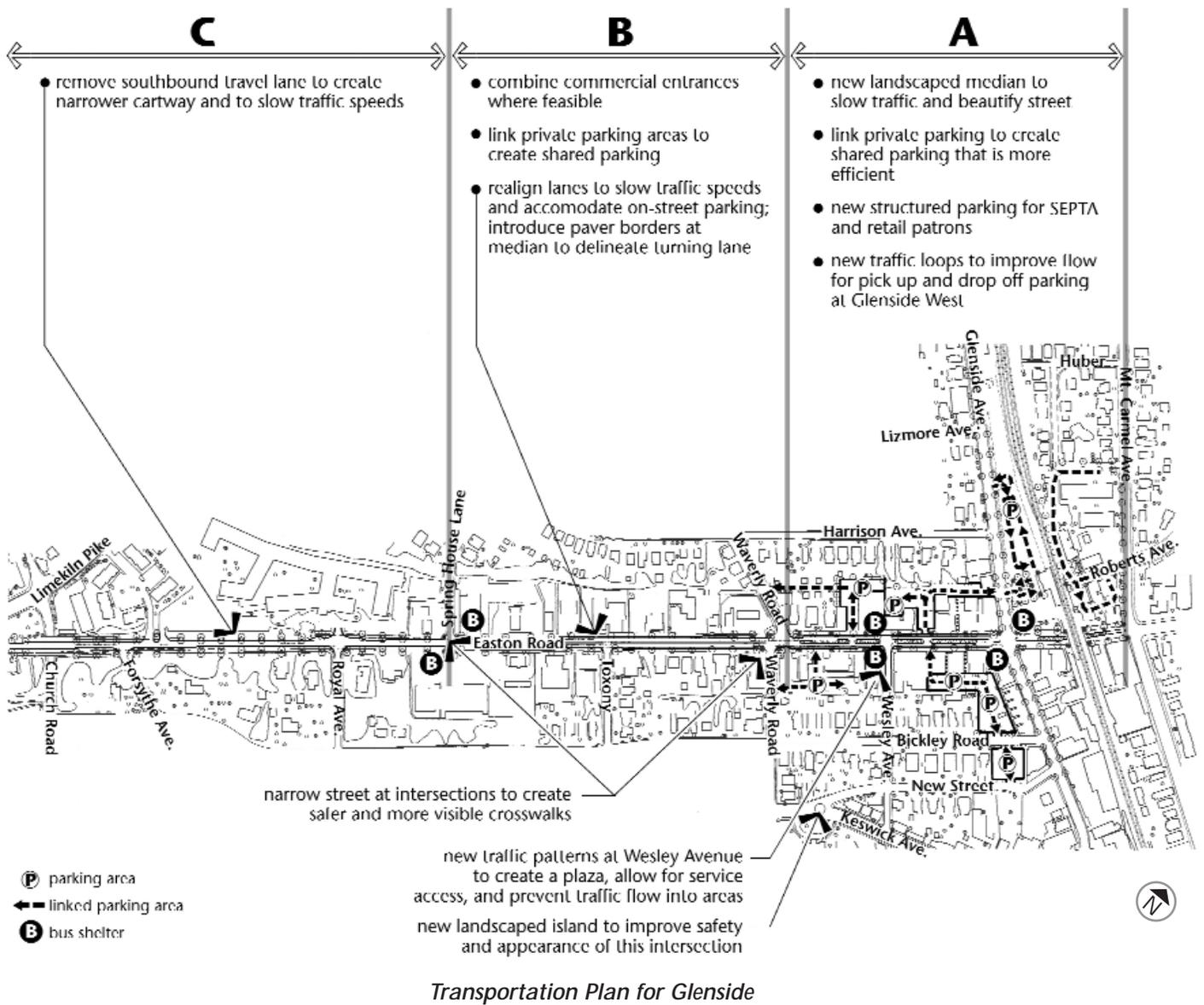
### **Strengthen the Connections with Arcadia University**

Both Glenside and Arcadia University can benefit from more university-oriented businesses, better pedestrian walkways, shared gateways to Glenside and better transit links to SEPTA bus and rail. The recruitment of university-oriented businesses such as music stores, clothing stores, coffeehouses, bookstores and entertainment establishments

could help attract students to downtown Glenside. To encourage access from the University to downtown, improved sidewalks, street trees and crosswalks should be constructed. The intersection of Limekiln Pike and Easton Road is an opportunity to create gateway entrances and signs for both Arcadia University and Glenside. One additional opportunity would be to coordinate University shuttle, Township bus, SEPTA bus and SEPTA train routes and schedules.

### **Create a Pedestrian-oriented District Center**

Building from the Train Station Farmers' Market and the Roberts Block, other properties near the Easton/Glenside intersection should be actively occupied with retail uses that create a continuous pedestrian environment. The District as a whole could benefit from strategically relocating a few service-oriented businesses to less prominent locations. For example, Humphrey's Pest Control, a service delivery business that does not rely on pedestrian activity, has a prime location at the intersection of South Easton Road and Glenside Avenue, but would be just as successful in an off-street location. Similarly, the Karate Studio could hold classes in a second-level location without losing students.



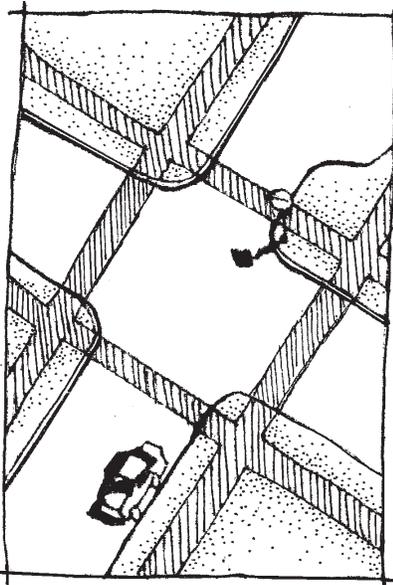
## Transportation Initiatives

The proposed Vision Plan for Glenside utilizes some large and dramatic methods for transforming the area into a true multi-modal area that encourages cars, trains, buses, bicycles and pedestrians. The Plan places a strong emphasis on creating a pedestrian friendly environment. To achieve this goal, a concept called “traffic calming” is recommended to slow driving speeds

while improving driver awareness of their surroundings and maintaining traffic volume. Easton Road is the main thoroughfare for all circulation in the area. An effective transportation facility on Easton Road can act as the psychological hub for the community. In essence this will create a new and vibrant “main street” with all of the needed connections and support facilities for Glenside.

## Improve Traffic Circulation and Reduce Speeds

- Slow traffic along Easton Road and at the same time maintain current traffic volumes. This is accomplished through the narrowing of traffic lanes, the installation of intersection curb bump-outs, the use of textured crosswalks, and other landscape devices, such as a planted median in the core area between Waverly Avenue and Mount Carmel Avenue.



*Traffic calming technique: curb bumpouts with textured crosswalks*

- Reduce the quantity and width of curb cuts that create conflicts between through traffic and turning vehicles, and vehicles and pedestrians. This is most important in the core area between Waverly Avenue and Mount Carmel Avenue. This is also should be promoted along the remaining portions of Easton Road and along Glenside Avenue, east of Easton Road.
- Promote internal circulation and access management for cars and buses in the Roberts Block Area through the creation of small but vital linkages, such as the connection of the out-bound train station parking lot with Ruralside Avenue.
- Implement a coordinated signal loop system, which would maintain and enhance traffic capacity along the entire length of the Easton Road corridor. The utilization of a coordinated signal loop system that links all of the traffic signals along Easton Road would balance the effects of slowing traffic while maintaining capacity.

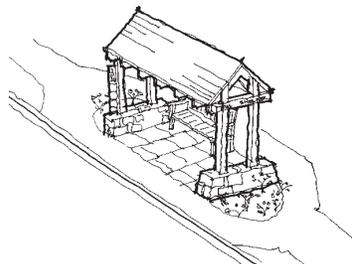
- Work with PennDOT to redesign the intersection of Easton Road with Limekiln Pike at the entrance to Arcadia University to permit cars traveling south-bound on Limekiln Pike to turn into Glenside onto Easton Road.

**Enhance and Link Parking Lots**

- Connect rear parking areas to create larger comprehensive lots. In several key areas the use of connected lots, existing land, and present parking resources could maximize the availability of parking for the businesses along the corridor. This could be accomplished in several key areas.

On the east side of Easton Road, the separate parking areas in the rear of the Easton Road parcels could be connected to the large bank parking area off Glenside Avenue and Bickley Road. This connection would function as a one-way in, off Easton Road.

The second area would include the rear areas, adjacent to the Township lot on the west of Easton Road. In this case, the existing parking areas could be connected, and new parking could be created north of the Township lot, with a one-way exit, behind the Humphrey's building. A third parking area would be created, necessitating a separate access off Waverly Avenue because of steep grades.



*Proposed bus shelter*

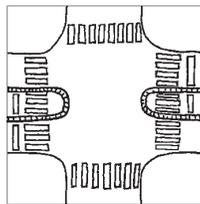
- On-street parking should be maintained and enhanced along Easton Road and Glenside Avenue. This will aid in promoting main street types of commercial businesses within the area. In addition, curb bump-outs at intersections will aid in defining on-street parking areas along the corridor and facilitate traffic calming objectives.
- Increased parking at the SEPTA Glenside Train Station is one of the critical strategies in the economic development of Glenside. This could be accomplished through creating a new structured parking facility incorporating a Farmers' Market and other ground floor retail uses. This parking structure would feature architectural materials such as brick, stucco and window openings to make it look much like a commercial building. It would feature pitched roofs, ground floor awnings, and attractive storefronts to become a vibrant destination for a Farmers' Market. The garages 300 to 400 parking spaces plus remaining 120 surface parking spaces could serve the daytime needs of SEPTA patrons while serving the many proposed new restaurant patrons during evening hours. A comprehensive parking management and traffic control strategy for the area is essential to preserve the quality of nearby residential neighborhoods.
- A signing program should be implemented which includes high-quality way-finding signs for parking areas and anchor destinations within the study area.



*Perspective view of the proposed Farmers' Market and parking structure at the Glenside Train Station*

### Improve Pedestrian Mobility

- As part of streetscape improvements, sidewalks along Easton Road should be upgraded to create a pleasant and visually cohesive experience for pedestrians.
- Pedestrian crosswalks along Easton Road should be constructed to clearly delineate pedestrian areas. This would be accomplished through the use of textured paving materials and reflective devices. In addition intersection bump-outs should be employed which would shorten the distance that pedestrian would need to be in the travel lane and also would aid in slowing traffic. Crosswalks should be upgraded to include all ADA requirements.



*Proposed crosswalk enhancement along Easton Road*

- Create a safe pedestrian connection between Easton Road and Arcadia University. The intersection of Easton Road and Limekiln Pike should be reconstructed to create a safe pedestrian connection. This would effectively reconnect the former college gate to Glenside and visually aid in creating a terminus for Easton Road in Glenside. Intersection curb bump-outs, the reduction of lane widths and overall

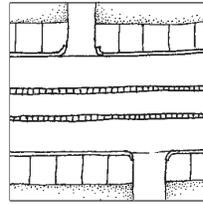
asphalt area, textured crosswalks, and striping could be employed at this vital location.

- Install appropriately designed transit shelters and facilities at Easton Road and Glenside Avenue, adjacent to the train station. This area serves as a major transit center and should have expanded and high quality facilities to serve riders, such as architectural glass shelters, bike lockers, information kiosks, etc.
- Pedestrian walkways should be created between buildings and rear parking areas. These areas should be pleasant, well lit and clearly identified in order to maximize use of rear parking areas.

## Streetscape Enhancements

Streetscape enhancement is the coordinated planning of gateway entrances, street trees, planting areas, streetlights, street furnishings and sidewalks. The goal of streetscape enhancement in Glenside is to strengthen the quality of the street experience so that pedestrian-oriented shopping is increased. When implemented successfully, this can improve retail revenues and increase Glenside's viability as a place for office employment and train use. Streetscape enhancement also plays a vital role in calming traffic speeds and creating a sense of place that is essential in successful communities.

The new streetscape enhancements include sidewalks and curbing with color and texture, pedestrian scale streetlights, street trees, street banners, bollards at intersections, boldly detailed vinyl pedestrian crosswalks, hanging baskets, tubs, and a landscaped median.



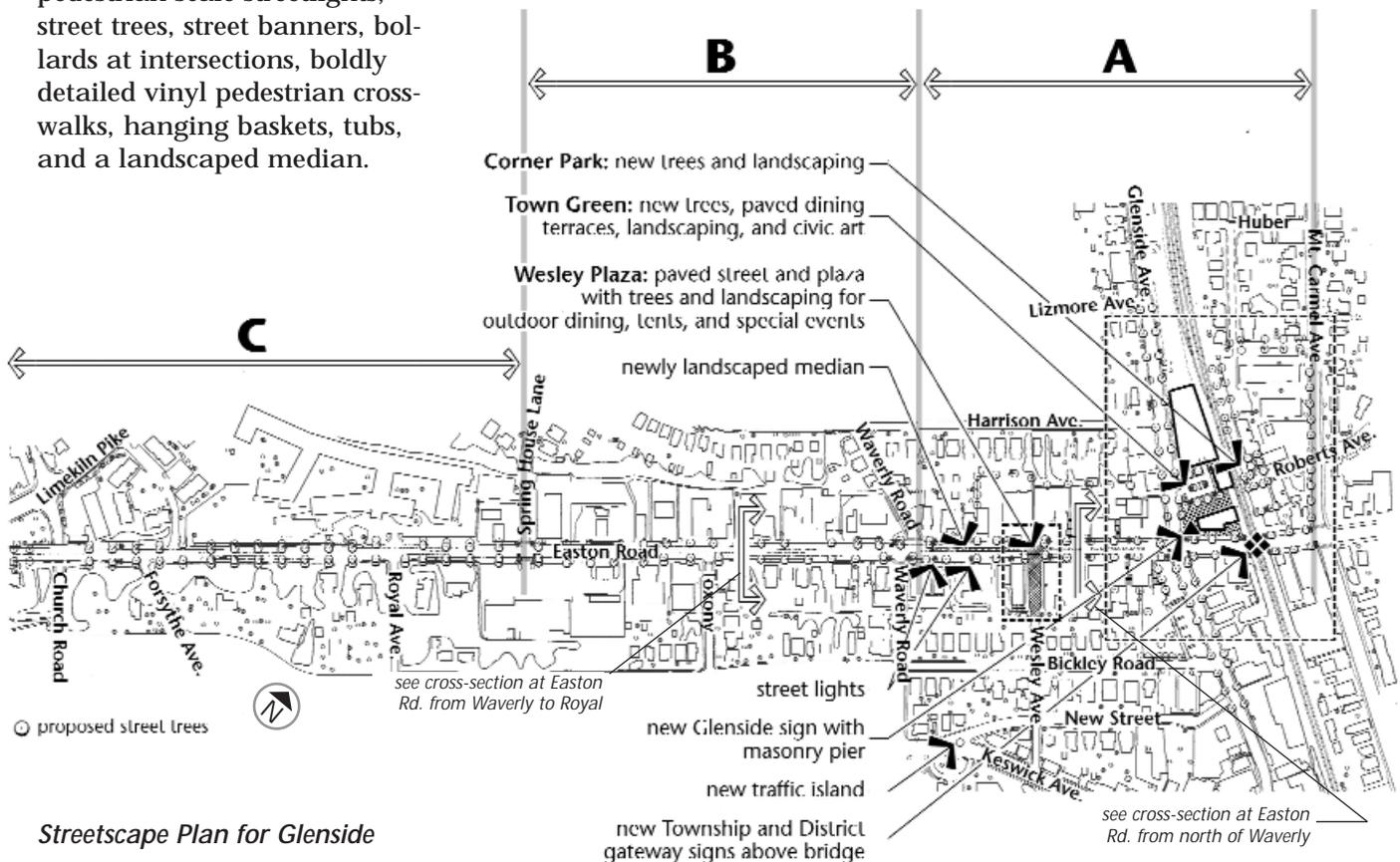
Proposed median enhancement at B

### District and Township Gateways

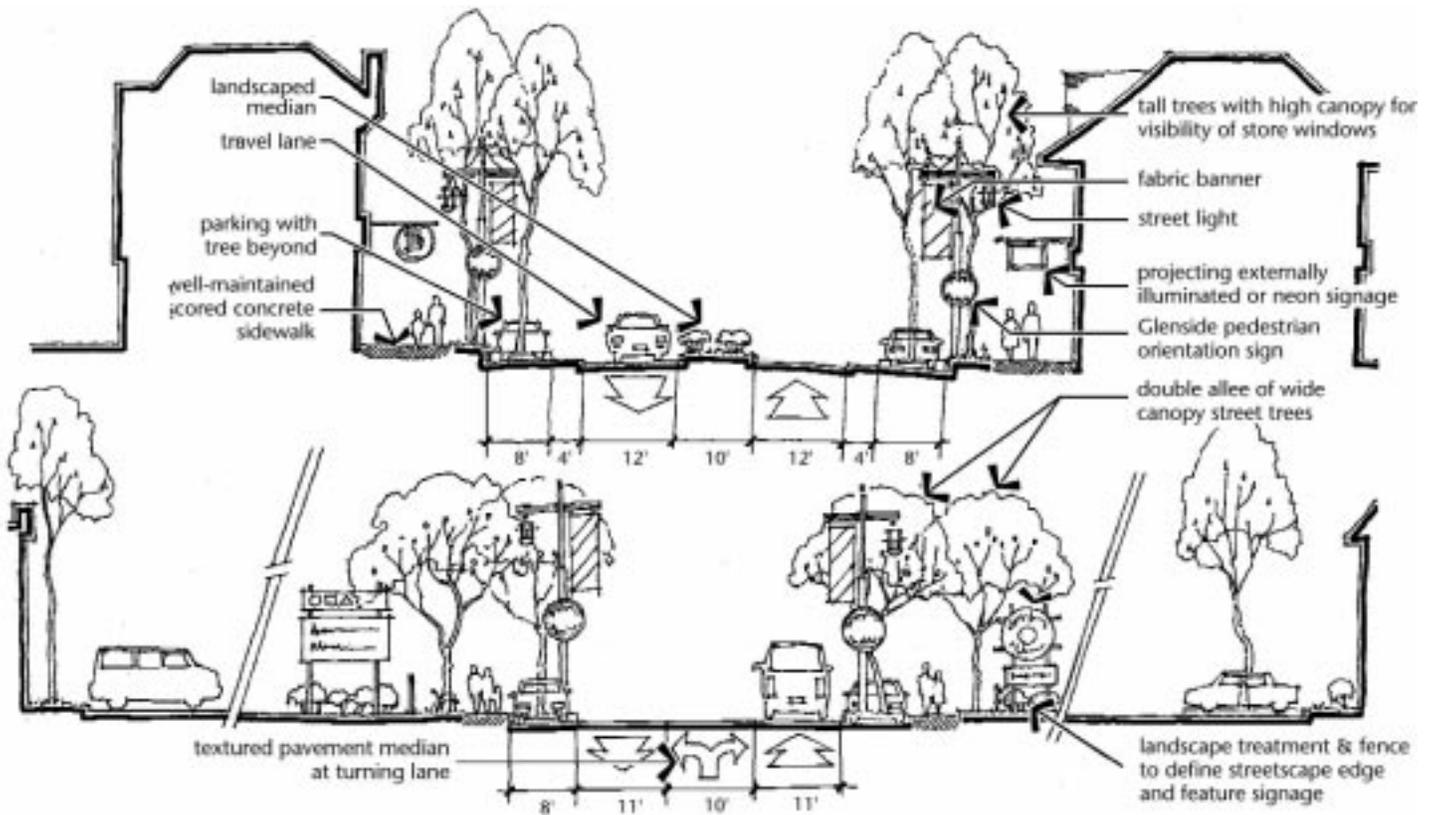
Glenside has a number of superb opportunities to celebrate arrival into the community. At Glenside's north entrance at Easton Road where it meets the railroad bridge, a series of tall ornamental steel posts could form the verticals for a large sweeping arch curving down to meet a Township and District entrance sign. At Glenside's south entrance at Easton Road and Limekiln Pike a series of stone piers in combination with a double row of street trees and low landscaping would create a welcoming District entrance. Private

improvements to restore Arcadia University's original entrance and create a pedestrian plaza could enhance this important gateway even more. In addition to these primary gateways, we recommend accentuating the secondary gateways into the community from the north at Limekiln Pike and Keswick Avenue with a sign that furthers the identity of Glenside.

At key locations the use of stone piers in combination with street pole banners and other identity and directional signs would further strengthen the identity for the District. Once in the heart of Glenside, town center signs and site features such as a sculpture, a fountain or a sitting area can further establish the sense of place and identity for Glenside. See plan drawings for a number of proposed locations for signs, stone piers and other site features.



Streetscape Plan for Glenside



Above: Cross section view of Easton Road north of Waverly.

Below: Cross section view typical at Easton Road from Waverly to Royal Avenue.

### Landscaping and Street Trees

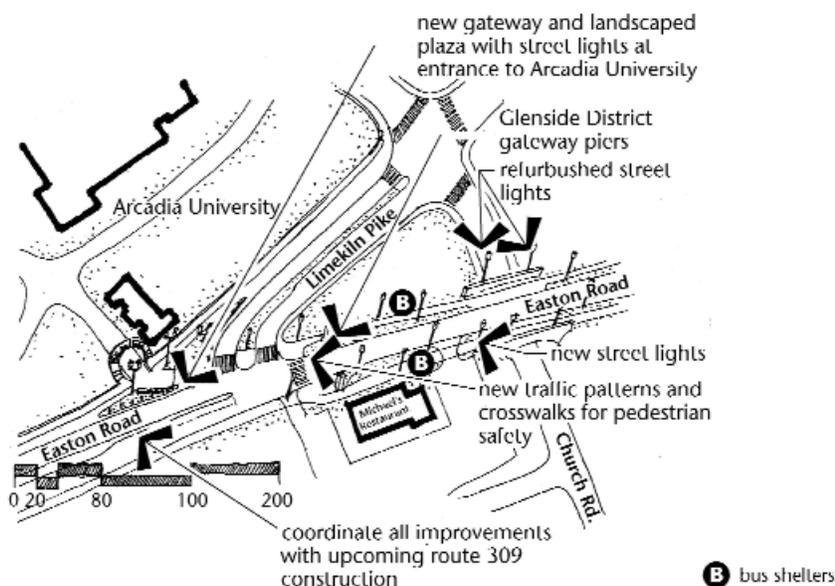
The Glenside District includes three major corridors: Easton Road, Glenside Avenue and Limekiln Pike. The most important of these is Easton Road; however Glenside Avenue and Limekiln Pike play an important supporting role for the District. Because Easton Road within Glenside stretches for nearly a mile from north to south, three distinct streetscape environments have been designed to break down the scale of the experience along this corridor.

### The North Area between Mt Carmel Avenue and Waverly Road

This area will feature two rows of honey locust street trees, a landscaped median and some sidewalk widening to encourage slower traffic speeds and enhance the pedestrian experience. This area will feature a full range of pedestrian-oriented shopping and outdoor plaza experiences.

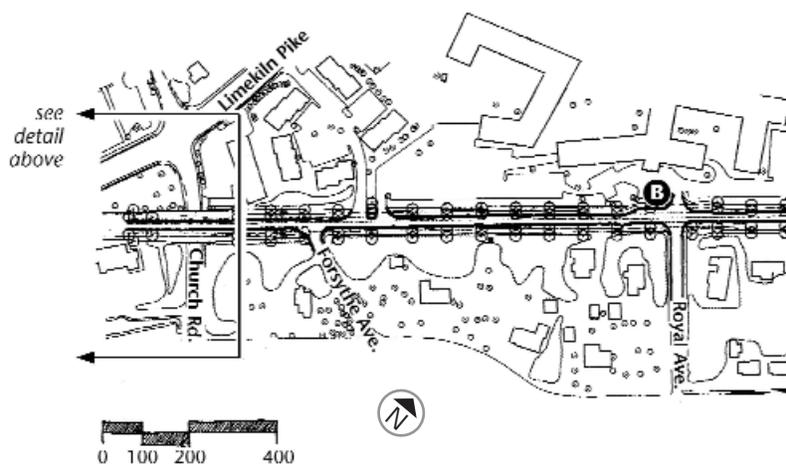
### The Central Area between Waverly Road and Royal Avenue

This area will feature four rows of honey locust street trees, a textured median and a wider sidewalk to increase pedestrian safety and reduce unpredictable motorist turning movements. Low hedges and fences are recommended as a buffer to off street parking. This is a predominantly car-oriented retail environment but, in time, we expect it to become more welcoming to pedestrians.



Above: View of Easton Road from Royal Avenue to Arcadia University.

Below: Plan view of Eastern Road from Royal Avenue to Arcadia University.



### The South Area between Royal Avenue and Arcadia University

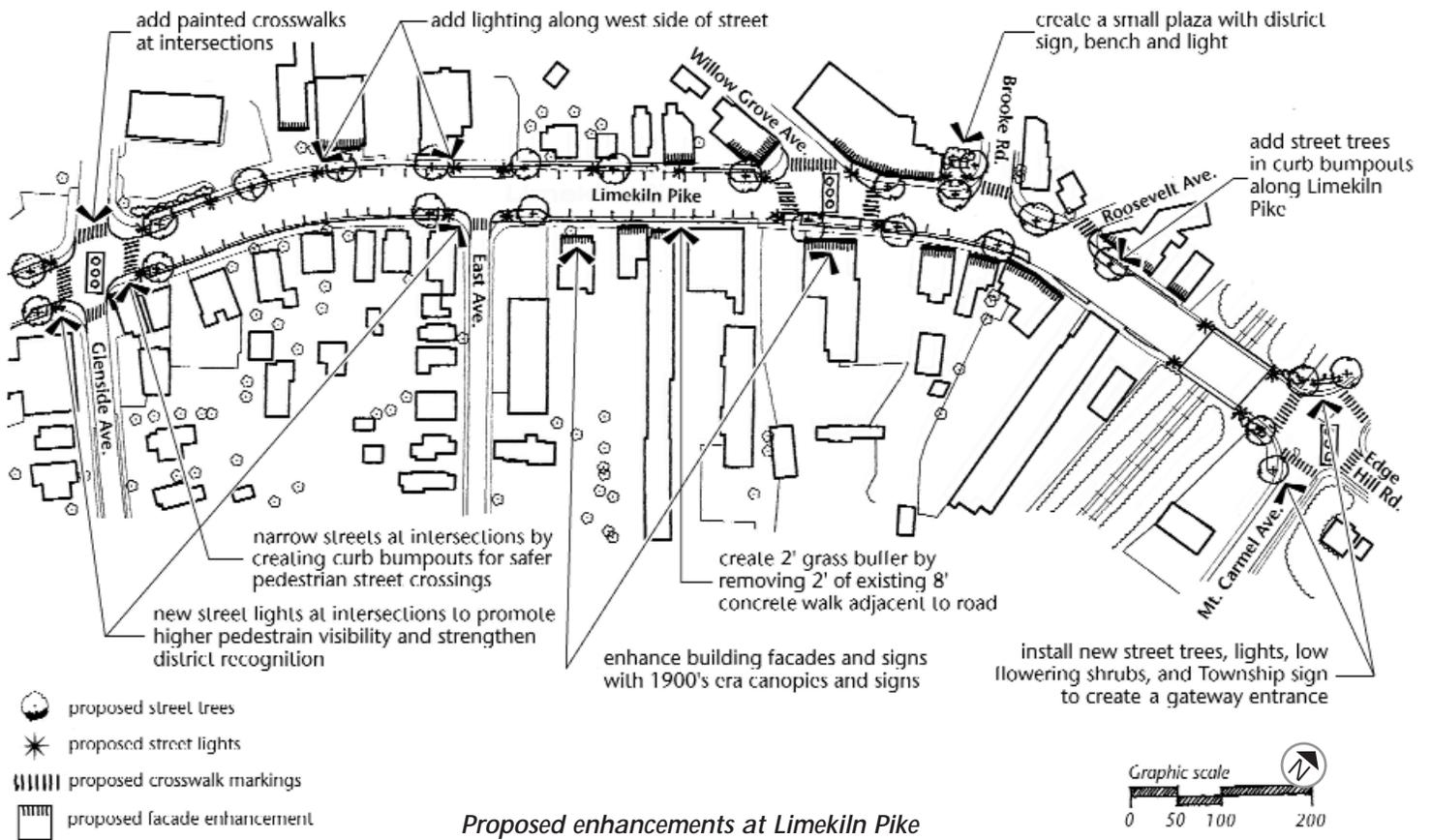
This area will feature four rows of London Plane street trees, a narrower cartway and significantly wider sidewalks and grass strips to create a lush, heavily-landscaped parkway effect as one enters from the south. This will be a superb opportunity to create a very positive first impression of Glenside, especially as one approaches the beautiful lighting and stone bridge at Church Road.

### Glenside Avenue between Lizmore Avenue and Keswick Avenue

This narrow street with its relatively narrow sidewalk and overhead utility wires requires street trees to be located in street bumpouts and to be species such as the Kwanzan cherry that will not grow into the wires. The trees will need to be selectively placed and coordinated with bollards to create the eye-catching streetscape necessary to attract business and pedestrians along this corridor. Individual property owners should be encouraged to plant ornamental grasses, hedges and flowers to make this area more inviting.

### Limekiln Pike Area

The area of Limekiln Pike between Mt. Carmel and Glenside Avenue is recommended to feature a series of curb bump-outs along the east side of the street to narrow the travel lanes and allow a place for grass and Kwanzan cherry street trees that avoid the overhead utility wires. Street trees, streetlights matching the District theme and improved pedestrian crosswalks are all designed to slow traffic, which will encourage a safer, more attractive commercial district.



Proposed enhancements at Limekiln Pike

**Rices Mill Road Area**

It is recommended that the area of Glenside along Glenside Avenue at Keswick Avenue and Rices Mill Road feature a roundabout to slow traffic and create a gateway, parking realignments to remove 90° head-in parking along Rices Mill Road, and the planting of street trees along the corridor. Decorative streetlights are recommended at commercial areas; curb bumpouts at intersections can increase pedestrian safety. These improvements can create a strong sense of place for this area.

**Lighting**

The street lighting has been selected and designed to highlight the pedestrian environment along the sidewalks and to strengthen the Art Deco District theme for

Glenside. A range of light fixtures that reinforce either a more traditional Art Deco period theme or a more 'moderne' Art Deco theme have been recommended in the *Streetscape Design Elements Binder*. These fixtures will accent all major commercial streets and all outdoor public areas. A range of three fixtures will be available for review by the Main Street Committee to make final selections.

**Other Unifying Elements**

In addition to the streetscape elements listed above, we are recommending a range of benches, trash and recycling receptacles, signs, piers, bollards and banners all complementing the District theme. Recommended sign types include directional, identity, street and traffic.

**Architectural Revitalization**

**District Theme**

The Glenside study area features a traditional small town main street (Easton Road) that stretches from the Glenside regional rail station on the north end to Arcadia University on the south end. The commercial core is most compact near the train station area that contains a number of interesting Neoclassical, Victorian, Art Deco, Modern and various revival and vernacular buildings. This area becomes progressively less dense and the architectural quality of commercial construction diminishes toward Arcadia University on the south end of the District.

The architectural theme recommended for Glenside is the promo-

tion of a strong traditional main street featuring an eclectic mix of architectural styles throughout the District, including streets directly off Easton Road. Where new construction or reconstruction of undistinguished structures is planned, an Art Deco style or similar early 20th century style is recommended to integrate these more traditional and modern buildings while featuring some of Glenside's Art Deco treasures.

### Architectural Design Guidelines

A great deal of the commercial building development in Glenside is not in conformance with the architectural character of the proposed District Theme. Currently the District suffers from a lack of continuity in its physical image,

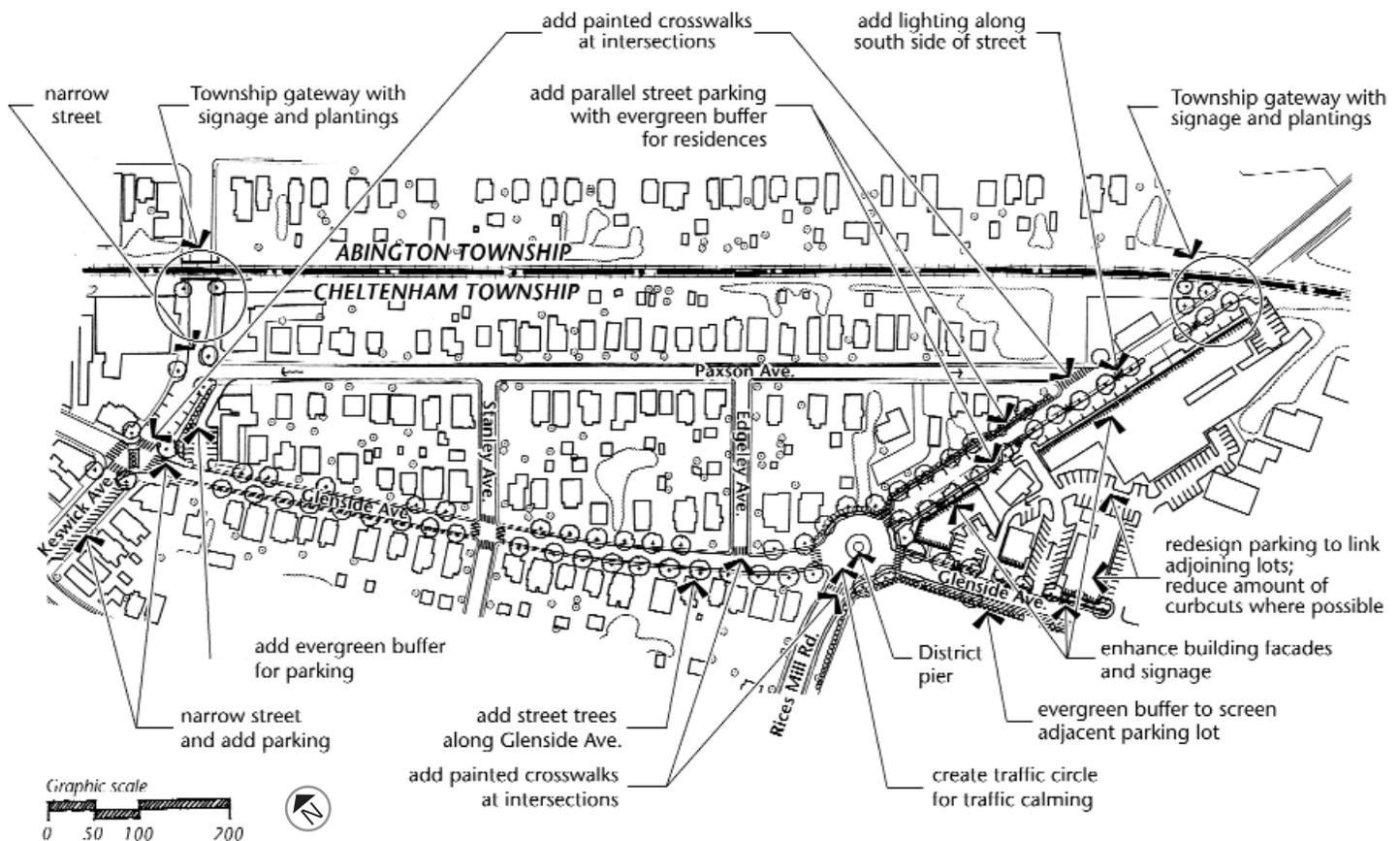
particularly outside of the first two blocks south of Glenside Avenue. The adoption and implementation of appropriate Architectural Design Guidelines that reflect the District theme is essential for the successful enhancement of the overall townscape of Glenside.

Appropriate building facade and signage improvements reflecting the District theme will create a memorable physical image and destination to both residents and non-residents. Key to the creation of this image is the improvement and reconstruction of as many building facades as possible to at least a basic level, rather than "over-improving" only a handful of buildings.

Storefront design and rehabilitation decisions in Glenside must be

made for each building individually and should include an assessment of the building's architectural or historical significance and how it relates to the District theme. For building owners, tenants, architects, contractors or other parties interested in the renovation or the construction of new commercial buildings and building facades, the following general guidelines have been developed. Buildings or features that are historically or architecturally significant are referred to as "significant" or "contributing." Buildings or features that are historically or architecturally insignificant are referred to as "other architecture."

Further Architectural Design Guidelines, are incorporated in Appendix I.



Proposed enhancements along Glenside Avenue at Keswick Avenue and Rices Mill Road

## District Theme Architectural Character

### Main Street Art Deco Theme

Architectural design is to be in conformance with a District design theme that generally features the materials and style of early 20th century modern commercial architecture in Glenside, especially the Art Deco style.

<i>Building massing:</i>	at least 2 story; locate new construction at street line to define streets
<i>Exterior walls:</i>	Brick, stucco, stone, contemporary materials
<i>Windows/entrances:</i>	Multi-paned windows & doors at traditional buildings; larger window pane sizes at Art Deco and contemporary buildings; brushed stainless steel or steel windows are encouraged
<i>Roofs:</i>	Slate, tile or appearance of tile; pitched, hipped, flat and gabled; large overhangs
<i>Special features:</i>	Dormers, chimneys; towers; details featuring quality craftsmanship; brushed stainless steel features are encouraged

### Historic or Architecturally Significant Buildings

*Description:* Significant or contributing buildings worthy of preservation, restoration and rehabilitation

*Examples:* *Historic Building:* Glenside Train Station

*Architecturally significant:* Glenside Hardware, former bank at Wesley Avenue and Easton Road, building at NE corner of Glenside Avenue and Easton Road

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements do not have to be consistent with the District Theme Architectural Character
- Follow the Secretary of the Interior’s “Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings”
- Follow Township Board of Historical and Architectural Review (BHAR) guidelines
- Historic or architecturally significant features should not be modified to conform with the District Theme Architectural Character
- Preserve original features; buildings with strong architectural character should be respected
- Repair deteriorated features and replace missing features based on careful research and documentation
- Restoration/rehabilitation is preferable to demolition and recreation of a historically correct reproduction
- Alterations/additions should not radically change, obscure or destroy character-defining spaces, materials, features or finishes; additions, if absolutely necessary, should be designed to be clearly differentiated from the historic building

### Other Buildings

*Description:* Non-contributing buildings that are intrusive and not worthy of preservation or restoration; significant rehabilitation or reconstruction is recommended

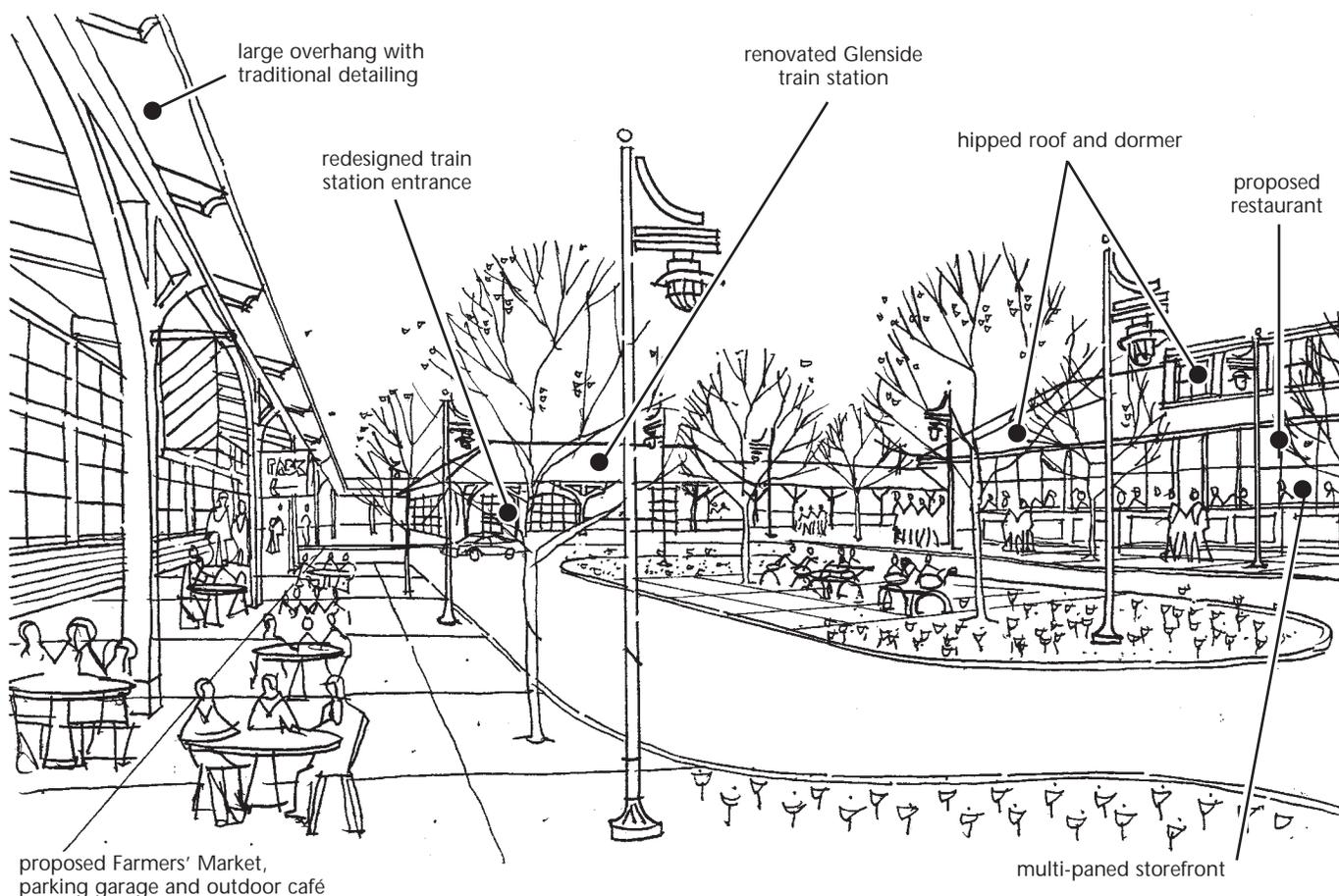
*Example:* 115 S. Easton Road (AAI Printing)

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements should be consistent with the District Theme Architectural Character
- For economy, reuse existing features, if non-intrusive, such as wall materials, windows and door openings, roofs and special features whenever possible
- Remove non-conforming facade components such as storefront windows, doors, wall materials, roofs and signage

- Preserve any significant features that might exist
- Provide new facade components such as storefront windows, doors, wall materials, roofs and signage
- Facade changes should be consistent with all visible portions of the building

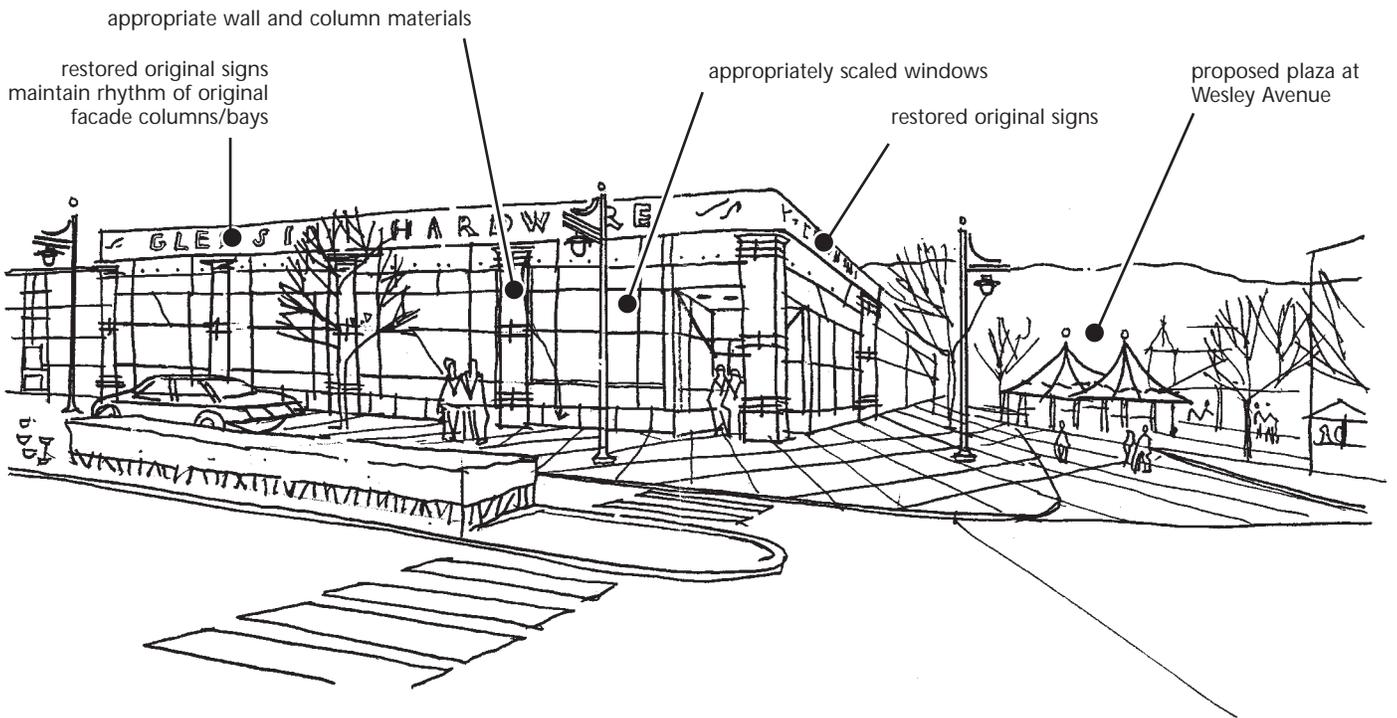
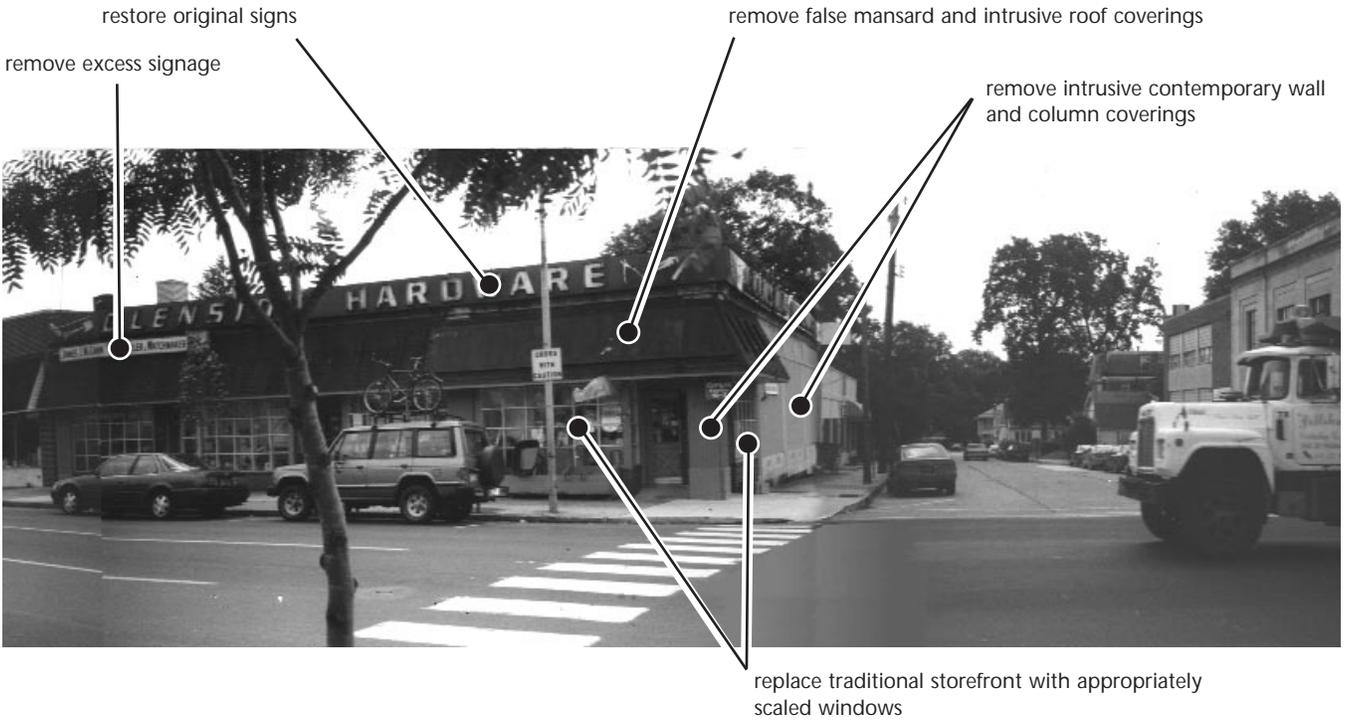
**New Construction**

- Follow Detailed Architectural Design Guidelines (See Technical Appendix)
- Building massing and design should be consistent with the District Theme Architectural Character, referring to the more distinctive architectural styles in the District, especially the architectural style of the early 20th century period.



*Above: View of Glenside Station. Below: Proposed Town Green at Glenside Station.*

*Glenside District*



Above: *Glenside Hardware* Below: *Facade enhancement ideas for Glenside Hardware*

## IMPLEMENTATION

### Policy Issues

#### Economic Development

Implementation of the Glenside Business District Revitalization Strategy should engage three different tracks: 1) a physical development track which creates a perceived center for Glenside; 2) a market capture track which recruits farmers' market vendors, restaurants, and other retailers serving the immediate community; and 3) a theme upgrade track which professionalizes the antique/consignment industry and recruits complementary businesses.

#### ***Physical Development Track:*** **Create a perceived center for Glenside**

Activities to implement this focus include: 1) redeveloping the northwest corner of Easton and Glenside with a SEPTA garage, Train Station Farmers' Market, and a restaurant; 2) constructing special streetscape improvements along the portion of Easton Road between Waverly and the SEPTA underpass to help define this center; 3) creating a fair/event plaza on Wesley at Easton; 4) revitalizing the highly-visible Roberts Block; and 5) encouraging other properties near the Easton/Glenside intersection to be actively occupied with retail uses that create a continuous pedestrian environment.

#### ***Market Capture Track:*** **Recruit key retailers**

Vendors for the Train Station Farmers' Market and additional restaurants should be recruited to Glenside. Restaurants should be a particular focus to capture some of the \$14 million that Glenside trade area residents are spending on restaurants more than a mile from Glenside.

#### ***Theme Upgrade Track:*** **Upgrade the antique/consignment theme**

The current collection of antique and consignment stores should professionalize their efforts. This activity could include development of a Glenside Antique and Vintage Products Association that would promote this industry. These efforts could include joint advertising, conducting targeted events, establishing and monitoring standards of merchandising and appearance, placing a distinctive group logo on the stores of members, recruiting additional quality operators, etc. The current concentration of stores could be diversified by recruiting smaller retailers in compatible categories, including additional gift, craft, jewelry, apparel/accessories, and miscellaneous household furnishings stores. The "vintage products" concept could be expanded to include merchants specializing in collectibles running from art and dolls to baseball cards and stamps.

### Zoning

In Glenside, it is recommended that two overlay zoning districts be created. Overlay zoning provides optimal higher standards matched with commercial incentives to create more successful land use patterns. They should be designed to respond to the desired scale and purpose for commercial, office and residential uses in each area. To create a successful mixed use shopping, office and residential district, the use of traditional neighborhood design (TND) principles is encouraged. Within Glenside we envision a *Main Street Commercial Overlay District* and a *Mixed-use Commercial Overlay District*

In Glenside a *Main Street Commercial Overlay District* is recommended in the vicinity of Easton Road between Mt. Carmel Avenue and Waverly Road. This district features a major retail anchor and supporting convenience retailers to serve the three adjoining neighborhoods. We recommend creating a *Main Street Commercial Overlay District* on the existing *C3* commercial districts, but not modifying the ultimate boundaries. The purpose of these zoning changes would be to:

- Require that retail uses should fill the ground floor of all building frontage facing primary shopping streets
- Require sidewalks and on-street parking on shopping streets
- Encourage continuous retail storefronts on both sides of streets

- Encourage mixed-use buildings of at least two floors
- Encourage upper floors as office or residential uses along shopping streets

Along Easton Road at current C4 and C2 zoned land, we envision a *Mixed-use Commercial Overlay District* that adheres to traditional neighborhood design (TND) principles, yet shows flexibility to address the dominant use of the car at present. Over time, we expect that the continuing efforts to encourage Glenside to become a more pedestrian-oriented place should be reinforced by increasingly tighter standards in this District to reduce the negative aspects of the car on the streetscape. At present this District should emphasize landscaped buffers at parking areas, reduced setbacks, buildings with appropriate massing, and a mix of mutually supportive commercial uses.

## Parking

For Glenside businesses to become more successful, especially those north of Waverly, new strategies for parking management should be implemented. These strategies are to:

- Encourage shared parking behind buildings
- Encourage and allow adjacent landowners to link parking areas
- Encourage SEPTA, private businesses and a Township economic development corporation to build structure parking garage on the upper levels of the proposed Farmers' Market at the Glenside Station

## Building Facades and Signs

A coordinated program of signs, facade enhancement grants, and voluntary design guidelines will assist Glenside businesses in creating and sustaining an effective sense of place that will appeal to patrons. The following policies could be adopted:

- Encourage Glenside Main Street Committee to adopt District and Township Architectural Guidelines for buildings and signs
- Initiate a facade improvement grant program for existing businesses
- Strongly encourage businesses to adhere to architectural guidelines for new construction

## Phasing and Implementation Strategy

### Phasing Strategy

The phasing strategy is designed to accomplish two primary goals: 1) Identify easily achievable projects that will have a high and visible impact in the short-term and 2) identify the important phases of the more ambitious projects that will require many years to implement. The project years shown in the phasing plans will begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-tasked project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

# Cheltenham Township Commercial District Enhancement GLENSIDE

## Recommended Implementation Plan

Public Sector Activities		Year to Initiate	
		Detailed Design	Implementation
<b>Item</b>	<b>Action</b>		
1	Acquire County, PennDOT, and SEPTA Support		Twp-wide initiative in Yr 1
2	Create governmental partnerships with Abington Twp.		Twp-wide initiative in Yr 1
3	Recruit businesses to fulfill each District vision		Ongoing
4	Create a Township-wide non-profit Economic Development Corp.		Twp-wide initiative in Yr 1
5	Draft and change zoning ordinances		Twp-wide initiative in Yr 1
6	Draft and change parking ordinances		Twp-wide initiative in Yr 1
7	Draft and change sign ordinances		Twp-wide initiative in Yr 1
8	Create and approve Facade Enhancement Guidelines		Twp-wide initiative in Yr 1
9	Glenside Facade Enhancement Guidelines and Grant Program	1	2-10
10	Glenside Gateway and Sign Program	1	By phase
11	Glenside Streetscape Elements	1	By phase
12	Glenside Transportation Study	1	By phase
13	<i>Phase I: Wesley Avenue Plaza</i>	1	2
14	<i>Phase I: Roberts Avenue Park and Roads</i>	1	2
15	<i>Phase I: Glenside Avenue from Easton to Keswick</i>	1	2
16	<i>Phase II: North Easton Road and West Glenside Ave (Area A)</i>	2	3
17	<i>Phase II: Glenside Station &amp; Parking Structure</i>	2	3
18	<i>Phase II: Town Green at Glenside Station</i>	2	3
19	<i>Phase III: Central Easton Road (Area B)</i>	4	5
20	<i>Phase III: North Limekiln Pike Area</i>	4	5
21	<i>Phase IV: South Easton Road and Limekiln (Area C)</i>	4	5
22	<i>Phase IV: Glenside Avenue at Rices Mill Road area</i>	4	6
Private Sector Activities		Detailed Design	Implementation
23	<i>Phase I: Roberts Block restaurant renovations</i>	1	2
24	<i>Phase II: New Farmers' Market and restaurant buildings</i>	2	3
25	Arcadia University Gateway Entrance		
26	Private parking lot improvements	Ongoing	Ongoing
27	Facade enhancement of commercial buildings	Ongoing	Ongoing

## Implementation Strategy

The four-phase implementation plan shown on the attached chart is designed to complement the three economic development tracks. The phasing plan for Glenside prioritizes physical improvements in the earlier years followed by successive phases of improvement further south along Easton Road as the pedestrian center becomes more successful. As with all Districts, early implementation of signs, banners, facade enhancements and parking strategies will be good opportunities to strengthen Glenside's identity and character.

Due to the complex nature of the proposed garage, town green, farmers' market and restaurant, this project will benefit from early coordination and leadership. SEPTA and Montgomery County should be engaged as partners early in the process. The proposed Township Economic Development Corporation could engage all of the private business interests early to create the most effective funding, development and construction packages.

## Implementation Partners

To coordinate implementation activities recommended for Glenside, the following groups have been identified as potential partners with the Township:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Montgomery County
- City of Philadelphia
- Proposed Economic Development Corporation
- Greater Glenside Chamber of Commerce
- Glenside Green
- Arcadia University
- Abington Township
- Pennsylvania Department of Community and Economic Development

- Pennsylvania Department of Transportation
- Southeast Pennsylvania Transportation Authority
- Federal Transportation Enhancement Programs
- Local lenders & developers
- Private land owners & business owners
- Township residents

Glenside is likely to significantly improve its physical, economic and community value to Cheltenham Township by 1) creating effective partnerships, 2) following the Glenside Vision Plan strategies for economic development, streetscape enhancements, architectural revitalization and transportation initiatives, and 3) establishing an effective management team, schedule and funding strategy.

# District 2: ELKINS PARK WEST



*Proposed Vision for Elkins Park at Old York and Church Roads*

## THE ISSUES

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### Study Area

The Elkins Park West District study area is located at the primary crossroads of the Township, at Church Road and Old York Road (Route 611). Despite its central location the study area is bounded by a number of challenging constraints that create a mix of land uses. A SEPTA Regional Rail Line forms the western boundary, the Township Administration Building and Beth Sholom Synagogue form the northern boundary, while a residential neighborhood and Tookany Creek form the south and east boundaries. Steep terrain, rock outcroppings, the

Tookany Creek and its floodplains, railroad tracks and historic buildings all define this unique wooded landscape. The District land uses include two significant shopping destinations, three historically significant buildings, a heavily traveled highway (Route 611) and a Township service yard.

### The Defining Issues for Elkins Park West

The issues central to the success of this District are how to:

- Create an effective pedestrian experience along Church Road

- Convert underutilized parcels into upscale retail destinations
- Capture the history and charm of the areas remarkable architecture in order to create a memorable visit

Each of these issues can benefit from a more effective network of trails along the Tookany Creek linking residential, recreational and commercial destinations.

Based on these challenges, the following Vision Plan has been created for the Elkins Park West District.

## THE VISION

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The Vision Plan for Elkins Park West builds on its existing strengths as a retail center, transportation crossroads, historic destination, municipal center and natural area. The plan promotes a vision that improves the commercial district by integrating economic development, transportation, streetscape and architectural strategies. These recommendations are a starting point, not the final plan for commercial district enhancement.

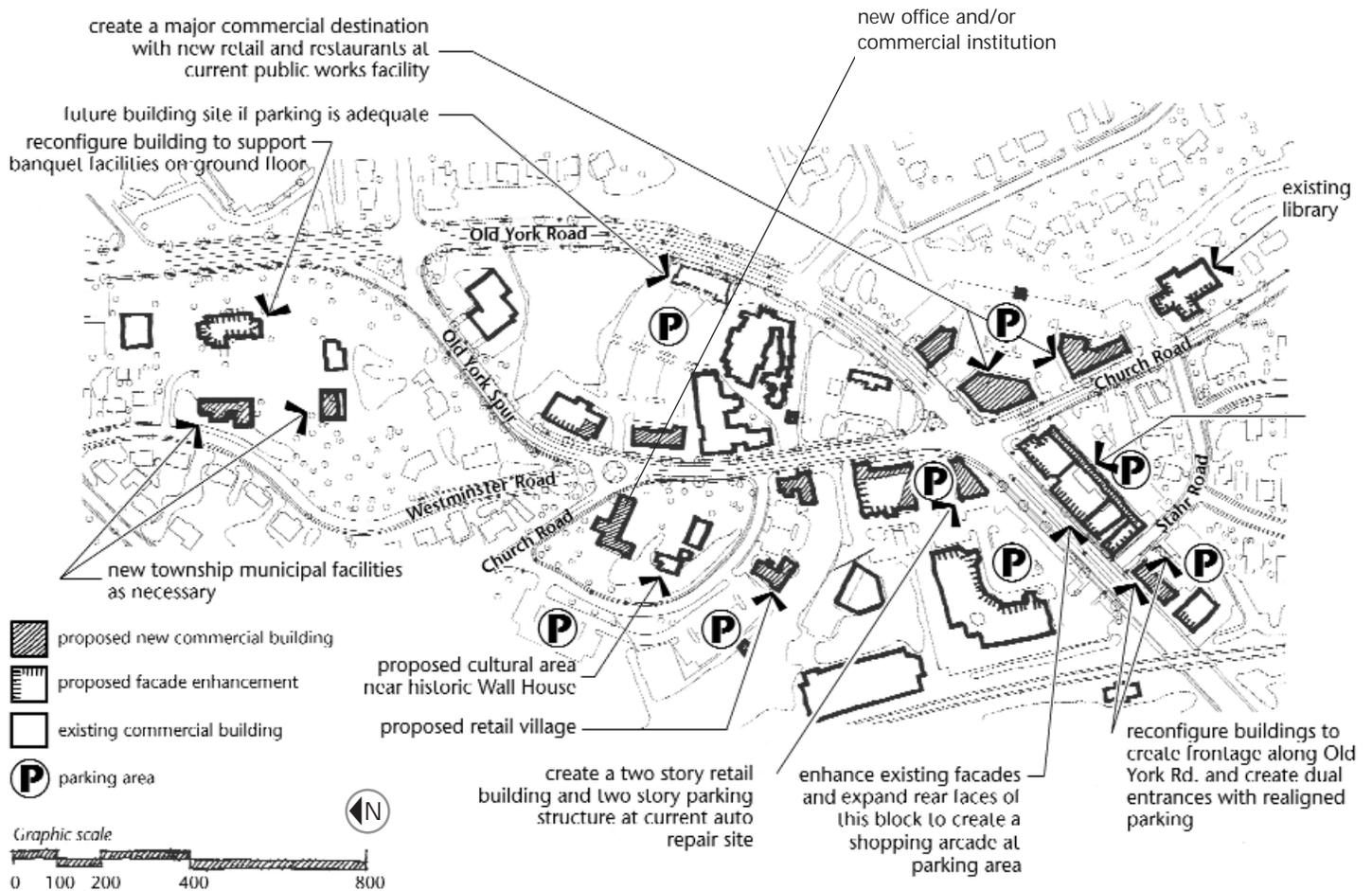
### Economic Development Opportunities

Elkins Park West offers the opportunity to develop a strong, upscale town center in Elkins Park, building on the municipal office complex and the professional office and upscale retail businesses already there. This District has a unique opportunity to become a high-end restaurant, retail and office destination for Cheltenham Township that could draw customers from adjoining Townships. Transforming this area from a series of individual shopping centers and office buildings into a central place for

the Township will require three types of improvements:

### **Create Public Spaces to Define a Center and Link Destinations along Church Road:**

- Introduce public spaces that define a center, highlight the architectural and historic resources that are already located in this District, and create a readily recognizable location. Ideally, these public spaces will serve as amenities to enhance current and future commercial development in the area. They will be linked by the Tookany Creek Recreation Trail.



*Economic Development Plan for Elkins Park West*

- Reconfigure Township Facilities to create a campus environment linking a full range of Township facilities.
- All changes to the Township facilities should enhance the existing architecture and landscape. In particular, the former Breyer Mansion, azalea garden, water feature and surrounding garden experience should be preserved and enhanced.
- Convert the first floor of the former Henry W. Breyer, Jr. Mansion for a Township public event space with an adjoining outdoor event garden.

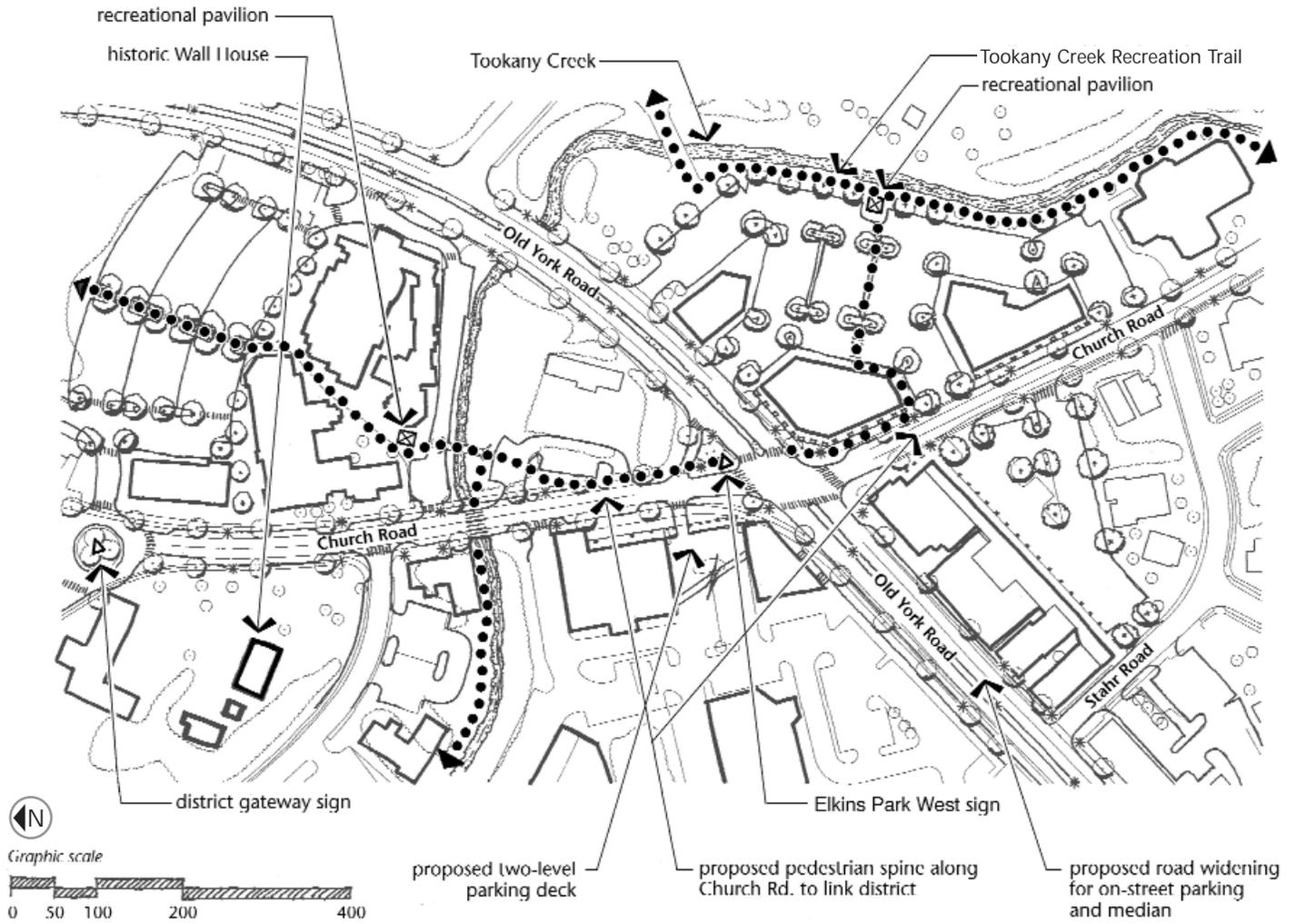
**Expand Retail and Offices**

- Expand retail, and perhaps office, activity to create a greater commercial mass. This will likely require converting some less densely utilized, but well-situated, municipal facilities and utility properties, to commercial development. The current Cheltenham Township Public Services Facility is a prime opportunity for a significant new upscale retail center and offices.
- At Elkins Park Square, invest in facade improvements according to the District Theme Guidelines, create

stronger pedestrian connections to Old York Road, and expand the center to include additional retail and parking along Church Road.

**Create an Historic District and Village at the Wall House**

- Create a series of village-scaled buildings with quaint shops and community or cultural destinations around the Wall House to increase its value to the community.
- Explore the creation of an historic district surrounding the Wall House



Detail view of enhancements at Old York Road and Church Road

- At the Yorktown Inn, reconfigure entrances and parking lots to allow for additional retail fronting onto Church Road and create a stronger pedestrian link to the remainder of the District. Maintain the historic theme that is consistent with Wall House
- All proposed construction in the vicinity of the Richard Wall House is to complement the existing historic architecture.

### Transportation Initiatives

The western portion of the area along the Old York Road corridor is an area that has been developed to handle high volumes of through traffic. In this area the Plan focuses on allowing through traffic to move in an efficient matter. Traffic control devices are limited to devices that provide warnings for drivers that they are moving through an environment that has pedestrians and bicy-

clists. The Plan places a strong emphasis on creating a pedestrian friendly environment. To achieve this goal, a concept called “traffic calming” is recommended to slow driving speeds while improving driver awareness of their surroundings and maintaining traffic volume.

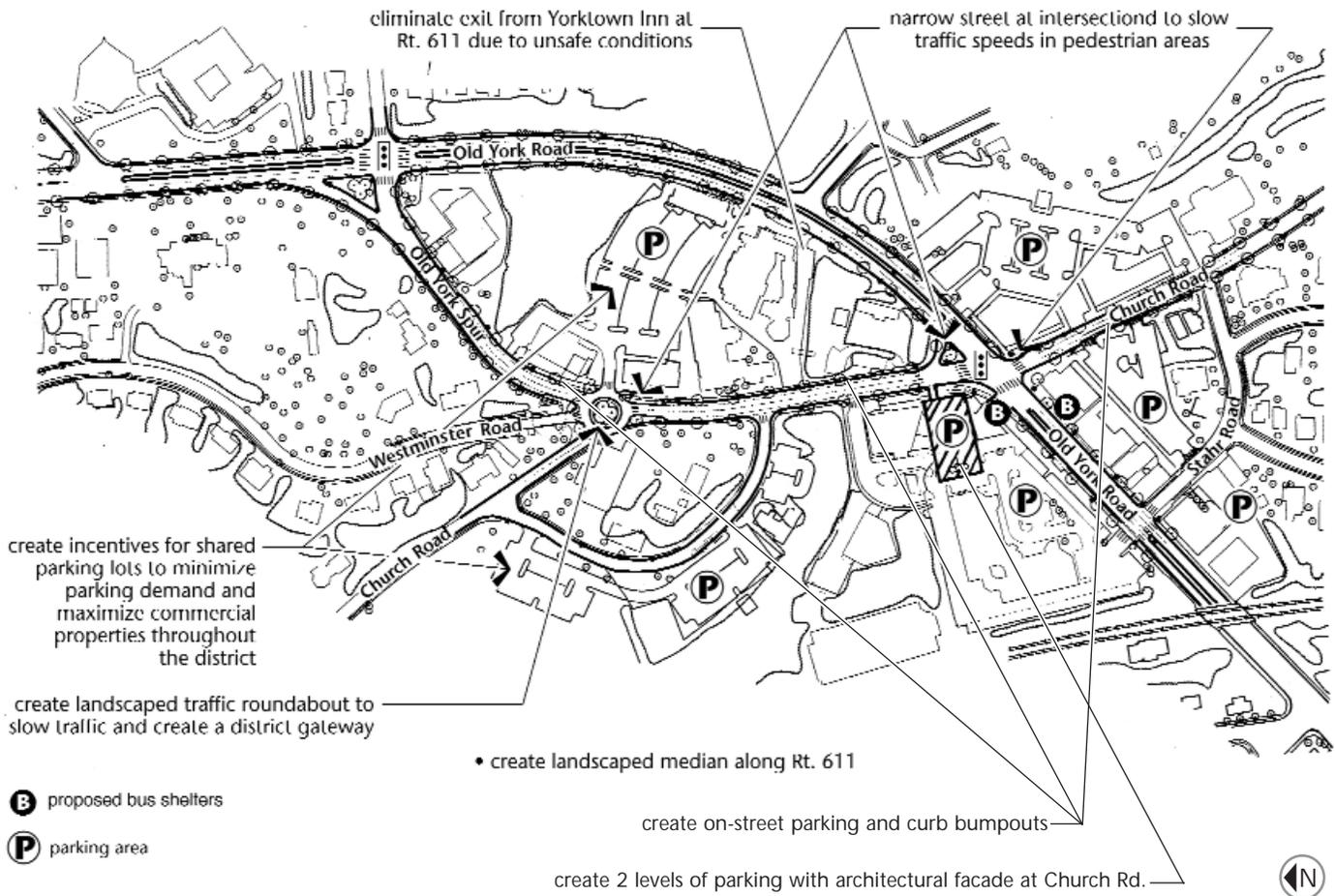
**Improve Traffic Circulation and Reduce Speeds**

- Along Old York Road introduce a series of traffic calming techniques to slow traffic and increase awareness of the pedestrian retail district.
- Maintaining the volume of traffic while reducing speeds is important for commercial enhancement
- Construct a traffic circle at the intersection of Church and the Old York Road spur, near the Wall House. A traffic control device at this intersection could allow for a constant flow of traffic, yet slow traffic and

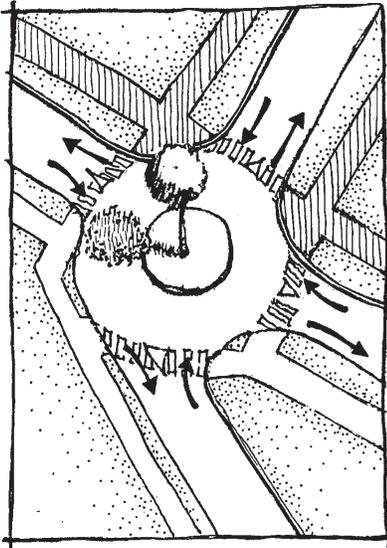
resolve an awkward intersection that is created by multiple roads intersecting at conflicting angles.

- Clarify circulation patterns at the intersection of Church Road and Brookside Road. As result of the fork-like geometry of this intersection, conflicts often occur between eastbound and westbound traffic along Church Road. Striping could be utilized to enhance and clarify the westbound Church Road travel lane.
- Clarify one-way street circulation along Montgomery and Park Avenues. Conflicts occur

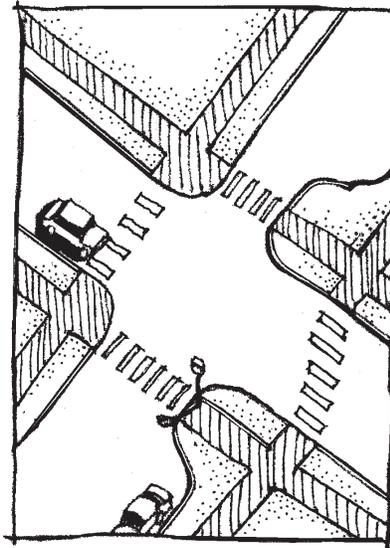
at the intersection of these two streets, where traffic becomes two-way. This is especially true for motorists traveling east on Montgomery. At this location, a curb bump-out should be installed on both sides of Montgomery Avenue, on the west side of the intersection. This would narrow the cartway to one lane as vehicles travel eastbound. It would also warn motorists traveling westbound that it is the beginning of a one-way traffic pattern. Prominent striping should be applied to the roadway that clarifies the introduction of two-way traffic.



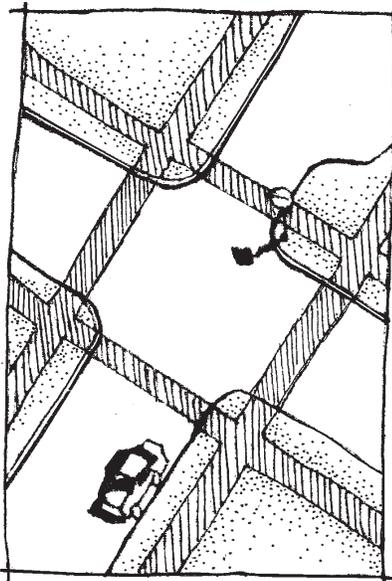
*Transportation plan for Elkins Park West*



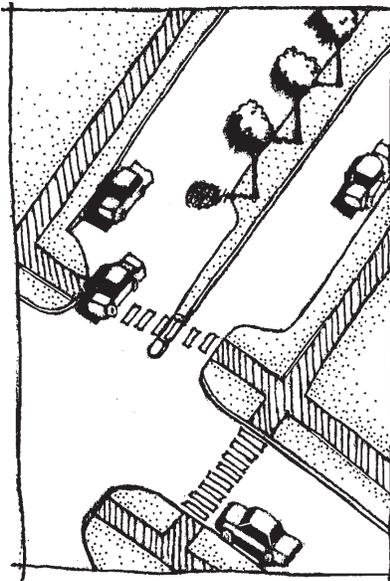
Traffic calming technique:  
roundabout with painted  
crosswalks



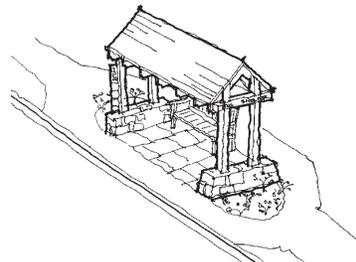
Traffic calming technique:  
curb bumpouts with painted  
crosswalks



Traffic calming technique:  
curb bumpouts with textured  
crosswalks



Traffic calming technique:  
landscaped median with painted  
crosswalks



Proposed bus shelter

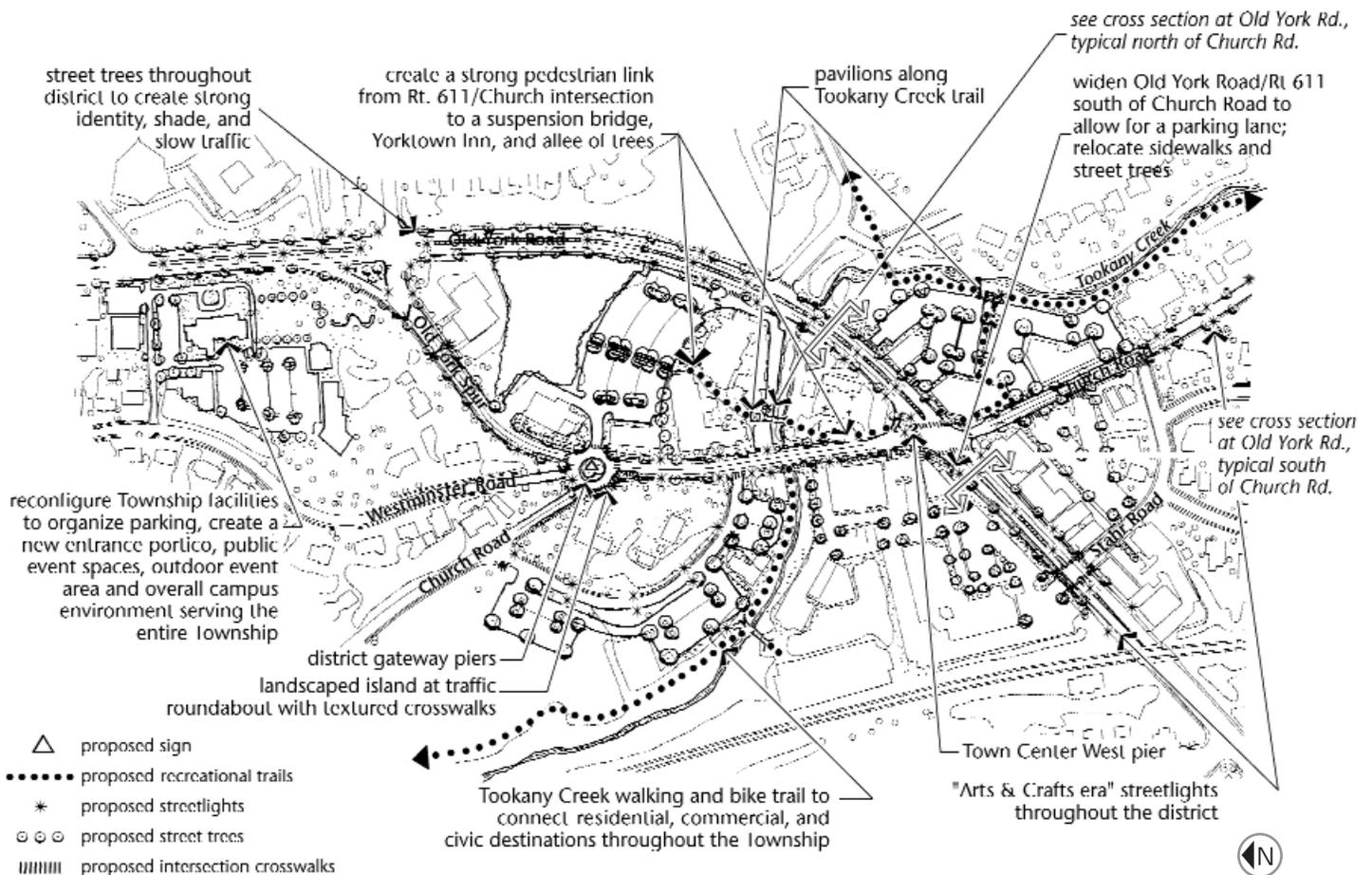
### Link Parking Lots

Improve internal circulation at the Elkins Park Square Shopping Center. This could be accomplished through the reconfiguration of existing parking islands. The opportunity also exists to add additional parking in the form of a structured facility near the corner of Church and Old York Roads. This two story facility could take advantage of existing grades and avoid the cost of a ramp between levels. Special attention should be paid to creating a false architectural facade at this highly visible location.

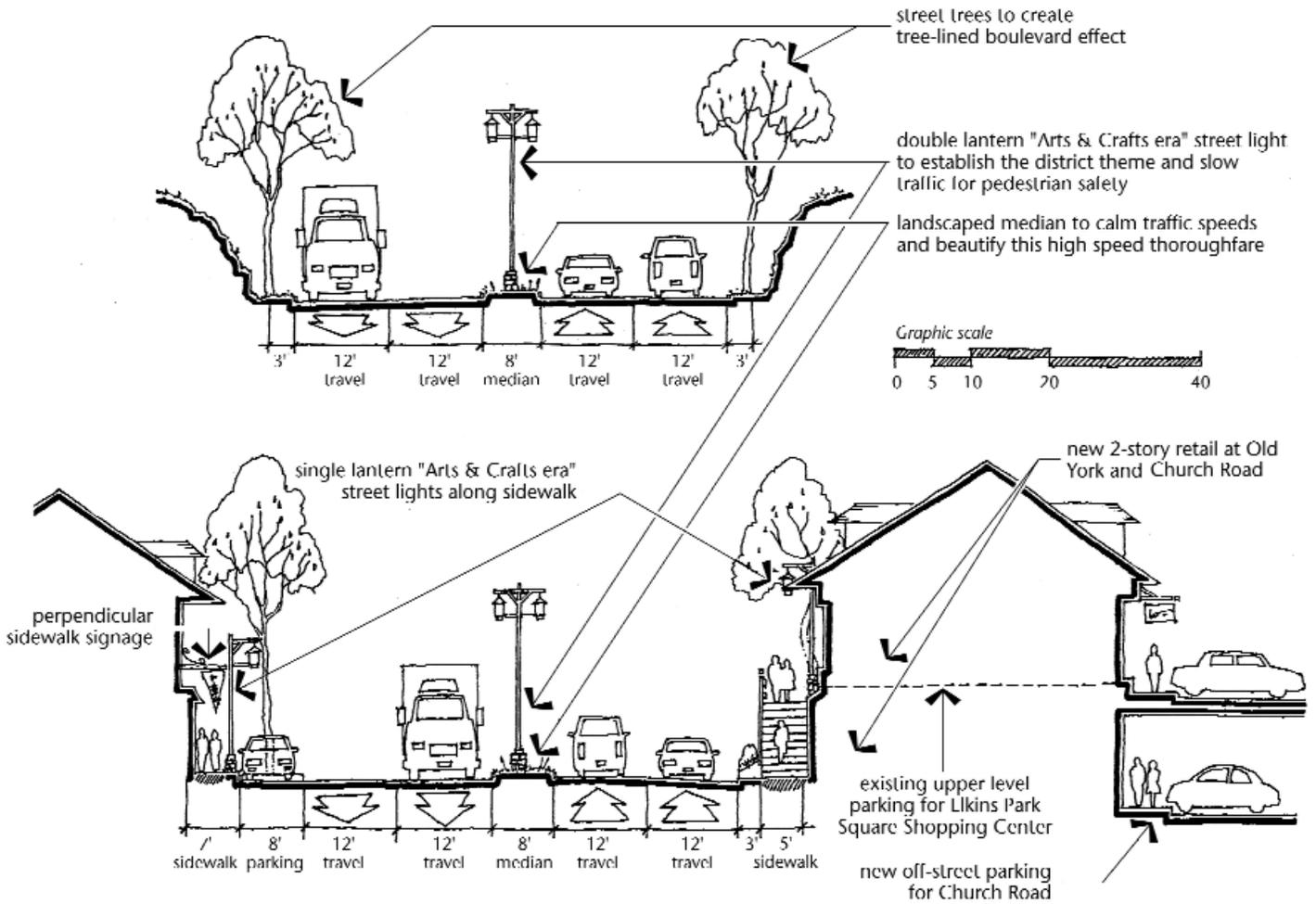
### Improve Pedestrian Mobility

- Neighborhood streets in Elkins Park should have enhanced pedestrian crosswalks. These crosswalks would include prominent striping and reflective devices. Bump-outs could also be employed to define on-street parking areas and promote traffic calming efforts. Recommended intersections include those along Stahr Road, including its intersection with Church Road, across from the library.
- Create effective pedestrian connections across Old York and Church Road. These connections will support pedestrian movement between the shopping centers and office concentrations and interrelate with the public spaces
- New sidewalks or renovations to existing sidewalks along Old York and Church Roads will improve pedestrian flow and safety.
- Link natural and historic features within a pedestrian friendly commercial district.

- Develop pedestrian connections to Township Administration Facilities, Wall House and Beth Sholom Synagogue.
- Create the multi-use Tookany Creek Recreation Trail to link all commercial, cultural, historical, natural and recreational destination in Elkins Park East and West. At key points along the trail, create a series of pavilions to offer places to rest, picnic, and enjoy the beautiful surroundings. This trail would expand the Township's already impressive natural resources.
- Church Road is to become the primary spine for pedestrian-oriented retail.
- Pedestrian crosswalks along Old York Road and Church and Stahr Roads should be constructed to clearly delineate pedestrian areas. This would be accomplished through the use of texture paving materials and reflective devices. In addition intersection curb bump-outs should be employed in the areas with on-street parking to shorten the distance that pedestrians would need to be in the travel lane and also aid in slowing traffic. All crosswalks should be upgraded to include all ADA requirements.
- The pedestrian crosswalk at Stahr and Church Roads should be upgraded with textured crosswalks and enhanced striping. This intersection should be a vital link between the residential area and the library and other proposed development on the north side of Church Road.
- Create a bicycle route along the Tookany Creek Trail and through some of the less congested streets to link to local and Township destinations



Streetscape Plan for Elkins Park West



Above: Cross section at Old York Road typical north of Church Road.

Below: Cross section at Old York Road typical south of Church Road

## Streetscape Enhancements

■ An effective streetscape plan at Elkins Park West can strengthen District identity, add beauty to the environment, link District destinations, increase business and encourage private investment. Primary emphasis should be placed on creating a pleasant and visually cohesive experience along Church Road. Another important asset for Elkins Park West is the Tookany Creek, adjoining woodlands, and park system. One of the goals for this area is to link

together commercial, residential and recreational destinations with a sidewalk and trail system (see illustration below.) This trail could feature a series of pavilions at significant commercial and recreational cross-roads to encourage walking throughout the District.

- Create a series of signs, piers and graphics to celebrate important gateways and places and reinforce identity within the District
- To reinforce these District themes, streetscape enhancements such as new ornamental

street lights, traffic light poles, street furnishings such as benches and trash receptacles, District gateway piers and signs, parking signs and landscape enhancements should be constructed which will create a more appealing and identifiable District.

- New streetscape improvements shall be designed for the separate theme areas of the district. For the Wall House and Yorktown area, brick sidewalks, colonial lamps and London Plane trees are appropriate. For the remainder of the dis-

tract, the sidewalks could be a mixture of brick and concrete, streetlights that match an Art Deco theme, and a continuation of the London Plane trees.

- Introduce street lights, identity signs and gateway entrance signs to define the District and safe pedestrian and bike paths to link the District. Note— these enhancements should vary according to the area of the District. For example, the area of the Wall House and Yorktown Inn should have colonial

lamps and details, the area along Old York Road should be in keeping with the Arts and Craft Theme.

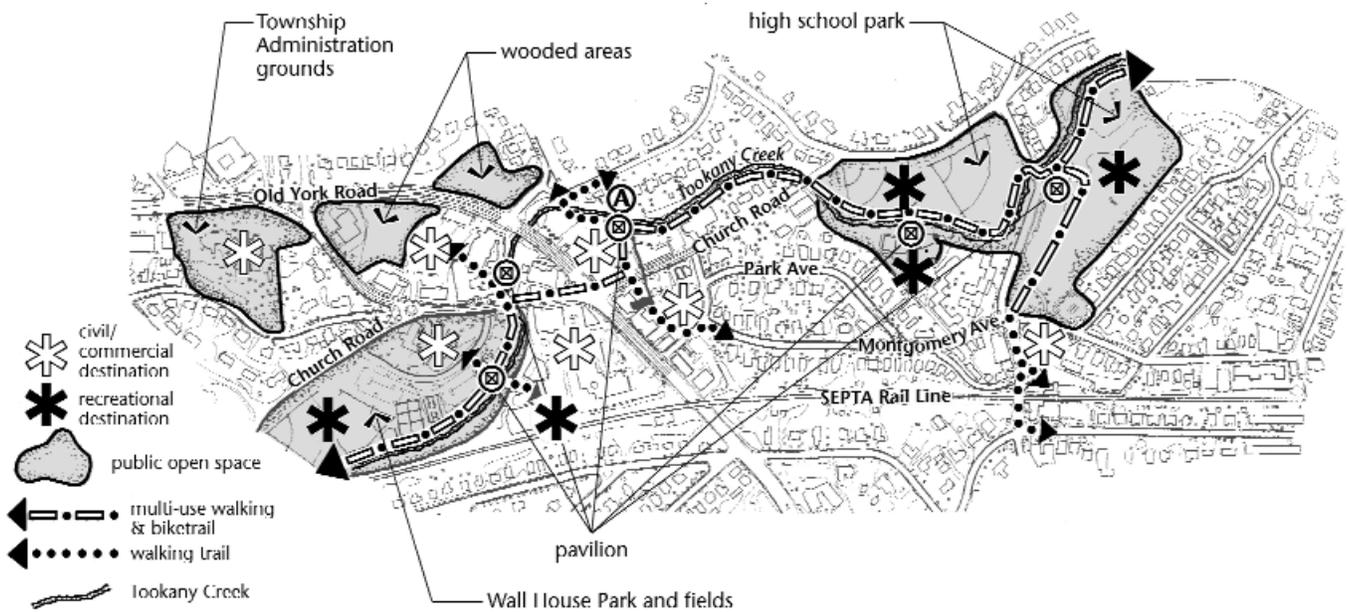
**Trail Linking District and Township Together**

- Opportunity to link natural and historic features within a pedestrian friendly commercial district.
- The Tookany Creek Recreational Trails are proposed to link all commercial, cultural, historical, natural and recre-

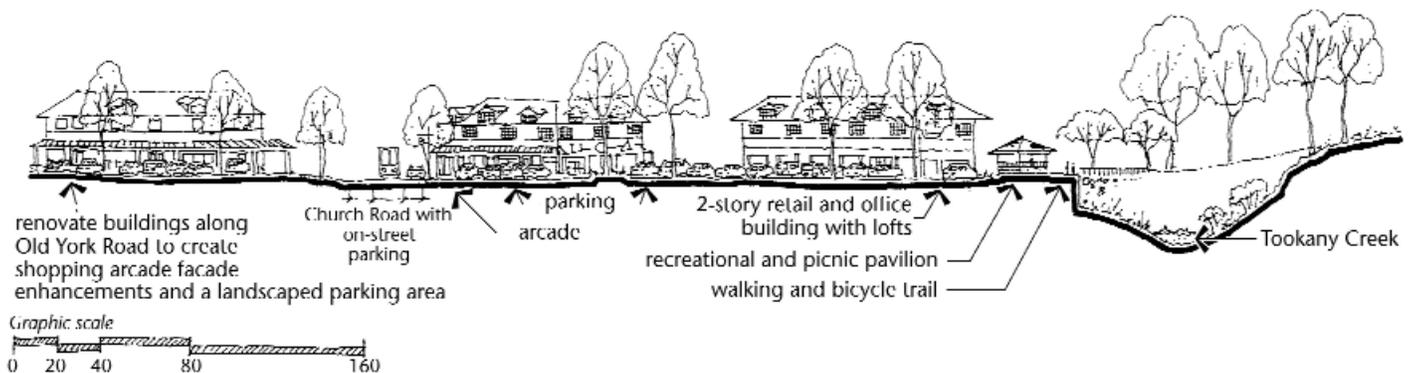
ational destinations in Elkins Park West. At key points along these trail, create a series of pavilions to offer places to rest, picnic and enjoy the beautiful surroundings. These trails would expand in the Township’s already impressive natural resources.

**District and Township Gateways**

One of this District’s most important assets is its high visibility to motorists traveling on Church



*Proposed Tookany Creek Recreational Trails*



*Cross section view of Tookany Creek Recreational Trails*

Road and Old York Road (Route 611). To effectively transform public perceptions of this District a combination of District signs, District piers, banners, street trees and street lights could be placed at the entrances and center of this District. The SEPTA overpass, the Township Administration Site, New Circle at Wall House Park, and the York and Church Roads intersection can all become featured gateways.

### Streetlights

The streetscape plan includes three types of ornamental streetlights, all based on the Arts and Crafts style. Along streets a single-lantern pole-mounted streetlight will highlight building facades and sidewalks. Within landscape medians a double lantern pole-mounted streetlight is recommended to become a focal point for the District design theme and to complement other traffic calming measures. At commercial buildings a wall-mounted lantern in the Arts and Crafts style is recommended. The proposed streetlights are featured in the Streetscape Design Elements Binder available from the Township.

### Landscaping

The plan recommends the planting of additional street trees throughout residential and commercial streets. In most cases the street trees planted in the early 20th century have died and it is now time to reinvest in this essential part of what makes this Township extraordinary.

To create an attractive, well-shaded environment, the streetscape plan recommends street trees, and flow-

ering shrubs, landscaped medians, landscaped low maintenance ground cover throughout the District. Due to the high traffic speeds, additional street trees to match those already planted are recommended as part of the traffic calming enhancements.

To create a complete experience of place in Elkins Park West, the commercial destinations and connected network of streets, paths, parks and nature areas should be thoughtfully interpreted as highlighted above.

One of the unique landscapes that should be preserved and enhanced is the Township municipal complex on the former Breyer Estate. Any development located within the boundaries of the complex should clearly identify, enhance, and/or improve prominent existing architectural and landscape features of that property, including the Azalea Garden, Rose Garden, and Waterfall.

### Architectural Revitalization District Theme

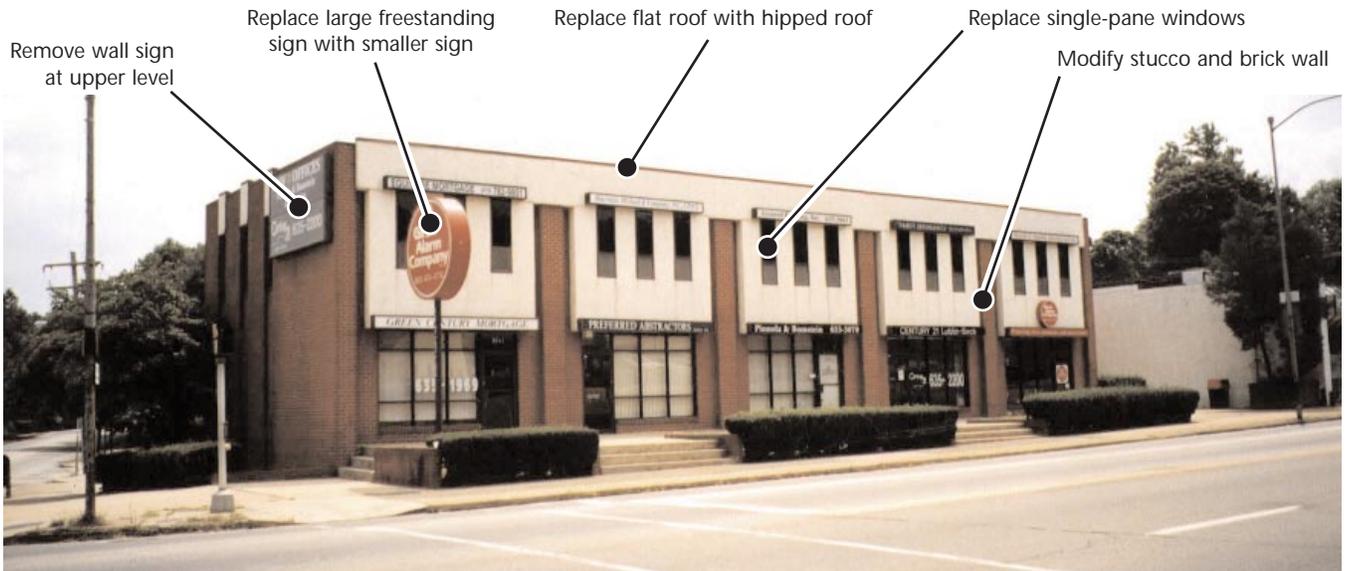
The history of the Elkins Park West study area holds many clues for developing a unifying architectural theme for the District. This area features Cheltenham's colonial heritage with one of the oldest structures in the Township, the Wall house dating back to 1682. In the 19th century this vicinity became a particularly wealthy suburb with many grand mansions home to families such as Widener, Elkins, Wanamaker, Curtis and Breyer. During the mid 20th century the Beth Sholom Synagogue with its striking design by Frank Lloyd Wright, became one of the

most distinguished architectural landmarks in the Township. Wright is renowned for his designs inspired by the natural features of the land, such as the remarkable streams, wooded areas and rock outcroppings of this area. Thus the District's significant architectural structures have drawn from a number of architectural stylistic traditions.

Elkins Park West should highlight its colonial history along Church Road north of Tookany Creek. To the south and east of the Tookany creek and along Old York road, feature an Arts and Crafts era theme that will draw from the high quality craftsmanship of the 19th century mansions, Wright's synagogue architecture and the natural features of the area. Elkins Park West should strengthen its commercial core by highlighting several architectural styles through the restoration/ rehabilitation of significant structures, the reconstruction of existing undistinguished intrusive structures and the infill of vacant lots to the street line with new construction that is compatible with the District theme Architectural Character described herein.

### Architectural Design Guidelines

A great deal of the commercial building development in Elkins Park West is not in conformance with the architectural character of the proposed District theme. Currently the District suffers from a lack of memorable physical image. The adoption and implementation of appropriate Architectural Design Guidelines that reflect the District Theme is essential for the successful enhancement of the overall townscape of Elkins Park West.



Above: View at southeast corner of Old York Road

Below: Facade enhancement ideas using architectural design guidelines of this report

Appropriate building facade and signage improvements reflecting the District Theme will create a memorable physical image to both residents and non-residents. Key to the creation of this image is the improvement of as many building facades as possible to at least a basic level, rather than “over-improving” only a handful of buildings.

Storefront design and rehabilitation decisions in Elkins Park West must be made for each building individually and should include an assessment that includes the building’s architectural or historical significance and how it relates to the District Theme. For building owners, tenants, architects, contractors or other parties interested in the renovation or the construction of new commercial buildings and

building facades, the following general guidelines have been developed. Buildings or features that are historically or architecturally significant are referred to as “significant” or “contributing.” Buildings or features that are historically or architecturally insignificant are referred to as “other buildings.” Further Detailed Architectural Design Guidelines, are incorporated in Appendix I.

## District Theme Architectural Character

### Arts & Crafts Theme

Architectural design is to be in conformance with a District design theme that generally refers to Arts and Crafts architecture throughout the District (except as noted below)

- Building massing:* 2 to 3 story; generally locate new construction at street line to define streets
- Exterior walls:* Brick, stucco, horizontal wood siding, wood shingles
- Windows/entrances:* Multi-paned windows & doors
- Roofs:* Slate, tile or appearance of; pitched; hipped and gabled; large overhangs
- Special features:* Dormers, chimneys; wood post and beam type construction; details featuring quality craftsmanship and handcrafted metalwork

### Colonial Theme

In the vicinity of the Wall House, architectural design is to be in conformance with a District design theme that generally refers to colonial architecture

- Building massing:* 2 to 3 story
- Exterior walls:* Stone, brick, stucco, horizontal wood siding
- Windows/entrances:* Multi-paned windows & doors
- Roofs:* Wood shakes/shingles, slate or appearance of; gabled
- Special features:* Dormers, chimneys, shutters, and forged metalwork

### General Architectural Design Guidelines

#### **Historic or Architecturally Significant Buildings**

- Description:* Significant or contributing buildings worthy of preservation, restoration and rehabilitation
- Examples:* *Historic Building:* Wall House
- Architecturally significant:* Building at northeast corner of Old York Road and Stahr Road

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements do not have to be consistent with the District Theme Architectural Character
- Follow the Secretary of the Interior's "Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings"
- Follow Township Board of Historical and Architectural Review (BHAR) guidelines
- Historic or architecturally significant features should not be modified to conform with the District Theme Architectural Character
- Preserve original features; buildings with strong architectural character should be respected
- Repair deteriorated features and replace missing features based on careful research and documentation
- Restoration/rehabilitation is preferable to demolition and recreation of a historically correct reproduction
- Alterations/additions should not radically change, obscure or destroy character-defining spaces, materials, features or finishes; additions, if absolutely necessary, should be designed to be clearly differentiated from the historic building

### Other Buildings

**Description:** Non-contributing buildings that are intrusive and not worthy of preservation or restoration; significant rehabilitation or reconstruction is recommended

**Example:** Office building at corner of Old York and Church Roads

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements should be consistent with the District Theme Architectural Character
- For economy, reuse existing features, if non-intrusive, such as wall materials, windows and door openings, roofs and special features whenever possible
- Remove non-conforming facade components such as storefront windows, doors, wall materials, roofs and signage
- Preserve any significant features that might exist
- Provide new facade components such as storefront windows, doors, wall materials, roofs and signage
- Facade changes should be consistent with all visible portions of the building

### New Construction

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Building massing and design should be consistent with the District Theme Architectural Character, referring to the more distinctive architectural styles in the District

## IMPLEMENTATION

- Prepare a coordinated development plan to relocate the Public Services Facility and sell development rights to have a retail/office destination built.
- Reconfigure and renovate existing facades of buildings east of Old York Road to create retail properties that face in towards the parking courtyard and out towards major streets.
- Widen roads and structures to create adequate space for on-street parking along the east side of York Road between Church Road and Stahr Road.

### Policy Issues

#### Economic Development

Elkins Park West offers the opportunity to develop a strong, upscale town center at Elkins Park, building on the municipal office complex and the professional office and upscale retail businesses already there. Transforming this area from a series of individual shopping centers and office buildings into a central place for the Township will be accomplished incrementally through three types of activity:

- strengthening Church Road as the pedestrian-oriented retail spine of the District
- expanding retail, and perhaps office, activity here to create greater commercial mass

- introducing public spaces that define a center, highlight the architectural and historic resources that are already located in this District, and create a readily recognizable location for traffic at the more brisk pace of Old York Road. Ideally, these public spaces will serve as amenities to enhance current and future commercial development in the area.

Initial activities can focus on encouraging pedestrian movement along and across Church Road west of Old York Road. New retail facilities carefully placed along the edge of Church Road can both add new goods and services to the area as well as encourage store-to-store pedestrian shopping between the current independent centers and

stores. Near-corner retailing and corner streetscape improvements can support pedestrian shopping activity crossing Church Road. These effective connections will support pedestrian movement between the shopping centers and office concentrations and interrelate with the public spaces.

This pedestrian shopping environment can eventually be continued along Church Road east across Old York Road if new shopping facilities are constructed at the current municipal yards property. Implementing this approach will likely take several years since the Township will first need to identify an appropriate substitute location for the functions currently located there. Therefore, it is important that the Township begin this relocation process early in the implementation period so that development of commercial facilities east of Old York Road is not further delayed.

## Zoning

The overlay zoning districts recommended are designed to respond to the desired scale and purpose for commercial, office and residential uses in each area. Overlay zoning creates optional higher standards matched with commercial incentives to create more successful land use patterns. To create a successful mixed use shopping, office and residential district, the plan encourages the use of traditional neighborhood design (TND) principles in land currently zoned *C3* and *C4*. In addition the *R5* zoning at the intersection of Stahr Road and Church Road should become a part of the *Elkins Park West Commercial Overlay District*. This district is designed to create a regional shopping center integrated with mixed use multiple story buildings to create a vibrant Town Center. This would allow a larger scale mixed-use building yet encourage buildings to front on the street.

East of the Wall House Drive along the Tookany Creek, the *Village Shops Overlay District* should be created to include land that is currently zoned *R1*. This would serve to create a village scaled environment with smaller office or retail uses in two story buildings.

The purpose of these overlay zoning changes would be to:

- Encourage retail uses only at the ground floor to face streets, sidewalks, and available on-street parking
- Encourage continuous retail storefronts on both sides of streets
- Encourage mixed-use buildings of at least two stories
- Encourage upper floors as office or residential uses
- Encourage shared parking behind buildings
- Encourage and allow adjacent landowners to link parking areas

## Parking

- Encourage shared parking behind buildings
- Encourage and allow adjacent landowners to link parking areas

## Cheltenham Township Commercial District Enhancement Plan ELKINS PARK WEST

### Recommended Implementation Plan

Public Sector Activities	Year to Initiate	
	Detailed Design	Implementation
<b>Item Action</b>		
1 Acquire County, PennDOT, and SEPTA support		Twp-wide initiative in Yr 1
2 Recruit businesses to fulfill each District vision		Ongoing
3 Create a Township-wide non-profit Economic Development Corp.		Twp-wide initiative in Yr 1
4 Draft and change zoning ordinances		Twp-wide initiative in Yr 1
5 Draft and change parking ordinances		Twp-wide initiative in Yr 1
6 Draft and change sign ordinances		Twp-wide initiative in Yr 1
7 Create and approve Facade Enhancement Guidelines		Twp-wide initiative in Yr 1
8 Implement Facade Enhancement Grant Program		Twp-wide initiative in Yr 2
9 Design and implement Gateway and Sign Program	1	Ongoing
10 Study feasibility of CDEP Traffic Recommendations	1	2
11 <i>Phase I:</i> improvements along Church Road west of Old York	2	3
12 <i>Phase II:</i> improvements along York Road and along Church Road east of Old York	2	5
13 Enhance parking area at Church & Stahr	4	5
14 Township Administration Campus	5	6
15 Tookany Creek trails and pavilions	2	Ongoing
<b>Private Sector Activities</b>	<b>Detailed Design</b>	<b>Implementation</b>
16 <i>Phase I:</i> Elkins Park Square improvements	2	3
17 <i>Phase I:</i> Yorktown Inn improvements	2	3
18 <i>Phase I:</i> Wall House Village	2	3
19 <i>Phase II:</i> new retail buildings at Township Public Services Site	2	5
20 Potential commercial building construction		
21 Facade enhancement of commercial buildings	Ongoing	Ongoing

## Implementation Strategy

### Implementation Plan

Elkins Park West should be implemented in two phases:

*Phase I:* Areas west of Old York Road will require less planning and land purchases and therefore should be implemented in the near term. These improvements include improvements to the Wall House Area, Yorktown Inn and Elkins Park Square Shopping Center and streetscape improvements along Church Road west of Old York Road.

*Phase II:* Improvements in areas east of Old York Road (including Old York Road) are more extensive and require land purchases major roadway improvements to Old York Road, and the sale and relocation of the Township Public Services Facility and District Court. These projects should begin planning in the near term; however, major work will require years of planning, design and construction.

### Phasing Strategy

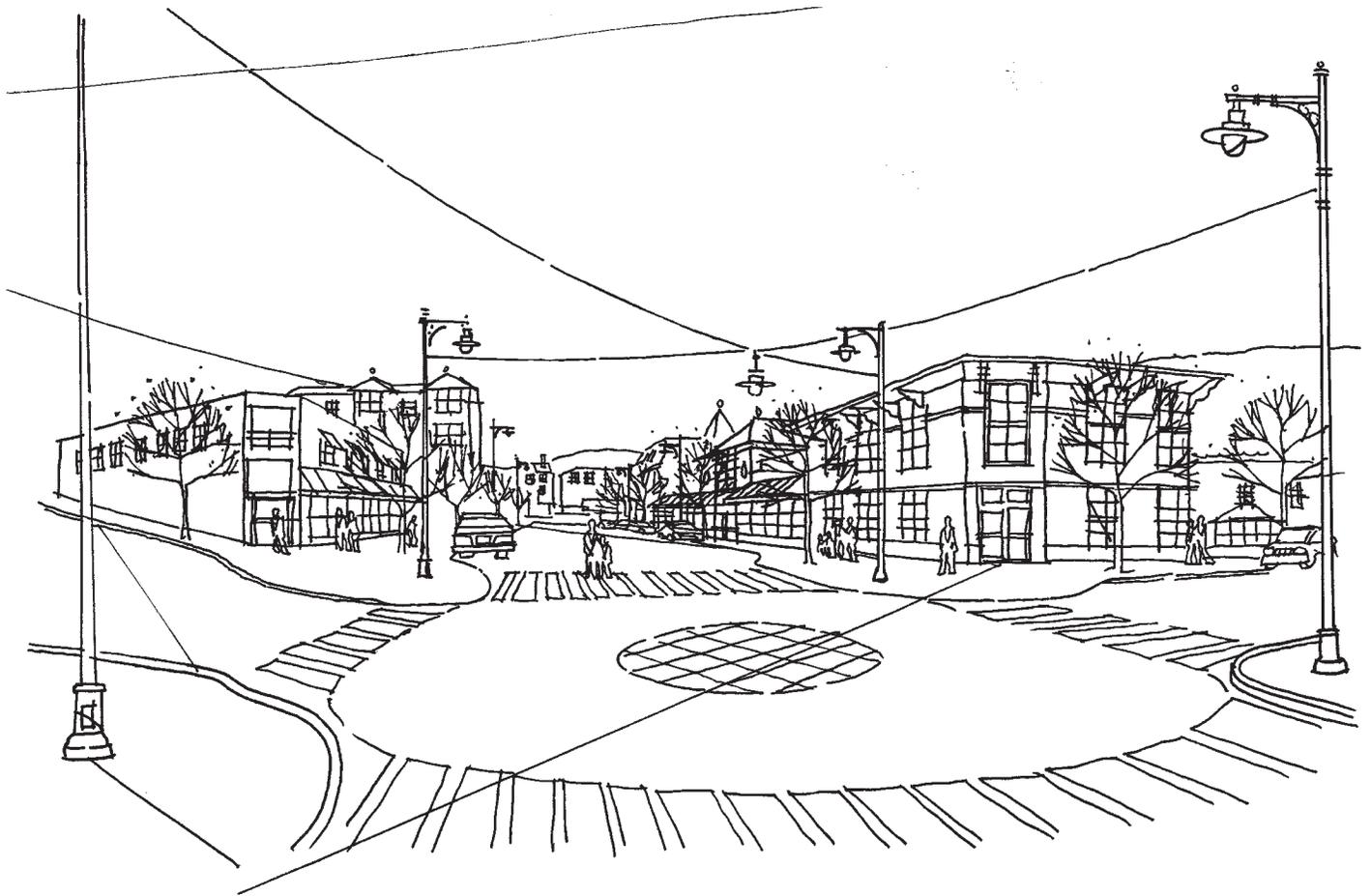
The phasing strategy is designed to accomplish two primary goals: 1) Identify easily achievable projects that will have a high and visible impact in the near term and 2) identify the important phases of the more ambitious projects that will require multiple years to implement. The project years shown in the phasing plans are to begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-tasked project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

### Implementation Partners

In order to coordinate the implementation of activities recommended for Elkins Park West, the plan encourages the participation of the following partners:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

## District 3: ELKINS PARK EAST



*Proposed Vision for Elkins Park at High School Road and Montgomery Avenue*

## THE ISSUES

The Vision for Commercial District Enhancement in Elkins Park East is defined by the challenges outlined below. The resulting Vision Plan for Elkins Park East incorporates economic development, transportation, architectural and streetscape enhancements to effectively respond to the needs of The Elkins Park East District.

### Study Area

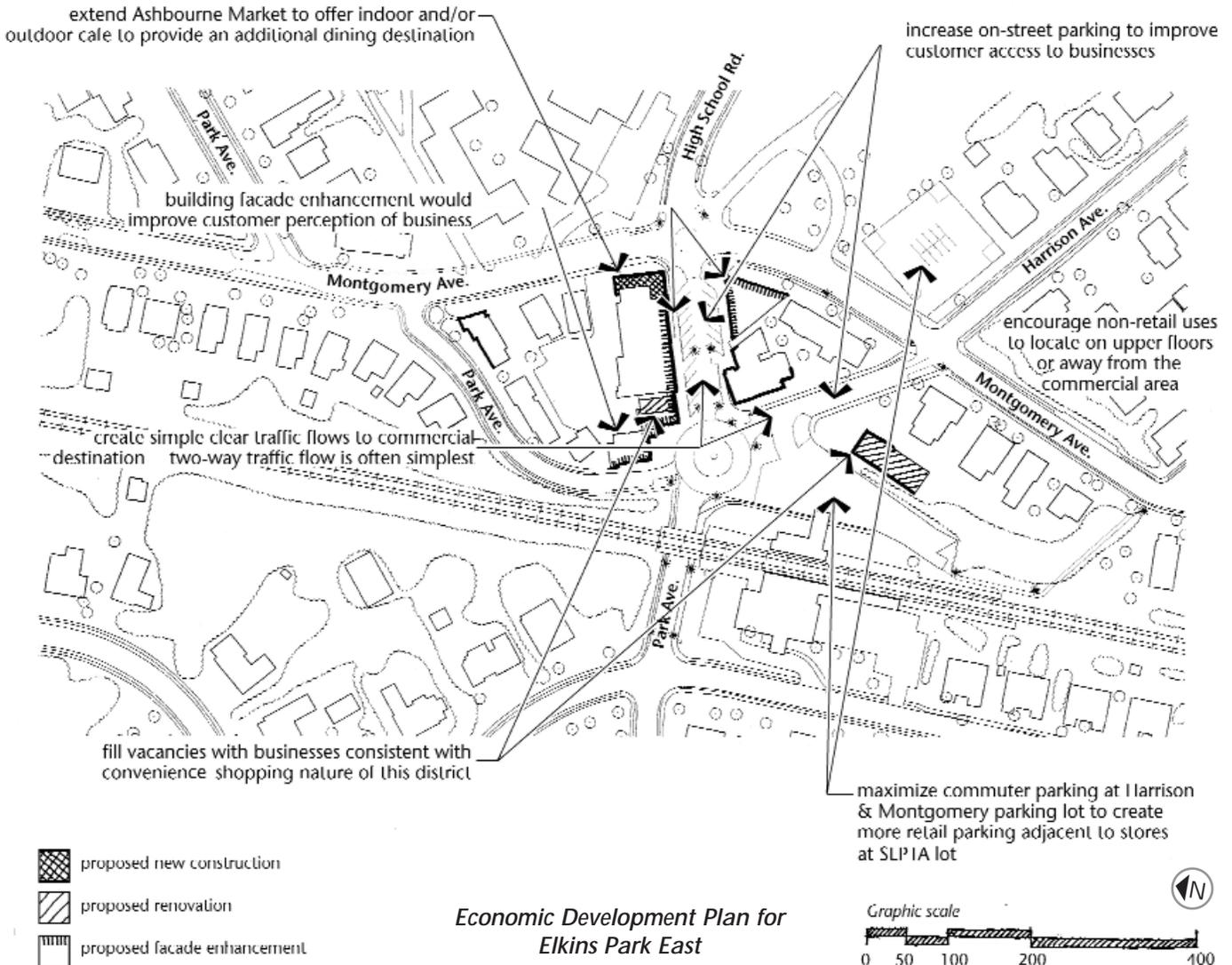
The Elkins Park District is comprised of two distinct areas of com-

mercial activity located 2000' apart from each other, Elkins Park East and Elkins Park West. Each has unique historical factors that have defined the land use patterns within each area. It is fortunate to have a wealth of desirable residential neighborhoods, major regional rail station, beautiful parks and recreation areas and village retail area destinations, as well as area parks—Wall Park, Ogontz Park, and High School Park.

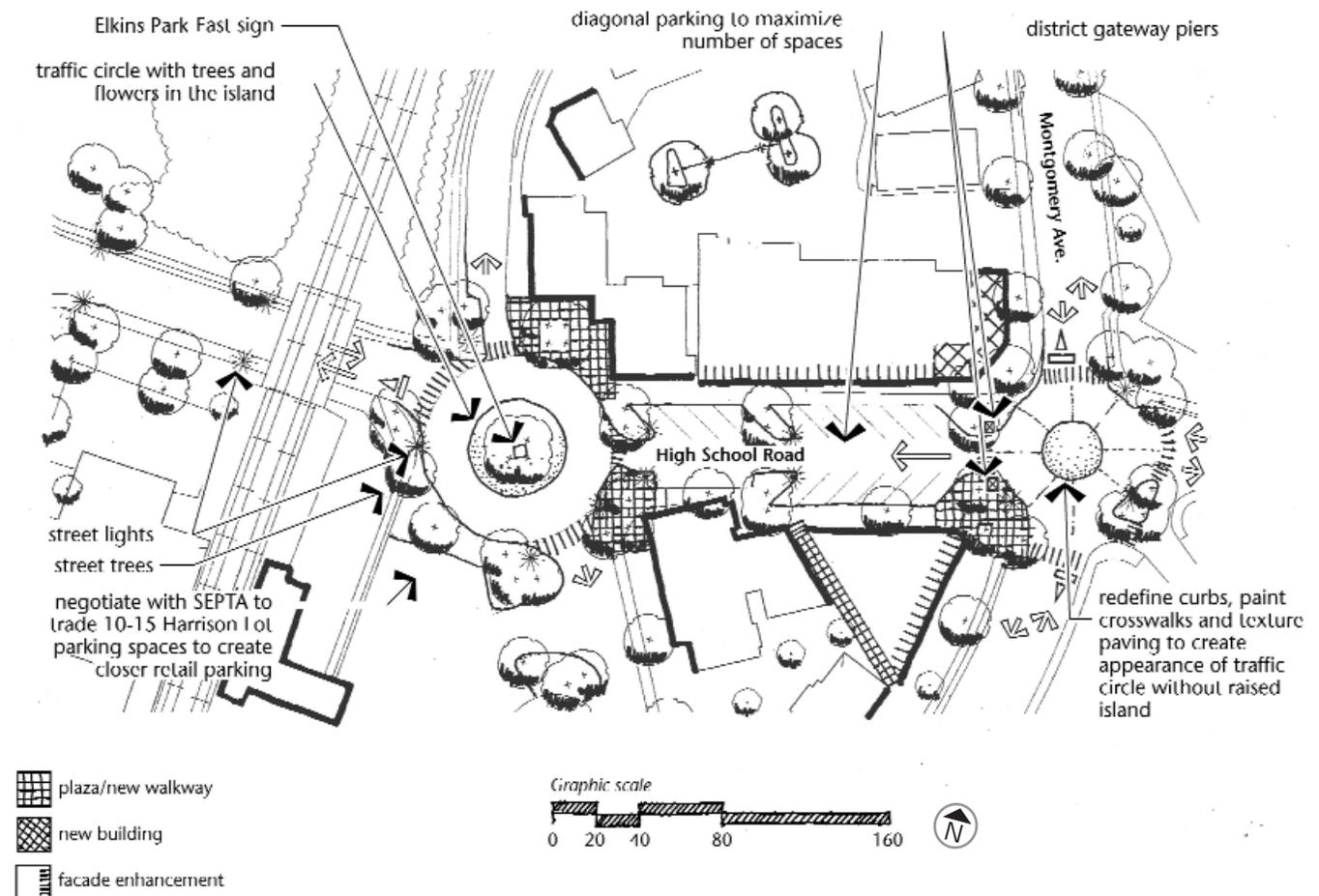
### The Defining Issues for Elkins Park East

The core issues identified by the consultant team and public are:

- Maximizing parking for shoppers and commuters
- Strengthening streetscape experience to support the economic viability of the neighborhood retail area
- Improving the road network to slow traffic and increase pedestrian safety and linkages



## THE VISION



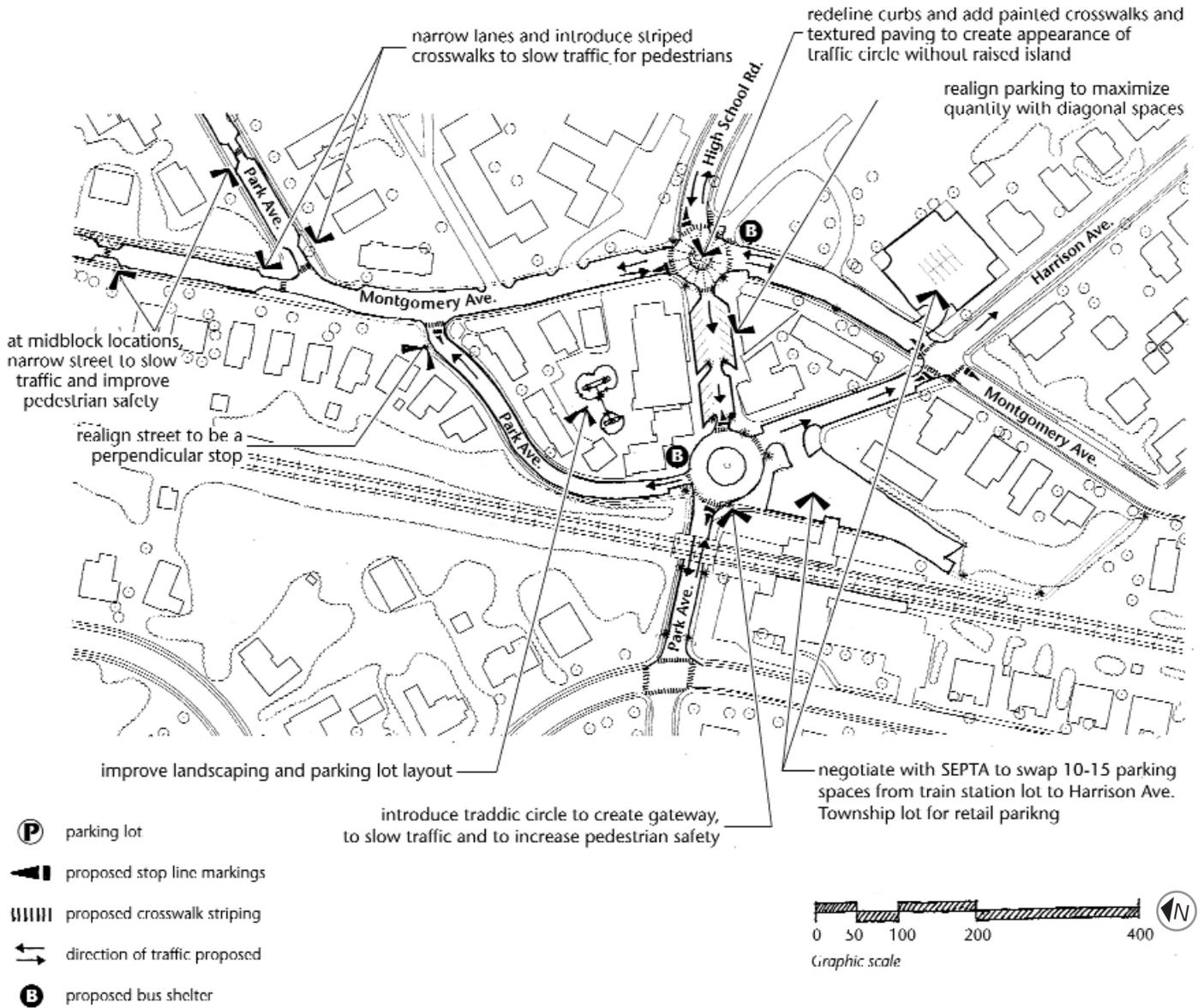
Enhancement ideas along High School Road

The Vision Plan for Elkins Park East builds on its existing strengths as a center of recreation areas, a transit destination, neighborhood center and neighborhood retail destination. The plan promotes a vision that improves the commercial district by integrating economic development, transportation, streetscape and architectural strategies. These recommendations are a starting point, not the final plan for commercial district enhancement.

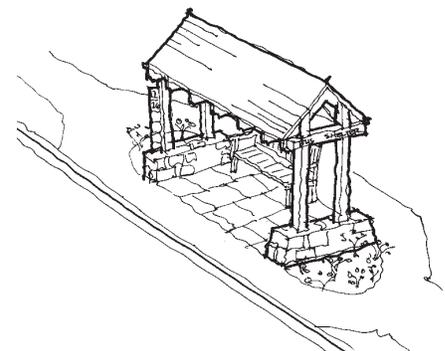
### Economic Development Opportunities

To achieve the potential of a small, friendly community retail and service district the District must tackle four issues.

- Within the downtown retail area encourage or require all ground floor uses facing major streets to become retail and upper floors to become office or residential uses.
- Opportunity to enhance neighborhood-oriented commercial uses such as the Ashbourne Market, pharmacy, coffee shop and other retail shops.
- Traffic-flow patterns need to become more flexible and pedestrian-friendly. This area could benefit from selected additions to its retail mix such as a hardware store located on Montgomery Avenue or High School Road, and a café near the Ashbourne Market.
- The area might also benefit from personal services other than beauty salons, such as a florist, health/vitamin store, shoe repair, photo-processing store or variety stores such as ice cream, a newsstand, cigar store or water ice.



Transportation Plan for Elkins Park East



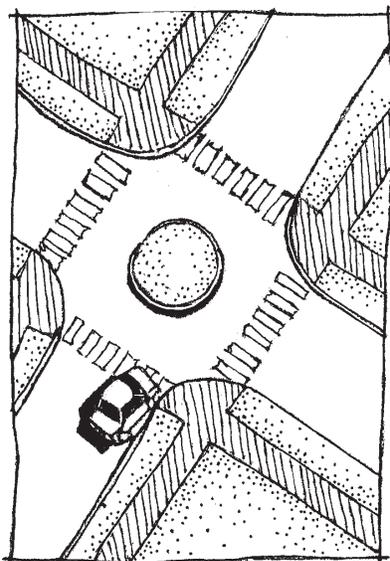
Proposed bus shelter

## Transportation Initiatives

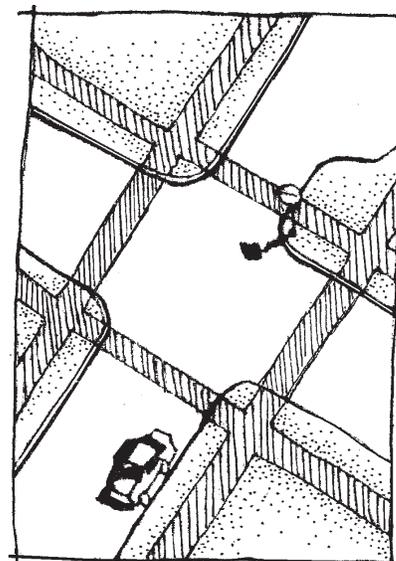
Elkins Park East consists primarily of residential-scaled streets and a small-scale neighborhood commercial center. In this case traffic control devices are intended to significantly slow traffic down and to promote a sense of safety. Traffic speeds should be very slow, since the residential nature of the area is likely have pedestrians, especially children moving and playing in close proximity to moving vehicles. To achieve this goal, a concept called “traffic calming” is recommended to slow driving speeds while improving driver awareness of their surroundings and maintaining traffic volume.

### Improve Traffic Circulation and Reduce Speeds

- Enhance turning movements at Church and High School Roads. This intersection may warrant improving turning movements along Church Road and should be studied as part of an intersection traffic engineering study of High School Road, between Harrison and Montgomery Avenues. Two traffic patterns were investigated: one way traffic northeast with diagonal on-street parking and two-way traffic with parallel parking. The former offered greater parking capacity, while the latter offered easy traffic flow. After careful consideration, we recommend the one-way traffic with diagonal parking to best support the businesses and obtain maximum parking. In both scenarios, the excessive lane widths should



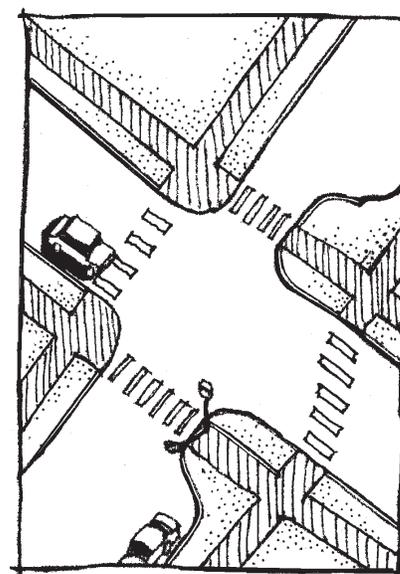
*Traffic calming technique: traffic circle with painted crosswalks*



*Traffic calming technique: curb bumpouts with painted crosswalks*

be reduced to 10-11 feet preventing all double parking. To successfully address various concerns about truck deliveries and lane widths, we recommend a temporary test using paint and cones to demonstrate a viable scheme. The previously mentioned scheme and additional schemes will require a detailed traffic study prior to implementation. In any case, a more detailed traffic study is warranted.

- Clarify one-way street circulation along Montgomery and Park Avenues. Conflicts occur at the northernmost intersection of these two streets, where traffic becomes two-way. This is especially true for motorists who travel east on Montgomery Avenue. At this location, a curb bumpout should be installed on both sides of Montgomery Avenue, on the west side of the intersection. This would narrow the cartway to one lane as vehicles travel eastbound. It would also



*Traffic calming technique: curb bumpouts with textured crosswalks*

warn motorists traveling west-bound that it is the beginning of a one-way traffic pattern. Prominent striping should be applied to the roadway that clarifies the introduction of two-way traffic. Additional traffic calming along both avenues would be improved by adding curb bumpouts at each intersection with Stahr Road, at mid-point of these residential blocks and where the two avenues meet.

- The southernmost intersection of Park Avenue and Montgomery Road should be reconstructed to create a 90-degree intersection. This would reduce confusion created by the one-way circulation pattern.
- Improve traffic circulation at the intersection of Montgomery Avenue and High School Road. This could be accomplished by reducing lane widths, adding prominent striping and a textured surface for traffic calming.
- Improve traffic circulation along High School Road and the train station parking lot. This could be accomplished through the construction of a small traffic circle.

#### **Parking Lot Improvement**

- In this compact village, the limited on and off street parking should be managed effectively to support the needs of existing businesses and SEPTA patrons. If SEPTA and the Township can create a cooperative agreement to relocate a portion of long term SEPTA parking to the Township-owned Harrison/Montgomery Avenue parking lot, then a

portion of the current SEPTA parking lot would enhance the availability of short term parking for retail uses throughout the District.

- Improve the parking lot at the Elkins Park train station. The configuration of the parking lot does not allow for a clear designation between the cartway of High School Road and the parking area. Through the reconstruction of the roadway, a sidewalk and buffer could be added without reducing available parking spaces.
- Improve off-street parking in the lot behind Ashbourne Market. This existing lot lacks defined parking spaces and doesn't allow for efficient unloading for the market. Explore opportunities to create shared parking partnerships with other nearby businesses.

#### **Improve Pedestrian Mobility**

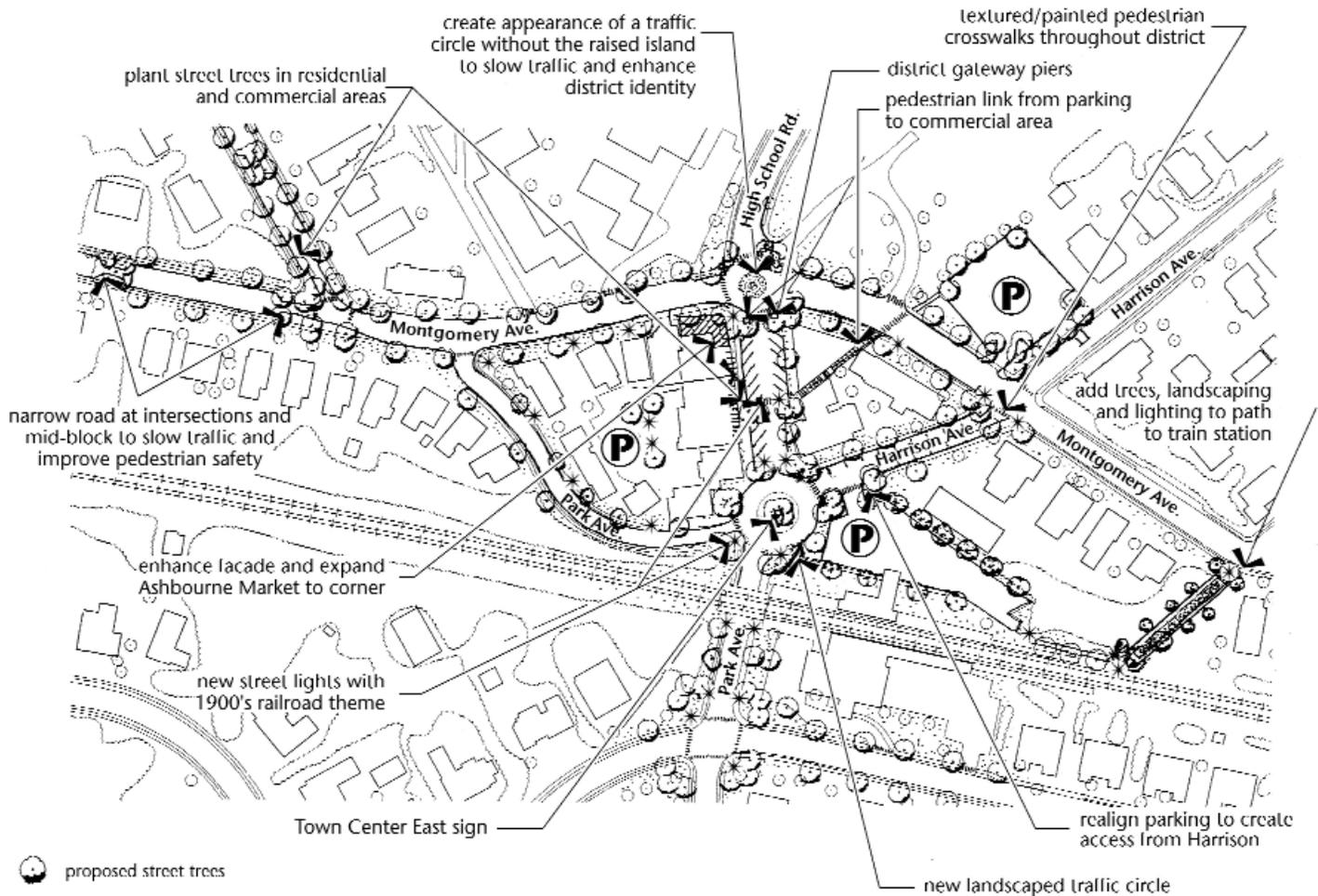
- Improved pedestrian mobility will reduce parking demand, increase safety and link neighborhoods, commercial and recreational destinations.
- Create a pedestrian walkway between the village center and the Montgomery Avenue and Harrison parking area.
- Pedestrian crosswalks along Montgomery Avenue and High School Road should be constructed to clearly delineate pedestrian areas. This would be accomplished through the use of texture paving materials and reflective devices. In addition intersection curb bumpouts should be employed in the areas with on-street parking to shorten the distance that pedestrians would

need to be in the travel lane and also aid in slowing traffic. All crosswalks should be upgraded to meet ADA requirements.

- Neighborhood streets in Elkins Park should have enhanced pedestrian crosswalks. These crosswalks would include prominent striping and reflective devices. Curb bump-outs could also be employed to define on-street parking areas and promote traffic calming efforts. Recommended intersections include those along Montgomery and Park Avenues and along High School Road.

#### **Enhancements to Welcome Pedestrians, Bicyclists and Shoppers**

- Along Montgomery, Harrison, and Park Avenues and High School Road, introduce a series of traffic calming techniques to slow traffic and increase awareness of the pedestrian retail district. Introduce aggressive crosswalk striping, landscape medians, and on-street parking near retail.
- Create shared parking lots and signage to maximize the flexibility of this resource
- Create a bicycle route along the Tookany Creek and along Montgomery Avenue and through some of the less congested streets to link to local and Township destinations.
- Introduce a traffic roundabout and pavilion at Elkins Park Train Station to slow traffic and create a gateway entrance.



-  proposed street trees
-  proposed street lights



Streetscape Plan for Elkins Park

### Streetscape Enhancements

An effective program of Streetscape Enhancements will enhance property values, District identity and the economic viability of Elkins Park East. The following streetscape elements are recommended to achieve these goals:

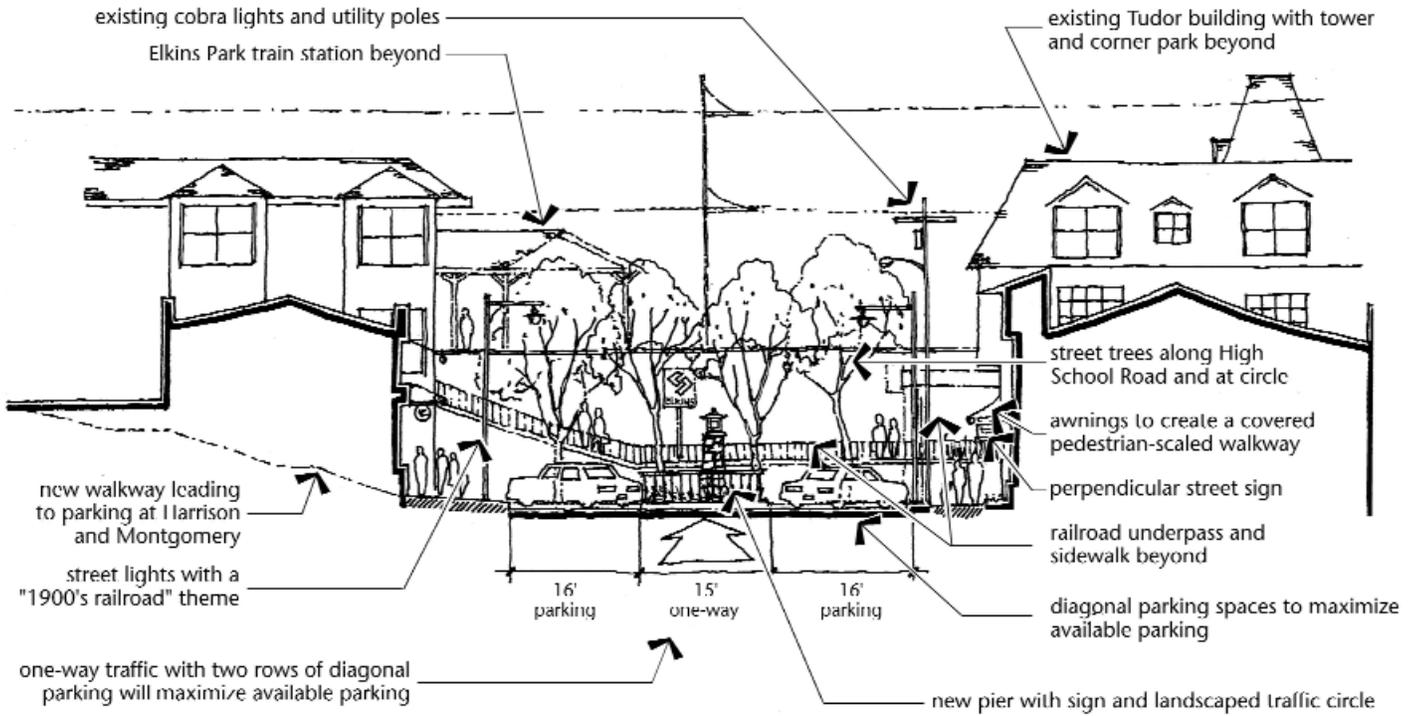
### District Gateways

To reinforce the sense of place and identity recommended in this plan create a series of signs, piers, graphics and landscaped traffic circles to celebrate important gateways within the District.

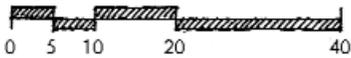
- Create a traffic roundabout and pavilion at Elkins Park Train Station to slow traffic and create a gateway entrance.
- At the intersection of Montgomery Avenue and High School Road establish a more defined intersection and gateway entrance.

### Street Lighting

This Village commercial area would benefit from 1900's era light fixtures that reinforce the proposed 1900's Village theme. These lights feature tall ornamental poles with projecting scrolled arms and hanging lanterns with a wide canopy. At buildings, private business owners may want to purchase a wall mounted light featuring the same details to highlight their building facade and store windows at night.



Graphic scale



Cross section at High School Road facing Elkins Park Station

### Landscaping and Trees

The landscape plan for Elkins Park East includes a program of honey locust street tree planting, landscape buffers along parking areas, flowering shrubs and trees at traffic circles and corner parks, and improved landscape maintenance along existing public trails and sidewalks. Throughout residential and commercial streets the street trees planted in the early 20th century have died. It is now time to reinvest in new street trees. A program for street tree selection and planting is recommended to match the existing maples and oaks.

Along the SEPTA parking lot, Harrison Municipal lot and the Ashbourne Market lots, low

fences, hedges and street trees are recommended to visually buffer the view of cars from the street. Parking lots should have landscaped tree islands every 12 spaces to enhance their attractiveness.

At the proposed traffic circle and two corner parks the plan calls for flower beds, ornamental flowering shrubs and trees to enhance the quality of the District's most public spaces.

Pedestrian walkways and landscape features along train tracks that connect the Elkins Park Train Station to Gerard Avenue should be upgraded.

### Other Unifying Elements

In addition to the streetscape elements listed above, the plan envisions a multi-use trail to link this District with its surroundings, and a range of streetscape furnishings such as benches, banners and trash receptacles to strengthen the District theme and sense of place. The plan recommends creating a multi-use trail to link all commercial, cultural, historic, natural and recreational destinations in Elkins Park East. At key points along this trail create a pavilion to rest and enjoy the beautiful surroundings. This trail would expand the Township's already impressive public park system.

A Streetscape Element Design Binder has been provided to the Township to allow the Township and Main Street Design Committee to choose from a selection of streetscape elements. This Binder includes images and product information for benches, bollards, banners, signs, piers, streetlights, trash receptacles and planters.

## Architectural Revitalization

### District Theme

The Elkins Park East study area offers many examples for developing a unifying architectural theme for the District. This area features a very compact small-scaled and pedestrian-oriented commercial core adjacent to the very handsome Elkins Park regional rail station. Surrounding the Elkins Park train station there are a large inventory of substantial residential structures that reflect Cheltenham's significant 19th century architectural heritage. Building structures in the commercial core and surrounding area have drawn from a number of architectural stylistic traditions including Victorian, Tudor and Neoclassical.

The architectural theme recommended for Elkins Park East is a 1900's village theme featuring an eclectic mix of architectural styles related to its railroad station. Elkins Park East should strengthen its strong compact commercial core by highlighting a variety of architectural styles through the restoration/rehabilitation of significant structures, the reconstruction of existing undistinguished intrusive structures and the infill of vacant lots to the street line with new construction that is compatible with the District Theme Architectural Character described herein.

### Architectural Design Guidelines

A great deal of the commercial building development in Elkins Park East is not in conformance with the architectural character of the proposed District Theme. Currently the District suffers from a lack of continuity in its physical image. The adoption and implementation of appropriate Architectural Design Guidelines that reflect the District theme is essential for the successful enhancement of the overall townscape of Elkins Park East.

Appropriate building facade and signage improvements reflecting the District theme will create a memorable physical image to both residents and non-residents. Key to the creation of this image is the improvement and reconstruction of as many building facades as possible to at least a basic level, rather than "over-improving" only a handful of buildings.

Storefront design and rehabilitation decisions in Elkins Park East must be made for each building individually and should include an assessment of the building's architectural or historical significance and how it relates to the District theme. For building owners, tenants, architects, contractors or other parties interested in the renovation or the construction of new commercial buildings and building facades, the following general guidelines have been developed. Buildings or features that are historically or architecturally significant are referred to as "significant" or "contributing." Buildings or features that are historically or architecturally insignificant are referred to as "other buildings."

Further Detailed Architectural Design Guidelines are incorporated in Appendix I.

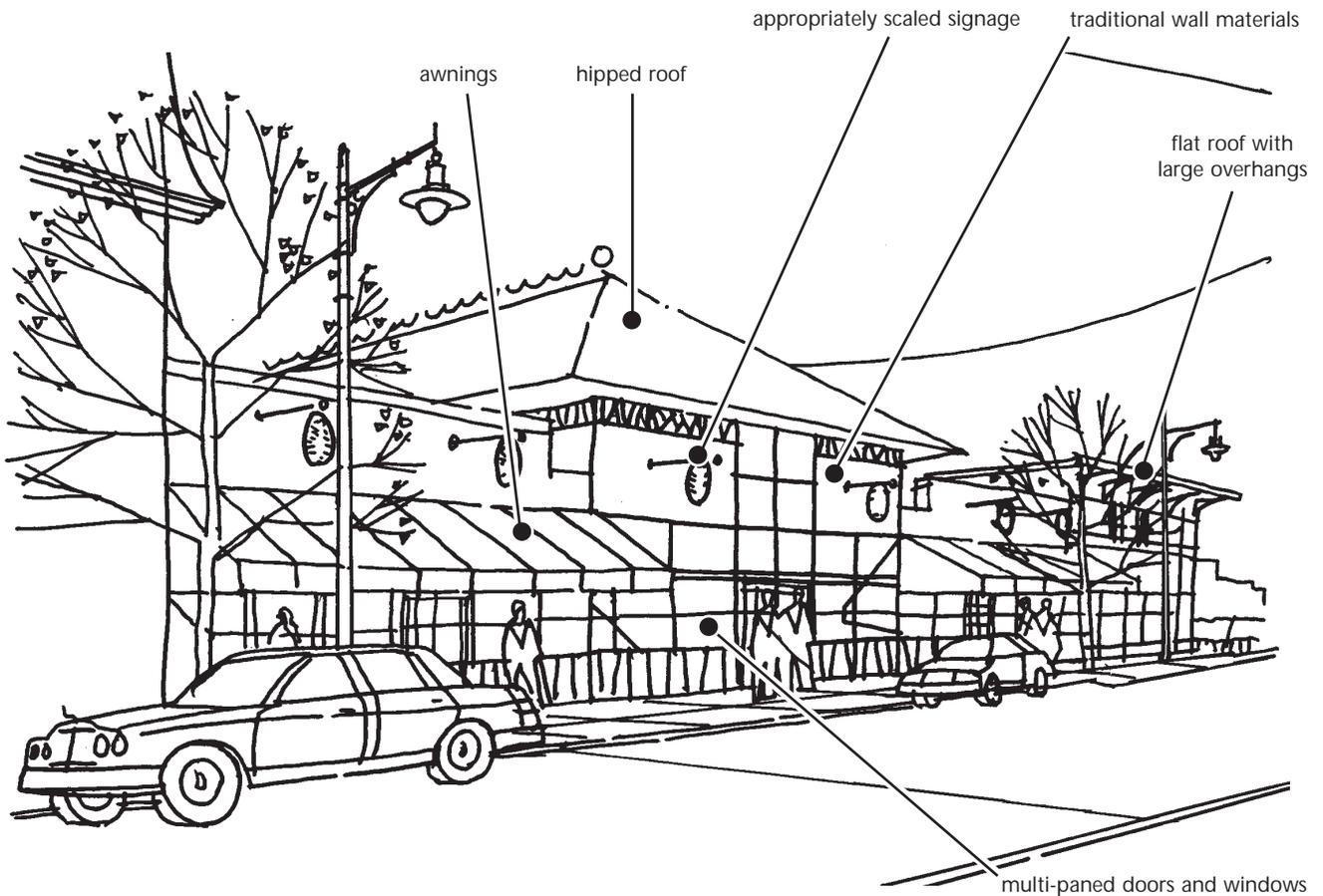
*Elkins Park East*

replace false mansard roof and intrusive roof coverings  
replace intrusive contemporary brick veneer

avoid temporary signs and banners  
replace intrusive awning



reduce apparent width of storefront  
by creating a vertical element



Above: *View of the Ashbourne Market*  
Below: *Facade enhancement ideas for the Ashbourne Market*

## District Theme Architectural Character

### 1900's Village Theme

Architectural design is to be in conformance with a 1900's village design theme that generally refers to the late 19th and early 20th century architecture inventory that exists in the District

<i>Building massing:</i>	2 to 4 story; locate new construction at street line to define streets
<i>Exterior walls:</i>	Brick, stucco, stone
<i>Windows/entrances:</i>	Multi-paned windows & doors
<i>Roofs:</i>	Slate, tile, or appearance of slate or tile; pitched, hipped, flat and gabled; large overhangs
<i>special features:</i>	Dormers, chimneys; towers; details featuring quality craftsmanship and hand-crafted metalwork

### General Architectural Design Guidelines

#### **Historic or Architecturally Significant Buildings**

*Description:* Significant or contributing buildings worthy of preservation, restoration and rehabilitation

*Examples:* *Architecturally Significant:* Tudor-styled half timbered building with brick tower featuring a pharmacy

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements do not have to be consistent with the District Theme Architectural Character
- Follow the Secretary of the Interior's "Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings"
- Follow Township Board of Historical and Architectural Review (BHAR) guidelines
- Historic or architecturally significant features should not be modified to conform with the District Theme Architectural Character
- Preserve original features; buildings with strong architectural character should be respected
- Repair deteriorated features and replace missing features based on careful research and documentation
- Restoration/rehabilitation is preferable to demolition and recreation of an historically correct reproduction
- Alterations/Additions should not radically change, obscure or destroy character-defining spaces, materials, features or finishes; additions, if absolutely necessary, should be designed to be clearly differentiated from the historic building

#### **Other Buildings**

*Description:* Non-contributing buildings that are intrusive and not worthy of preservation or restoration; significant rehabilitation or reconstruction is recommended

*Example:* Building occupied by the Ashbourne Market

- Follow *Detailed Architectural Design Guidelines* (See Appendix)
- Facade enhancements should be consistent with the District Theme Architectural Character
- For economy, reuse existing features, if non-intrusive, such as wall materials, windows and door openings, roofs and special features whenever possible

- Remove non-conforming facade components such as storefront windows, doors, wall materials, roofs and signage
- Preserve any significant features that might exist
- Provide new facade components such as storefront windows, doors, wall materials, roofs and signage
- Facade changes should be consistent with all visible portions of the building

#### New Construction

- Follow *Detailed Architectural Design Guidelines* (See Appendix)
- Building massing and design should be consistent with the District Theme Architectural Character, sympathetic to late 19th and early 20th century traditional village architectural styles in the District.

## IMPLEMENTATION

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### Policy Issues

#### Economic Development

Elkins Park East has the potential to be a small, friendly community retail and service district. The District's relationship to surrounding residential areas severely constricts any expansion. Therefore, to achieve its potential, the District must effectively utilize the current commercial space by tackling two issues: 1) utilizing its few vacancies, most notably on High School Road near the Ashbourne Market, with businesses that round out the array of available community goods and services; 2) making traffic-flow patterns more flexible and pedestrian-friendly.

The mix of area businesses could benefit from selected additions such as a café (ideally near the Ashbourne Market), a newsstand/candy/ice cream store, a hardware store, a florist, and an optical

store. The area might also benefit from personal services other than beauty salons, such as a shoe repair or photo processing store.

#### Zoning

Overlay zoning creates optional higher standards matched with commercial incentives to create more successful land use patterns. To create a successful mixed use shopping, office and residential districts we encourage the use of Traditional Neighborhood Design (TND) principles. Within Elkins Park East we recommend the use of a *Village Commercial Overlay District*.

This proposed overlay district would include all of the land now in the *R3* district in this vicinity. Given that all of the commercial lots within this district are fully built out, the emphasis of this district would be to:

- Discourage demolition of existing buildings
- Require new buildings to respect front yard building lines of neighboring buildings
- Require retail uses only at the ground floor to face streets, sidewalks, available on-street parking
- Encourage continuous retail storefronts on both sides of streets
- Encourage mixed-use buildings of two to four floors
- Encourage upper floors as office or residential uses

#### Parking

- Encourage shared parking behind buildings
- Encourage and allow adjacent landowners to link parking areas

## Cheltenham Township Commercial District Enhancement Plan ELKINS PARK EAST

### Recommended Implementation Plan

Public Sector Activities	Year to Initiate	
	Detailed Design	Implementation
<b>Item Action</b>		
1 Acquire County, PennDOT, and SEPTA support		Twp-wide initiative in Yr 1
2 Recruit businesses to fulfill each District vision		Ongoing
3 Create a Township-wide non-profit Economic Development Corp.		Twp-wide initiative in Yr 1
4 Draft and change zoning ordinances		Twp-wide initiative in Yr 1
5 Draft and change parking ordinances		Twp-wide initiative in Yr 1
6 Draft and change sign ordinances		Twp-wide initiative in Yr 1
7 Create and approve Facade Enhancement Guidelines		Twp-wide initiative in Yr 1
8 Implement facade Enhancement Grant Program		Twp-wide initiative in Yr 2
9 Study feasibility of CDEP Traffic Recommendations	1	2
10 Design and implement Gateway and Sign Program	2	3
11 <i>Phase I:</i> Signs; Traffic Circle & Plaza at Harrison & High School Roads	2	3
12 <i>Phase I:</i> SEPTA parking lot improvements	2	3
13 <i>Phase II:</i> improvements along Park & Montgomery Avenues & High School Road	3	4
<b>Private Sector Activities</b>	<b>Detailed Design</b>	<b>Implementation</b>
14 Ashbourne Market site improvements		
15 Facade enhancement of commercial buildings	Ongoing	Ongoing

## Implementation Strategy

### Phasing Strategy

The phasing strategy is designed to accomplish two primary goals: 1) Identify easily achievable projects that will have a high and visible impact in the near term and 2) identify the important phases of the more ambitious projects that will require multiple years to implement. The project years shown in the phasing plans are to begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-tasked project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

## Implementation and Phasing Plan

In order to coordinate the implementation of activities recommended for Elkins Park East, the following groups will need to coordinate their efforts:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

# District 4: EAST CHELTENHAM AVENUE



*Proposed Vision for East Cheltenham Avenue at Front Street*

## THE ISSUES

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The Vision Plan for East Cheltenham Avenue incorporates economic development, transportation, architectural and streetscape enhancements to effectively respond to the needs of The East Cheltenham Avenue District.

### Study Area

The East Cheltenham Avenue shopping district is located at the southeast border of Cheltenham Township and adjoins the City of Philadelphia. This linear district is comprised of Cheltenham Avenue between Bell Mawr Road and the SEPTA commuter rail line just past Granite Road. This district is constrained by multiple municipal jurisdictions and by a car-oriented street prone to high traffic speeds and pass through traffic

### The Defining Issues for East Cheltenham Avenue

The East Cheltenham Avenue District faces three primary challenges. The first challenge is the declining caliber of businesses. The second challenge is the negative impact of East Cheltenham Avenue's high traffic volume and high speeds. The final challenge is the lack of a sense of place and weak architectural standards. These issues form the basis for a range of strategies included in the following vision for East Cheltenham Avenue.

## THE VISION

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The Vision Plan for the East Cheltenham Avenue District builds on its existing strengths as a transportation corridor, gateway to the Township, retail center and neighborhood asset. The plan promotes a vision that improves the commercial district by integrating economic development, transportation, streetscape and architectural strategies. These recommendations are a starting point, not the final plan for commercial district enhancement.

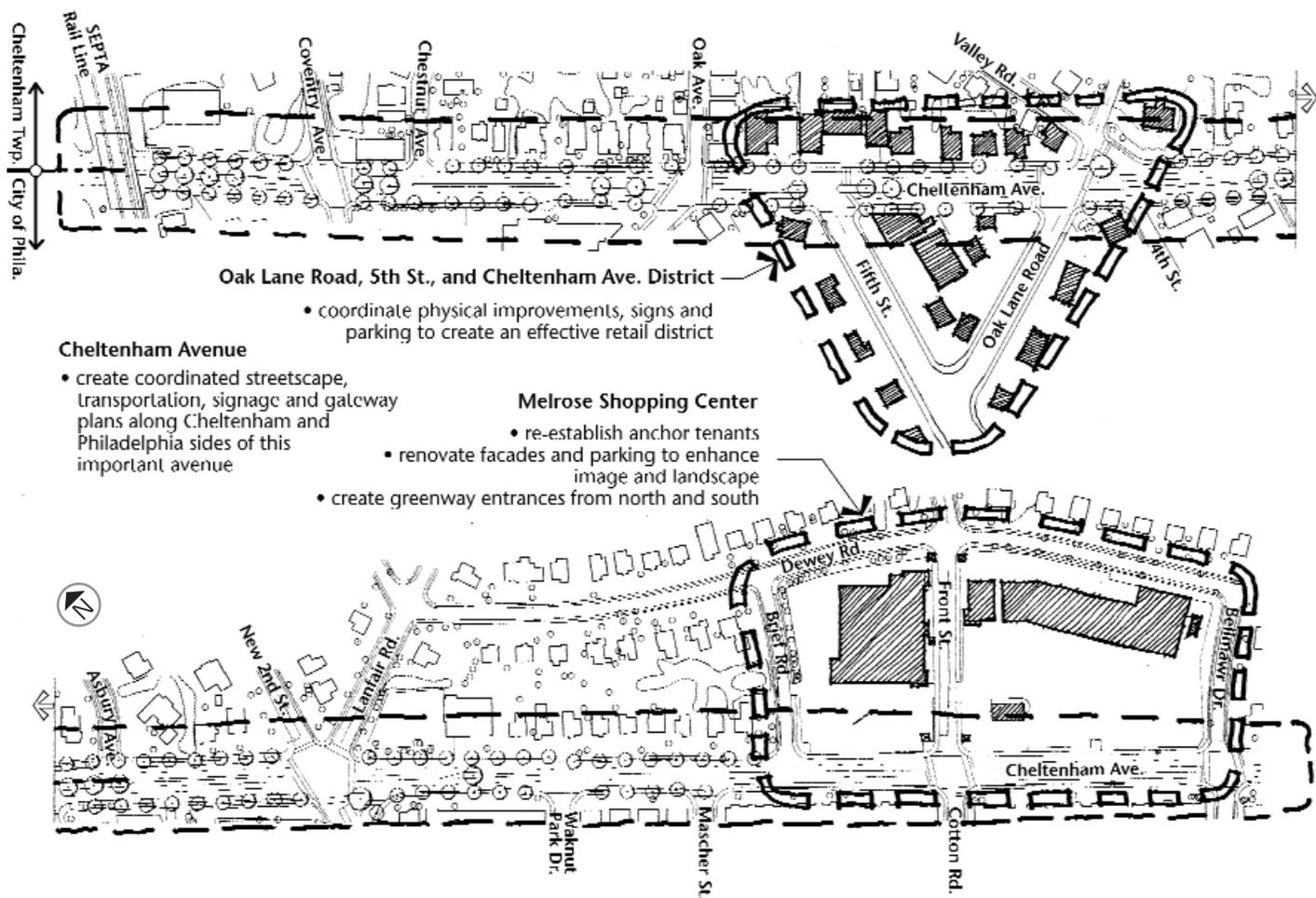
### Economic Development Opportunities

The success of the East Cheltenham Avenue District will be determined by whether Cheltenham Township can create an effective economic development partnership with the City of Philadelphia. The benefits of creating a cooperative partnership with Philadelphia at the triangle of development bounded by 5th Street, Oak Lane Road and Cheltenham Avenue are significant. With a major tenant, facade and landscape enhancements, the Melrose Shopping Center could become a neighborhood-oriented retail center serving both the adjacent

Philadelphia and Cheltenham communities.

Revitalization activities in East Cheltenham must be targeted to individual areas. The Melrose Shopping Center must establish physical and visual connections to Cheltenham in part through careful and active tenanting of the Front Street shops and services.

The Oak Lane Road component of the District faces the issue of evolving into an effective District, rather than remaining an inefficient strip. Resolving this issue will require coordination with the City of Philadelphia. Joint streetscape treatment with attractive crosswalks, slower traffic speeds along Cheltenham Avenue, and coordinated District



**Oak Lane Road, 5th St., and Cheltenham Ave. District**

- coordinate physical improvements, signs and parking to create an effective retail district

**Cheltenham Avenue**

- create coordinated streetscape, transportation, signage and gateway plans along Cheltenham and Philadelphia sides of this important avenue

**Melrose Shopping Center**

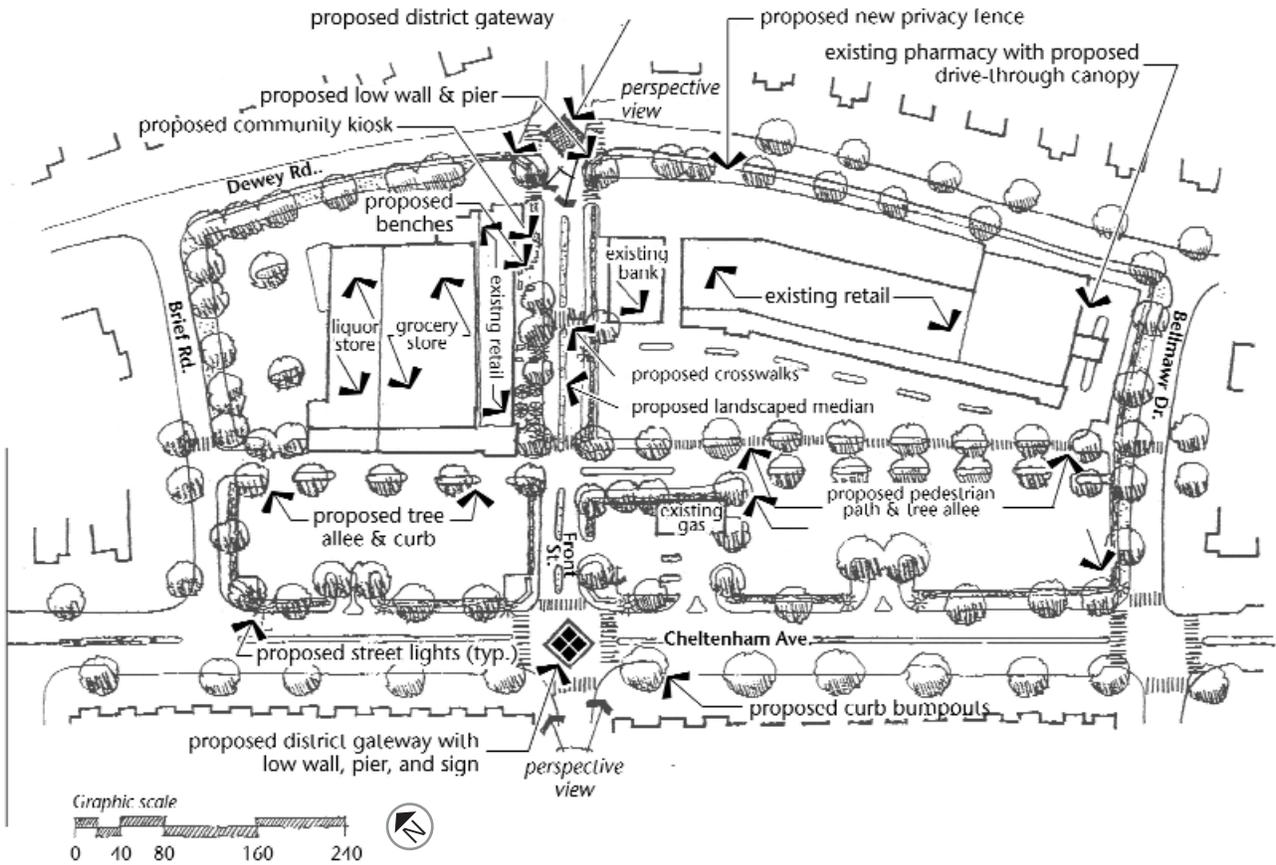
- re-establish anchor tenants
- renovate facades and parking to enhance image and landscape
- create greenway entrances from north and south

*Economic Development Plan for East Cheltenham Avenue*

parking resources could benefit both jurisdictions. These improvements could encourage pedestrian movement throughout both sides of the District and enable customers to effectively access the broad array of goods and services already offered here.

To achieve this vision the Township can build cooperative partnerships between the city of Philadelphia and PennDOT, private enterprises and residential communities that all share East Cheltenham Avenue as their common link. The proposed vision plan aims to:

- Partner with Philadelphia to create a coordinated commercial district at 5th Street, Oak Lane and Cheltenham Avenue
- Improve tenant mix, facades, and public spaces at the Melrose Shopping Center
- Strengthen District identity through marketing, gateway piers, streetscape enhancement, facade enhancements and enforcing the proposed sign guidelines in the Appendix
- Enhance landscape and streetscape along Cheltenham Avenue and Front Street
- Expand on-street parking and link off-street parking lots
- Transform East Cheltenham Avenue into a landscaped boulevard that moderates the negative impact of traffic and encourages a safe pedestrian environment



Enhancement ideas for the Melrose Park Shopping Center

## Transportation Initiatives

The proposed Vision Plan for the East Cheltenham Avenue study utilizes several seemingly small but effective methods of creating a more balanced environment between pedestrian and vehicular modes of travel. The Plan primarily builds upon existing transportation facilities by adjusting, expanding and/or reconfiguring these elements, with the goal of creating a corridor that is both functional and aesthetically pleasing. To achieve these goals, a concept called “traffic calming” is recommended to slow driving speeds while improving driver aware-

ness and maintaining traffic volume. The primary elements employed include the following:

### Improve Traffic Circulation and Reduce Speeds

Improve the configuration of intersection circulation on the Township side of Cheltenham Avenue. Reconfigure the intersection, island and parking at Cheltenham Avenue, Valley Road and Oak Lane Road to create a landscaped island and improve pedestrian safety. At this location portions of the roadway are excessively wide. These roadways could be narrowed to create larger pedestrian and landscape median/islands or to add land to

adjacent parcels to improve internal circulation at the First Union Bank and Gusto II Pizzeria.

Reducing the quantity and frequency of entrance drives along the Avenue, especially near intersections will improve circulation and limit traffic conflicts.

Awkward turning movements into private parcels are causing conflicts with turning movements at designated intersections. These movements also create safety conflicts for pedestrians trying to cross Cheltenham Avenue and its side streets. This is especially true at the intersections that do not meet at 90 degrees. Pedestrians often cannot see turning vehicles

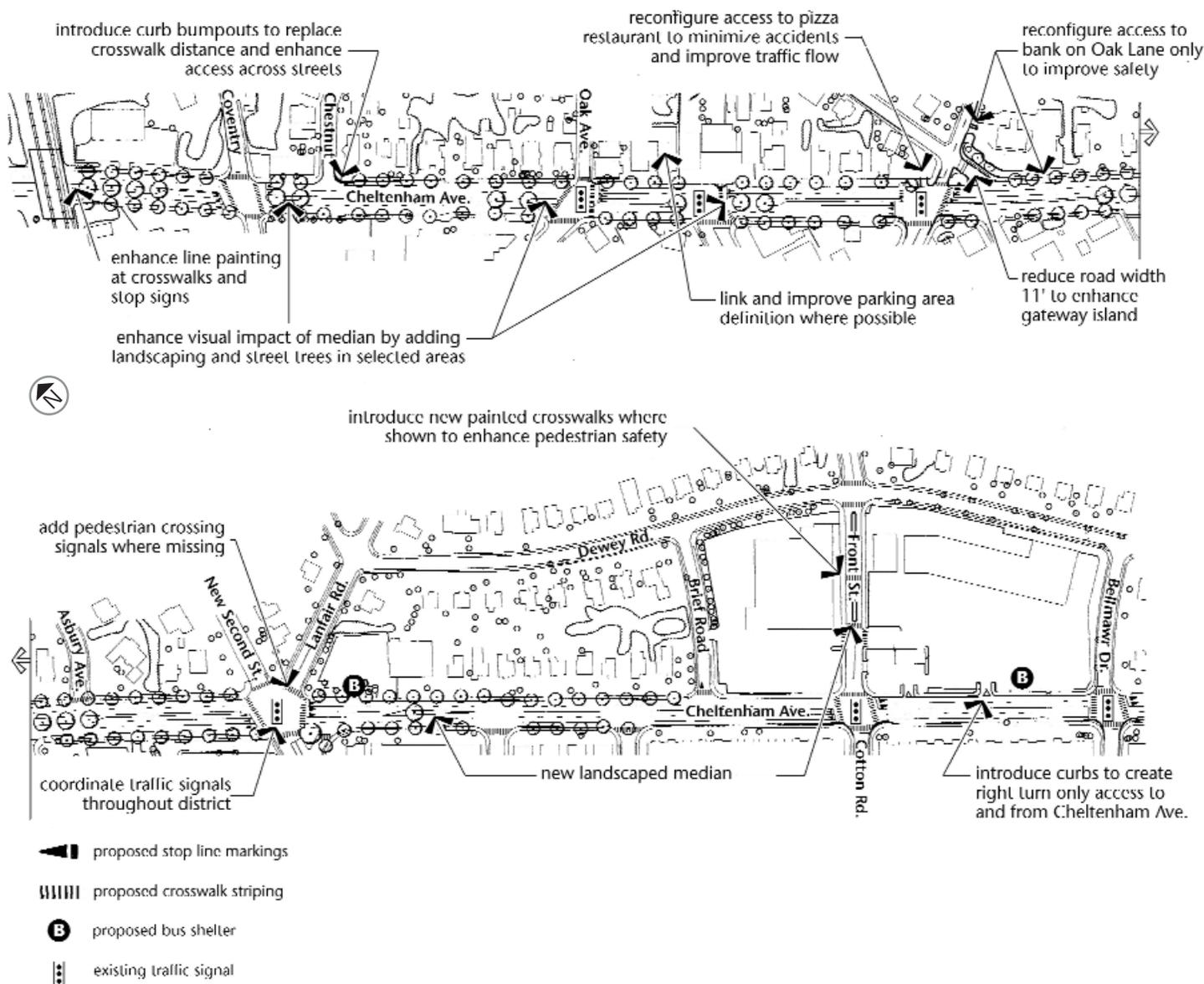
that are essentially coming from behind them.

Traffic speeds could be reduced through the utilization of various roadway striping techniques and traffic safety devices, such as narrowing lane widths, textured crosswalks, roadway reflective devices, landscaped medians and signing.

**Coordinate and Enhance Parking Resources**

Create interconnected parking areas and comprehensive internal circulation systems within the study area. In many locations there is sufficient parking available, the problem is that off-street parking areas are not well organized, lack interconnections and have inefficient circulation

patterns. Many of the parking areas that lack landscaping create a negative visual image for the area. Areas where there are multiple lots adjacent to each other, such as the area on the south side of Cheltenham Avenue, between 5th Street and Oak Lane Road, should be redesigned to function as one single parking facility. These



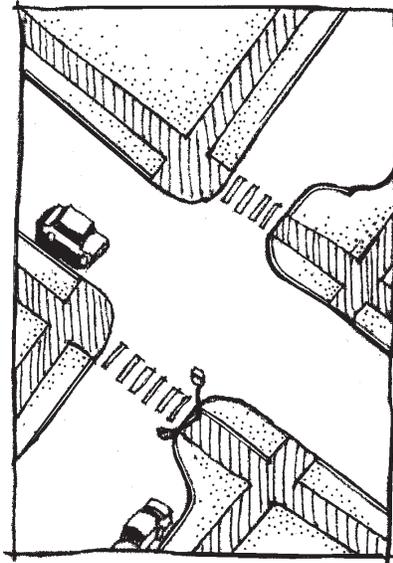
Transportation Plan for East Cheltenham Avenue

enhancements would create a cohesive circulation system, clear pedestrian access points, provide complementary lighting and proper buffering and landscape treatments.

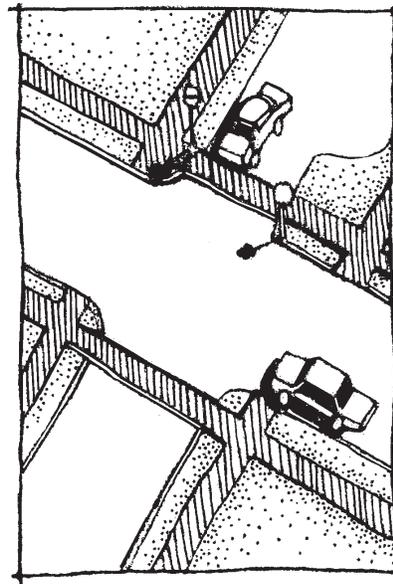
In general the Township has particularly high parking count standards for commercial uses. This has the effect of discouraging commercial uses throughout the Township. To achieve the goal of expanding the commercial tax base in the Township, parking count requirements must be down graded to require a more appropriate standard. Township parking requirements should be modified to allow for 9' x 18' parking spaces rather than the current 10' x 20' standard. In addition, where parking can become a shared resource benefiting from improved diversity of uses throughout the day, parking requirements can be reduced even further.

Existing on-street parking should be maintained along Cheltenham Avenue. This will create the impression of a main street commercial area and aid in traffic calming. In addition, curb bumpouts at intersections will help define on-street parking areas along the corridor and facilitate traffic calming.

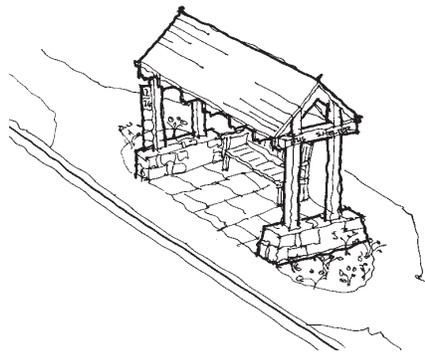
At the Melrose Shopping Center, modify curb cuts and streets at Cheltenham Avenue, Brief Road and Bell Mawr Road to allow entrance to the shopping center from these streets, but to prevent access to the neighborhood. All egress from the shopping center will be directed to Front Street to use the traffic light. All access to the neighborhood will be from



*Traffic calming technique:  
curb bumpouts with painted  
crosswalks*



*Traffic calming technique:  
raised crosswalks*



*Proposed bus shelter*

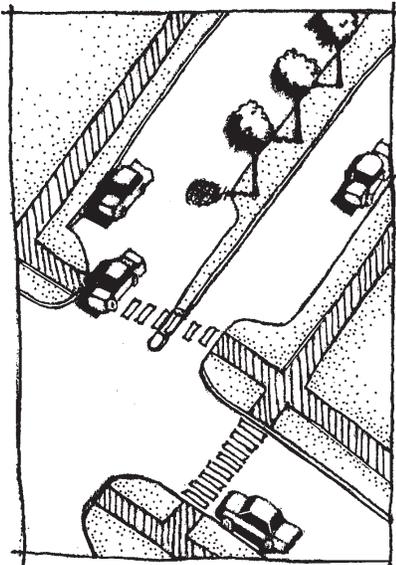
Front Street. These enhancements will reduce turning lane conflicts, protect neighborhoods from unwanted commercial traffic, and improve transportation safety.

### **Improve the Pedestrian Environment**

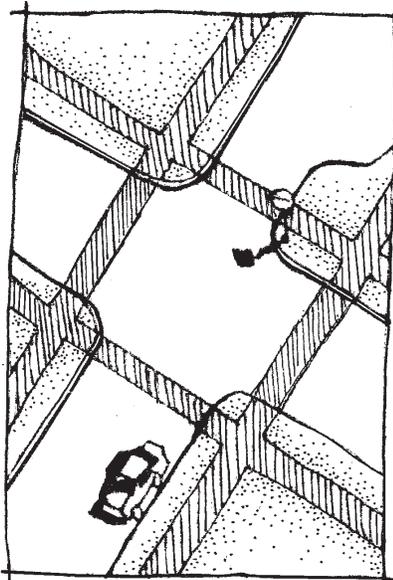
Existing sidewalks along the corridor should be upgraded to create a cohesive and pleasing pedestrian environment that will promote pedestrian activity. Sidewalks along perpendicular streets should be improved to provide a network that feeds into Cheltenham Avenue. This could include tasks as simple as trimming existing landscaping that has overgrown existing paths and sidewalks.

Pedestrian crosswalks along Cheltenham Avenue should be enhanced. These improvements could include the realignment of median refuges, the enhancement of ADA facilities, aggressive striping to warn motorists that they are approaching a pedestrian travel environment, and pedestrian crossing signals and actuators for all crossings. At both Front Street and Valley Road, create bus stop enclosures to enhance the quality of the streetscape experience for patrons of public transit.

Parking areas should be buffered with low hedges, low ornamental fences or other landscape elements to create a more pleasant environment for pedestrians. This is especially applicable in the area of the Melrose Shopping Center and the commercial areas on the south side of Cheltenham Avenue, between 5th Street and Oak Lane.



*Traffic calming technique:  
landscaped median with painted  
crosswalks*



*Traffic calming technique:  
curb bumpouts with textured  
crosswalks*

### **Bicycles**

After exploring potential bicycle routes on Cheltenham Avenue and discovering the difficulties of implementing one on such a heavily-traveled motor vehicle route, it is recommended that alternative, more moderately traveled roads such as Valley Road and Dewey Road might be more feasible for bike routes. Since this was not explored beyond the conceptual level, additional study is warranted.

### **Streetscape Enhancements**

The Cheltenham Avenue District needs an ambitious investment in street lights, banners, signs, street trees, gateways and general landscape improvements to overcome the present negative impression of the District. As a whole, Cheltenham Township is perceived as a very desirable place to live with a high quality environment. Elsewhere in the Township mature trees, distinguished architecture and quality landscaping dominate this environment. The East Cheltenham Avenue District and its adjoining neighborhoods in Philadelphia and Cheltenham Township should aspire to a high quality environment.

To achieve this vision, the negative factors such as poor street maintenance, overhead utilities, overly wide roads and poorly-maintained commercial facades must be improved. The District must establish a unifying theme and identity to enhance the area. Streetscape design elements, building facades and signs should reinforce these themes

wherever possible. Gateways into the Township and District should be celebrated with distinctive gateway piers and signs. An organized street tree planting plan, a decorative street lighting plan, new banners and street furnishings will all contribute to establishing a positive identity and theme for the East Cheltenham Avenue District.

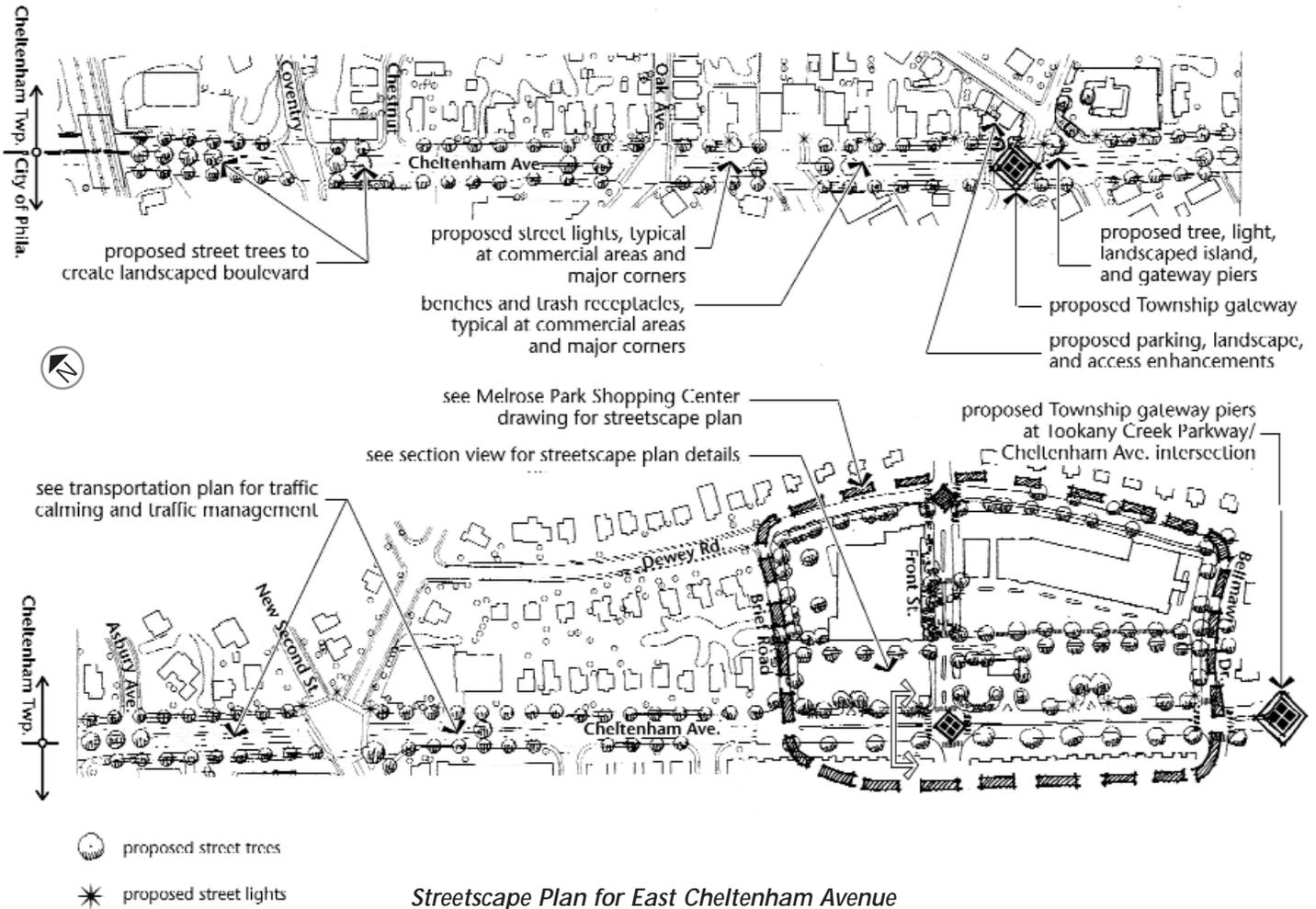
### **Cheltenham Avenue as Landscaped Boulevard**

Along East Cheltenham Avenue, create a beautifully landscaped boulevard to enhance this important entrance to the Township and improve the economic environment. In addition to the streetscape elements listed below plant a landscape median to improve the visual impact of East Cheltenham Avenue on the District.

### **Gateways**

Gateways have been identified at the intersection of Cheltenham Avenue and the entrance to Tookany Creek Parkway to the east of the study and at a newly configured intersection of Oak Lane. It is intended that these two gateways at the entrance would be part of an overall Township-wide identification program consisting of stone piers with the Township identification. At the two central entrances to the Melrose Park Shopping Center (one on Cheltenham Avenue and the second at the entrance from Dewey Street) there would be a different type of gateway treatment to provide a more unified entrance to the neighborhood.

## East Cheltenham Avenue



*Streetscape Plan for East Cheltenham Avenue*

### Streetscape Elements

The new streetscape enhancements include: sidewalks and curbing with color and texture at the intersections, pedestrian scale streetlights, street trees, street banners, bollards at intersections, boldly detailed vinyl pedestrian crosswalks, hanging baskets, tubs, and a landscaped median along Cheltenham Avenue where the islands are wide enough for landscaping and street trees.

### Lighting and Banners

Ornamental streetlights have been selected to strengthen the identity of the District, improve night time safety and improve the pedestrian

scale of the streetscape. While there are currently streetlights mounted on utility poles to provide illumination onto the street, these fixtures are intended to provide pedestrian level light at intersections, adjacent to the shopping center and along the portion of the District that includes commercial storefronts.

On the north side of Cheltenham Avenue there are utility poles which include the existing cobra streetlights. It is intended that a cooperative agreement be developed with the utility which owns the poles to allow the Township to install banners on these poles. These banners will help to soften

the impact of the poles while providing a unifying theme.

### Landscaping

At the Melrose Shopping Center, along Front Street, build an outdoor café terrace with landscaping and neighborhood services such as post boxes and kiosks. Plant honey locust trees along a pedestrian path through the parking lot to link CVS to the supermarket. Introduce low planting, minimize curb cuts and improve the crosswalks along East Cheltenham Avenue and Front Street.

Due to the existing utility poles on Cheltenham Avenue, it is important to select a street tree type that

will provide some unity to the District while not interfering with the overhead transmission lines. Our experience is that the Japanese Pagoda tree is an excellent choice under utilities because of their growth habit. In addition, they are extremely city tolerant and they provide flowers in the late summer, which provides added identity to the District.

This organized street tree plan can accomplish several things:

- A strong alley of trees unifies the commercial frontages.
- The street trees create a strong vertical element contributing to a more intimate scale softening the sidewalk from the traffic along Cheltenham Avenue. However, it is important to note that because of the vase shape of the canopy, the trees will not hide the storefronts or block the

identity of the individual establishments.

- Sunlight through the leaves of the trees can create a strong play of light and shade lending itself to a pleasing atmosphere.
- Since this is the north side of the street, the shade/street trees will provide a more pedestrian friendly environment during the hot summer months.
- The flowering trees will create seasonal color and beauty to the area.

### Other Unifying Elements

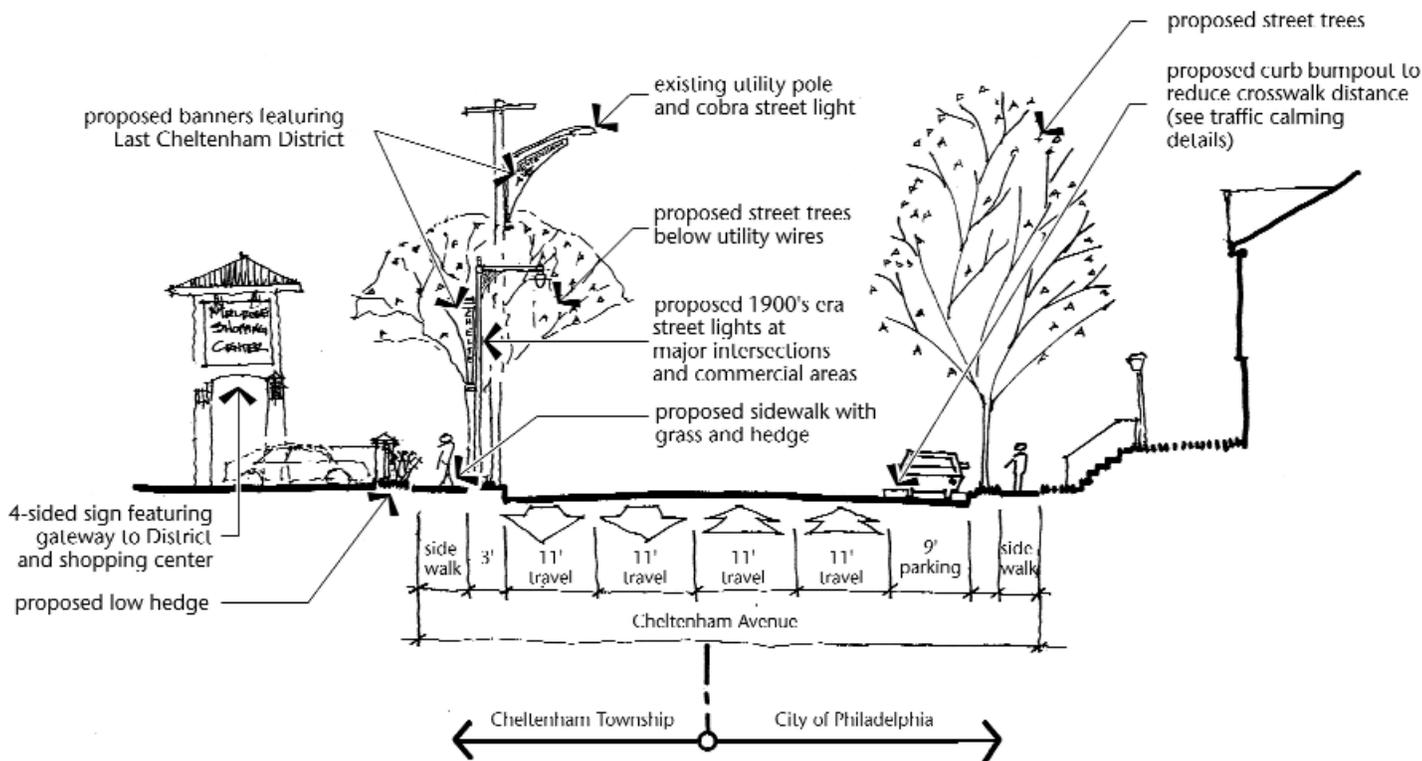
Other unifying elements include new traffic signal structures, which are prominently visible from the street. These would also be incorporated with new street identity signs that are graphically designed to provide an

identity logo for this area of the Township. Trash receptacles are chosen to enhance the unity of the area. Benches have been chosen for their comfort, consistency with the design theme, and relative ease of maintenance.

It is anticipated that many of these streetscape elements will be shared across the Township as appropriate for each District. The intention is to reinforce a Township identity, simplify ordering and replacement parts, strengthen design themes and minimize costs through bulk ordering.

In summary the Streetscape Enhancement Plan for East Cheltenham Avenue District features:

- Transforming Cheltenham Avenue into an attractive



Cross section of Cheltenham Avenue near Front Street

*East Cheltenham Avenue*

clean or replace existing wall materials

replace contemporary doors and windows with multi-paned doors and windows

replace canopy with awning incorporating signage



remove excessive disorganized signage

remove temporary signs

awnings incorporating signage

multi-paned doors and windows



*Above: 433 Cheltenham Avenue*

*Below: Facade enhancement ideas for 433 Cheltenham Avenue*

landscaped boulevard to spur economic development

- Creating stone piers at Township and District Gateway entrances
- Enhancing the landscape through the introduction of street trees and landscaping at median strips and at parking lots
- Enhancing the streetscape through the introduction of street lights, banners, benches, trash receptacles and street signs

## Architectural Revitalization

### District Theme

The East Cheltenham Avenue study area features a heavily traveled boulevard with suburban oriented commercial properties. The commercial facilities are a low density collection of generally uninteresting modern developments that have not been upgraded and generally relate very poorly to the surrounding residential areas. Proceeding west from the Melrose Shopping Center, the District commercial areas become progressively more dense.

The architectural vision recommended for East Cheltenham Avenue is the development of an English Village Design theme to pay homage to Cheltenham, England and to reflect the 19th

century influence on historic buildings in the Township. In the vicinity of 5th Street, Oak Lane Road and Cheltenham Avenues, develop a more localized theme that respects the strength of the Korean and Korean/American business community. East Cheltenham Avenue should strengthen its amorphous commercial core through the restoration/rehabilitation of the very limited number of residential scaled structures now used for commercial purposes, the reconstruction of existing undistinguished intrusive structures such as the Melrose Shopping Center and the infill of vacant lots to the street line with new construction that is compatible with the District Theme Architectural Character described herein.

### Architectural Design Guidelines

A great deal of the commercial building development on East Cheltenham Avenue is not in conformance with the architectural character of the proposed District theme. Currently the District suffers from a lack of continuity in its physical image. The adoption and implementation of appropriate Architectural Design Guidelines that reflect the District theme is essential for the successful enhancement of the overall townscape of East Cheltenham Avenue.

Appropriate building facade and signage improvements reflecting the District theme will create a memorable physical image to both residents and non-residents. Key to the creation of this image is the improvement and reconstruction of as many building facades as possible to at least a basic level, rather than “over-improving” only a handful of buildings.

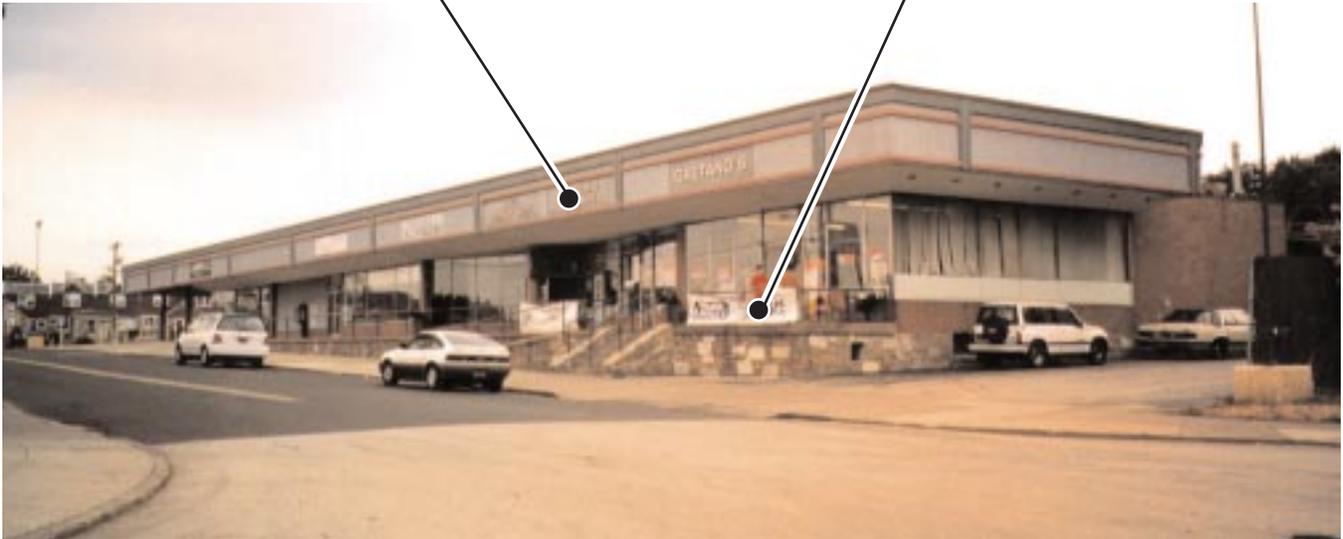
Storefront design and rehabilitation decisions on East Cheltenham Avenue must be made for each building individually and should include an assessment that includes the building’s architectural or historical significance and how it relates to the District Theme. For building owners, tenants, architects, contractors or other parties interested in the renovation or the construction of new commercial buildings and building facades, the following general guidelines have been developed. Buildings or features that are historically or architecturally significant are referred to as “significant” or “contributing.” Buildings or features that are historically or architecturally insignificant are referred to as “other buildings.”

Further Detailed Architectural Design Guidelines, are incorporated in Appendix I.

*East Cheltenham Avenue*

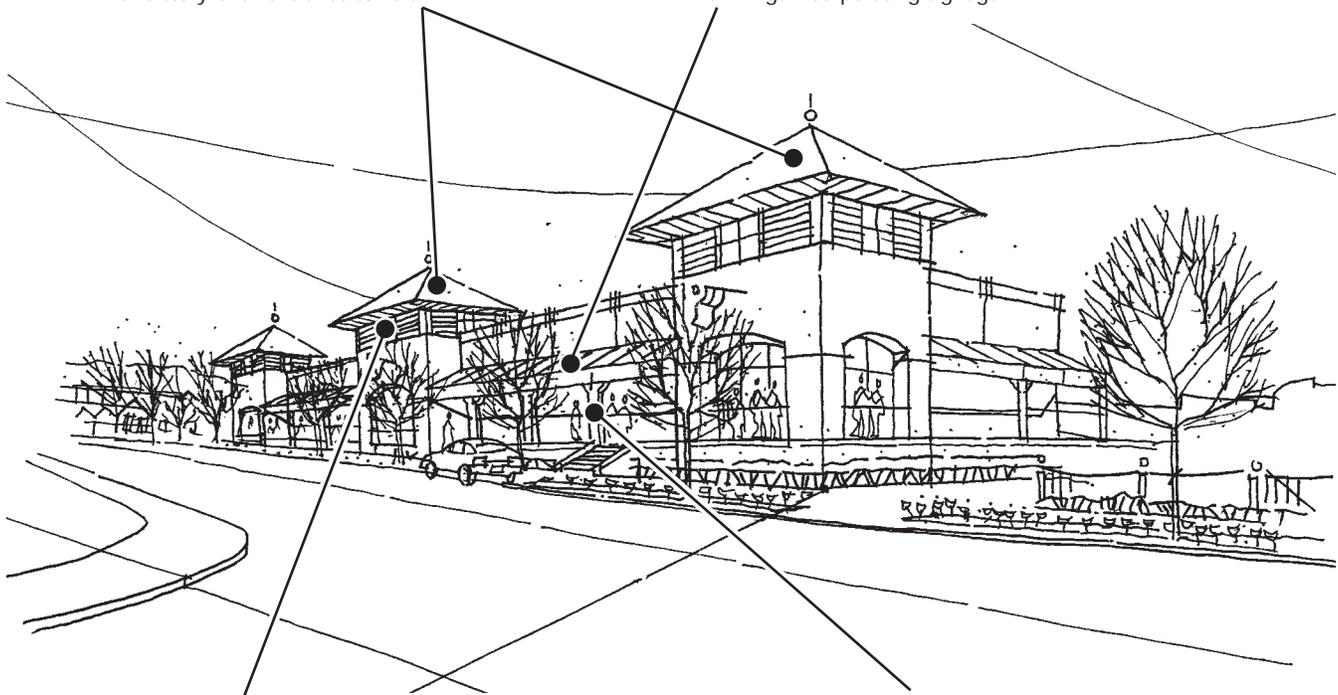
remove excessive signage

redesign existing roof and overhang



two story brick entrance towers

awnings incorporating signage



appropriately detailed windows and materials

columns to create arcade below existing overhang

*Above: View at the shops at Front & Dewey Streets  
Below: Facade enhancement ideas for the shops at Front and Dewey Streets*

## District Theme Architectural Character

### English Village Design Theme

Architectural design is to be in conformance with an English village district design theme that generally refers to the traditional architecture of the Township and to traditional English architecture, except as noted below.

<b>Building massing:</b>	2 to 4 story; locate new construction at street line to define streets
<b>Exterior walls:</b>	Brick, stucco, stone
<b>Windows/entrances:</b>	Multi-paned windows & doors at traditional buildings
<b>Roofs:</b>	Slate, tile or appearance of; pitched, hipped and gabled; large overhangs
<b>Special features:</b>	Brick towers at Melrose Shopping Center; dormers, chimneys; towers; details featuring quality craftsmanship

### General Architectural Design Guidelines

#### Historic or Architecturally Significant Buildings

**Description:** Significant or contributing buildings worthy of preservation, restoration and rehabilitation

**Examples:** *Architecturally significant:* Residential scaled commercial structures in vicinity of 5th Street and Oak Lane Road

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements do not have to be consistent with the District Theme Architectural Character
- Follow the Secretary of the Interior’s “Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings”
- Follow Township Board of Historical and Architectural Review (BHAR) guidelines
- Historic or architecturally significant features should not be modified to conform with the District Theme Architectural Character
- Preserve original features; buildings with strong architectural character should be respected
- Repair deteriorated features and replace missing features based on careful research and documentation
- Restoration/rehabilitation is preferable to demolition and recreation of a historically correct reproduction
- Alterations/additions should not radically change, obscure or destroy character-defining spaces, materials, features or finishes; additions, if absolutely necessary, should be designed to be clearly differentiated from the historic building

#### Other Buildings

**Description:** Non-contributing buildings that are intrusive and not worthy of preservation or restoration; significant rehabilitation or reconstruction is recommended

**Example:** Melrose Shopping Center

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements should be consistent with the District Theme Architectural Character
- For economy, reuse existing features, if non-intrusive, such as wall materials, windows and door openings, roofs and special features whenever possible
- Remove non-conforming facade components such as storefront windows, doors, wall materials, roofs and signage

- Preserve any significant features that might exist
- Provide new facade components such as storefront windows, doors, wall materials, roofs and signage
- Facade changes should be consistent with all visible portions of the building

#### **New Construction**

- Follow Detailed Architectural Design Guidelines (See Technical Appendix)
- Building massing and design should be consistent with the District Theme Architectural Character

## IMPLEMENTATION

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### Policy Issues

#### Economic Development

##### **Upgrade Melrose Shopping Center**

The Melrose Shopping Center needs to continue the efforts of its new owner to improve the quality of the tenants and the physical environment. The reported plan to retenant the western portion of the center with a Sav-A-Lot and Wine and Spirit Shoppe will reanchor the Center, but probably be less attractive for Cheltenham residents than in the past. Connections to Cheltenham will need to be established through careful and active tenanting of the Front Street shops and services.

##### **Partner with Philadelphia to create an effective district at Oak Lane**

The commercial area along Cheltenham Avenue between Oak Lane Road and 5th Street faces the issue of evolving into an effective district, rather than remaining an inefficient strip.

Resolving this issue will require coordination with the City of Philadelphia. The commercial properties at the Oak Lane Road, 5th Street and Cheltenham Avenue triangle could become an even more effective destination if coordinated economic development, parking and streetscape improvements are completed. Joint streetscape treatment with attractive crosswalks, traffic calming along Cheltenham Avenue, and coordinated district parking resources could benefit both jurisdictions. These improvements could encourage pedestrian movement throughout both sides of the district and enable customers to effectively make full use of the broad array of goods and services already offered here.

#### Zoning

The overlay zoning districts recommended are designed to respond to the desired scale and purpose for commercial, office and residential uses in each area. Overlay zoning creates optional higher standards matched with commercial incentives to create

more successful land use patterns. To create a successful mixed-use shopping, office and residential district, this plan encourages the use of traditional neighborhood design (TND) principles. Within East Cheltenham Avenue, a *Main Street Commercial Overlay District* and a *Mixed-Use Commercial Overlay District* are recommended.

In East Cheltenham Avenue it is recommended that there be a *Main Street Commercial Overlay District* at the East Cheltenham Avenue, Oak Lane Road, and 5th Street area. In the vicinity of the commercial C3 zoning at the Melrose Shopping Center the plan recommends a *Mixed-use Commercial Overlay District*. Each district will support and encourage a neighborhood center for the sale of convenience goods and personal services. The current C-zoning districts are proposed to become the overlay districts without modifying the boundaries in any way. All currently residential zoned areas would remain unchanged.

The purpose of these zoning changes would be to:

- Encourage retail uses only at the ground floor to face streets, sidewalks, and available on-street parking

- Encourage continuous retail storefronts on both sides of streets
- Encourage mixed-use buildings of two to four floors
- Encourage upper floors as office or residential uses

**Parking**

- Encourage shared parking behind buildings
- Encourage and allow adjacent landowners to link parking areas

## Cheltenham Township Commercial District Enhancement Plan EAST CHELTENHAM AVENUE

### Recommended Implementation Plan

Public Sector Activities	Year to Initiate	
	Detailed Design	Implementation
<b>Item Action</b>		
1 Acquire County, PennDOT, and SEPTA support		Twp-wide initiative in Yr 1
2 Create governmental partnerships with Philadelphia		Twp-wide initiative in Yr 1
3 Recruit businesses to fulfill each District vision		Ongoing
4 Create a Township-wide non-profit Economic Development Corporation		Twp-wide initiative in Yr 1
5 Draft and change zoning ordinances		Twp-wide initiative in Yr 1
6 Draft and change parking ordinances		Twp-wide initiative in Yr 1
7 Draft and change sign ordinances		Twp-wide initiative in Yr 1
8 Create and approve Facade Enhancement Guidelines		Twp-wide initiative in Yr 1
9 Implement Facade Enhancement Grant Program		Twp-wide initiative in Yr 2
10 Study feasibility of CDEP Traffic Recommendations	2	3
11 Design and implement Gateway and Sign Program	3	4
12 <i>Phase I:</i> Signs, banners & trees	3	4
13 City of Philadelphia streetscape improvements	3	4
14 <i>Phase II:</i> Transportation, sidewalks and street furniture	6	7
<b>Private Sector Activities</b>	<b>Detailed Design</b>	<b>Implementation</b>
15 Melrose Shopping Center site improvements		
16 First Union Bank site improvements		
17 Facade enhancement of commercial buildings	Ongoing	Ongoing

## Implementation Strategy

### Phasing Strategy

The phasing strategy is designed to accomplish two primary goals: 1) Identify easily achievable projects that will have a high and visible impact in the near term and 2) identify the important phases of the more ambitious projects that will require multiple years to implement. The project years shown in the phasing plans are to begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-tasked project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

## Implementation Plan

In order to coordinate the implementation activities recommended for East Cheltenham Avenue, the following groups will need to coordinate their efforts :

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- City of Philadelphia
- Abington Township
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

# District 5: CHELTENHAM VILLAGE



*Proposed Vision for Cheltenham Village at Central and Jefferson Avenues*

## THE ISSUES

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### Study Area

Cheltenham Village is the oldest section of the Township and therefore its land development pattern originated from the grid pattern established by adjacent neighborhoods within Philadelphia. The neighborhood design is characteristic of an urban village with traditional narrow lots and small yards. Because this neighborhood predates the dominant use of the automobile, the individual lots, streets and right-of-ways were not designed to accommodate the space required for parking cars. This creates a situation in Cheltenham Village where residential parking needs and the modest commercial parking needs within the District are in conflict.

Within the District there are a number of strong natural features, recreation facilities and a consistent architectural character to the houses. Single family and multi-family residences dominate the District. Interspersed throughout the District is a wide range of community-serving commercial establishments.

To the northwest of the older village, along Cottman Avenue, is a commercial strip where many automobile related repair businesses are located. There is a large vacant building where the former Acme supermarket was located. The current vacancies and the repair businesses are currently detracting from the economic reality and social perception of this District as a desirable place to live and work.

### The Defining Issues for Cheltenham Village

Although Cheltenham Village's early history was strongly influenced by industrial use of land, today this area is primarily a residential village with neighborhood serving retail uses. With this in mind a primary concern for Cheltenham Village is oriented around neighborhood preservation with a secondary goal of enhancing commercial property. The community faces three primary challenges. First, the high traffic volume and high traffic speeds traveling through village streets is eroding the quality of life and sense of safety. Second, there are some conflicts between the residential, commercial and light industrial uses, especially the issue of inadequate parking. Thirdly, many of the commercial buildings and yards throughout the District are poorly maintained. These three challenges define the strategies recommended in the vision plan.

## THE VISION

The vision plan for Cheltenham Village builds on its existing strengths as an historic village, residential neighborhood, gateway to the Township and village shopping area. The plan promotes a vision that improves the neighborhood and commercial district by integrating economic development, transportation, streetscape and architectural strategies. These recommendations are a starting point, not the final plan for commercial district enhancement.

### Economic Development Opportunities

Four key economic development issues stand out for the Cheltenham Village District. The critical issues for this District are:

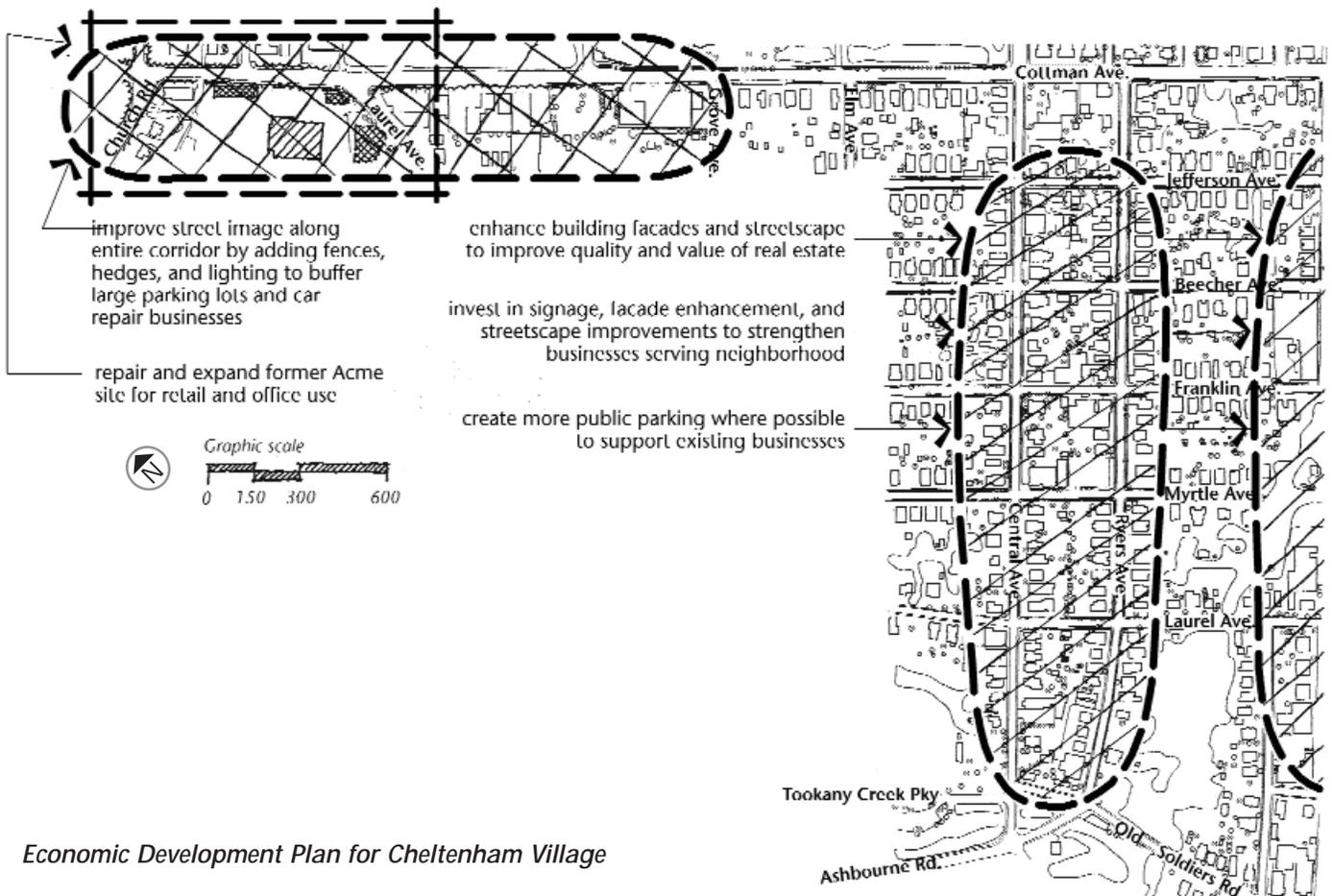
#### **New tenant for former Acme site**

First, and most visible, is the impact of the closing of the Acme Supermarket and the future of the south side of Cottman Avenue near Church Road. The loss of this anchor is eroding the customer base for nearby retailers. This may be particularly

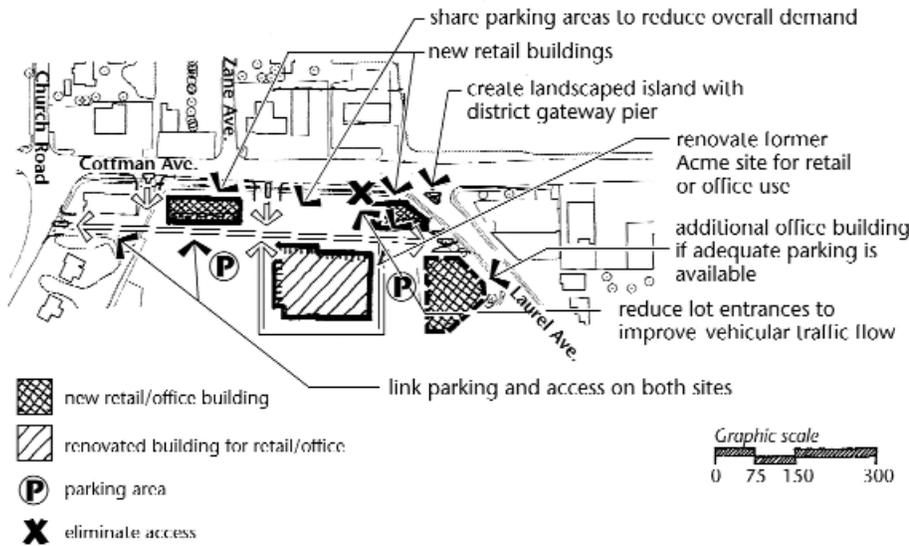
important for the independent pharmacy that is already under pressure from chain discount drug stores and shrinking insurance reimbursements. Alternative uses for this property may include offices, medical outpatient offices, a pharmacy or a furniture store.

#### **Improve appearance of Cottman Avenue**

The second related issue is the potential growth of automotive service activities in this area. Already three automotive repair businesses have located along the south side of Cottman



Economic Development Plan for Cheltenham Village



*Proposed Site Development at Cottman and Laurel Avenues*

Avenue. If more valuable uses do not rapidly appear for vacant properties in this area, it is likely that further automotive uses will seek this location. The appearance of these auto repair businesses further detracts from the business area; there is need for attractive screening and improved housekeeping from this use.

**Reduce auto congestion**

A third issue is dealing with auto congestion in the Central Avenue/Ryers Avenue corridor. Auto-related issues include parking and parking management, creating a positive pedestrian-oriented environment, and handling through-traffic. The mix of retail and office/service users in the area could all benefit from improvements in these areas.

**Improve range of goods and services**

Finally, there is the issue of improving the range of goods and services available to area

residents consistent with the physical constraints of the District. When the Village attracts businesses, it should focus on small incremental improvements in its roles 1) as a service district catering to the needs of the surrounding neighborhood and 2) as a location for specialty retailers. Any retail expansion within the core of the Village should probably be focused on Central Avenue, recruiting a broader array of goods and services such as an optometrist, a neighborhood video store, and a travel agency.

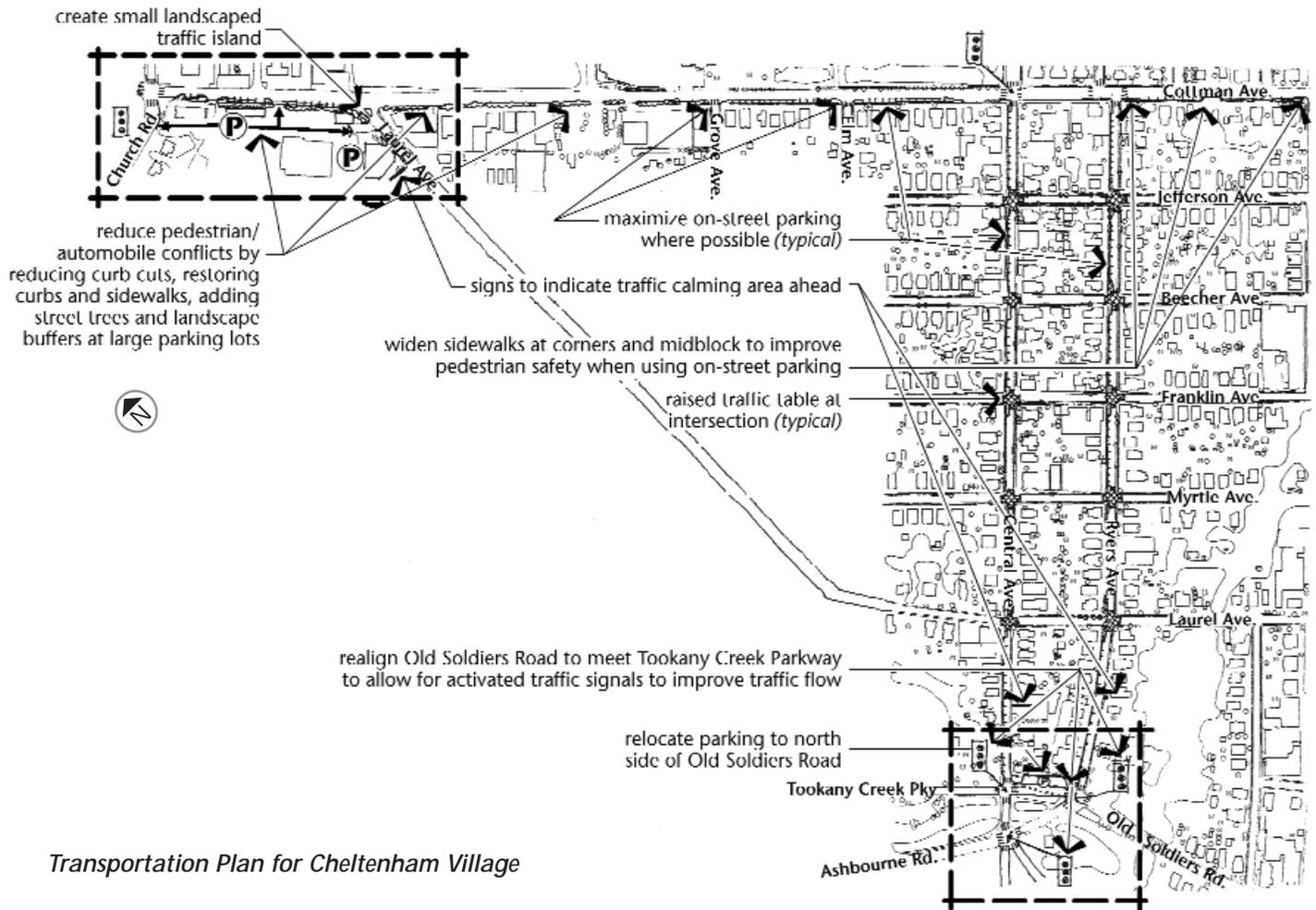
It is notable that Cheltenham Village has only one restaurant. Expansion of specialty retailers such as a camera store, and a small music or bookstore could be sensible additions. A small cafe and bakery could also be a good addition to the area, serving neighbors on their way to and from work, as well as the congregations of the District's four churches.

**Transportation Initiatives**

The primary focus of the proposed transportation improvements for the Cheltenham Village District are to facilitate traffic flow at intersections in order to slow traffic along through the Village; and to enhance pedestrian safety. The primary issue is the balance between the very small-scaled, neighborhood quality of the area and the scale of the streets, and the fact that Central and Ryers Avenues are major through streets. The Plan places a strong emphasis on creating a pedestrian friendly environment. To achieve this goal, a concept called "traffic calming" is recommended to slow driving speeds while improving driver awareness of their surroundings and maintaining traffic volume. The main traffic calming device proposed is a raised or "tabled" intersection. This device essentially works by forcing vehicles to slow as they mount and dismount the table. The table is only slightly higher than the existing road elevation, but it is longer than a vehicle. Therefore a vehicle will completely rest on top of the table for a brief period before dismounting. Tables are much more effective than bumps or humps, since they are obvious to the motorists and provide a clear indication of pedestrian crossing areas without the noise and potential for vehicle damage associated with some humps.

**Improve traffic circulation and reduce speeds**

- Construct traffic table intersection at all intersections along



Transportation Plan for Cheltenham Village

Central and Ryers Avenues, between Cottman Avenue and Old Soldiers Road. These could consist of specialty paving and would provide effective traffic calming for the District.

- Install warning signing in advance of traffic tables, warning of “traffic calmed area.”
- Reconstruct Old Soldiers Road to align with the Tookany Creek Parkway at Central Avenue.
- Install actuated signals at the intersection of Old Soldiers Road and Central and Ryers Avenues. This enhances traffic flow and eliminates situations when vehicles on the primary

routes must wait for non-existing vehicles. The problem is compounded by the existing offset intersections that create multiple phases within each signal cycle.

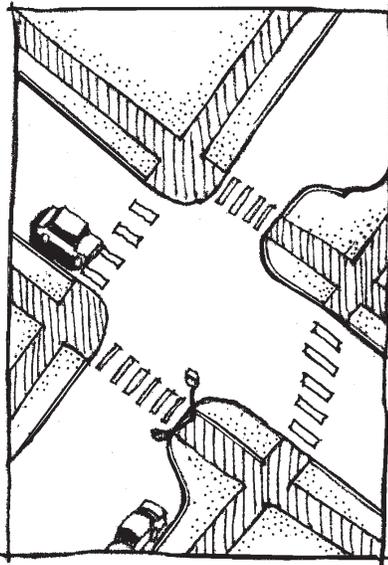
- Reduce wide and unnecessary curb cuts along Cottman Avenue and clearly define entrance and exit locations.

**Enhance parking and coordinate parking lots**

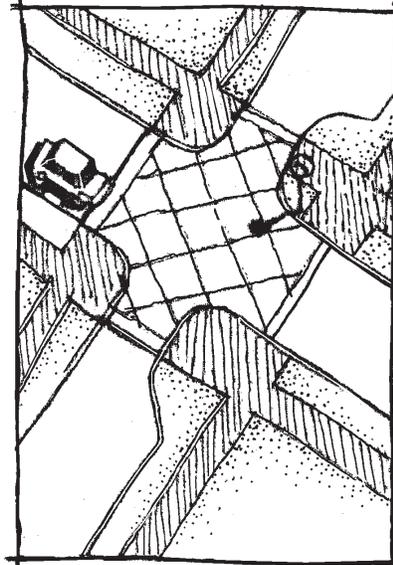
- Promote interconnectivity of rear parking lots to create a comprehensive parking network along Central Avenue.
- Eliminate curb cuts where possible to increase available on-street parking.

**Improve pedestrian mobility**

- Construct intersection curb bump-outs along Central and Ryers Avenues to define on-street parking area to shorten the length of pedestrian crosswalks. These strategies will also aid in traffic calming.
- Create bicycle lanes along the Tookany Creek Parkway.
- Enhance pedestrian crosswalks at the intersections of Central and Cottman Avenues, Tookany Creek Parkway, and Ashbourne Road and the intersection of Ryers Avenue and Old Soldiers Road. These crosswalks could include prominent striping and reflect-



Traffic calming technique:  
curb bumpout with crosswalks



Traffic calming technique:  
raised traffic table

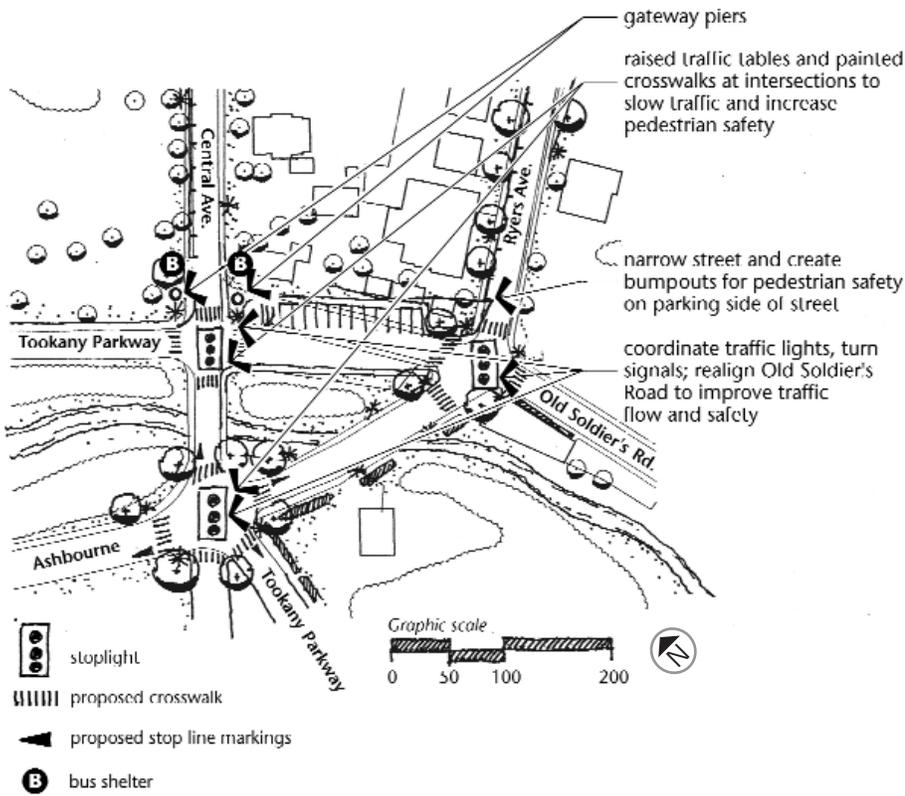
tive devices, as well as improved pedestrian-scaled lighting.

- Enhance pedestrian crosswalks at the intersection of Church Road and Cottman Street.
- Restore sidewalks along Cottman Avenue and install buffer plantings in areas with large parking lots.

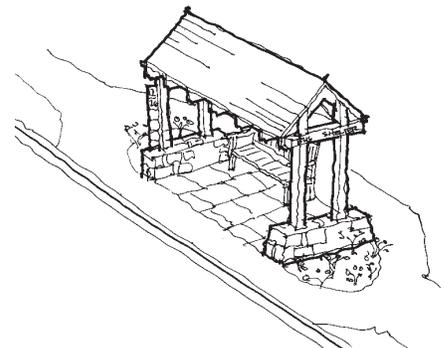
## Streetscape Enhancements

### Gateways

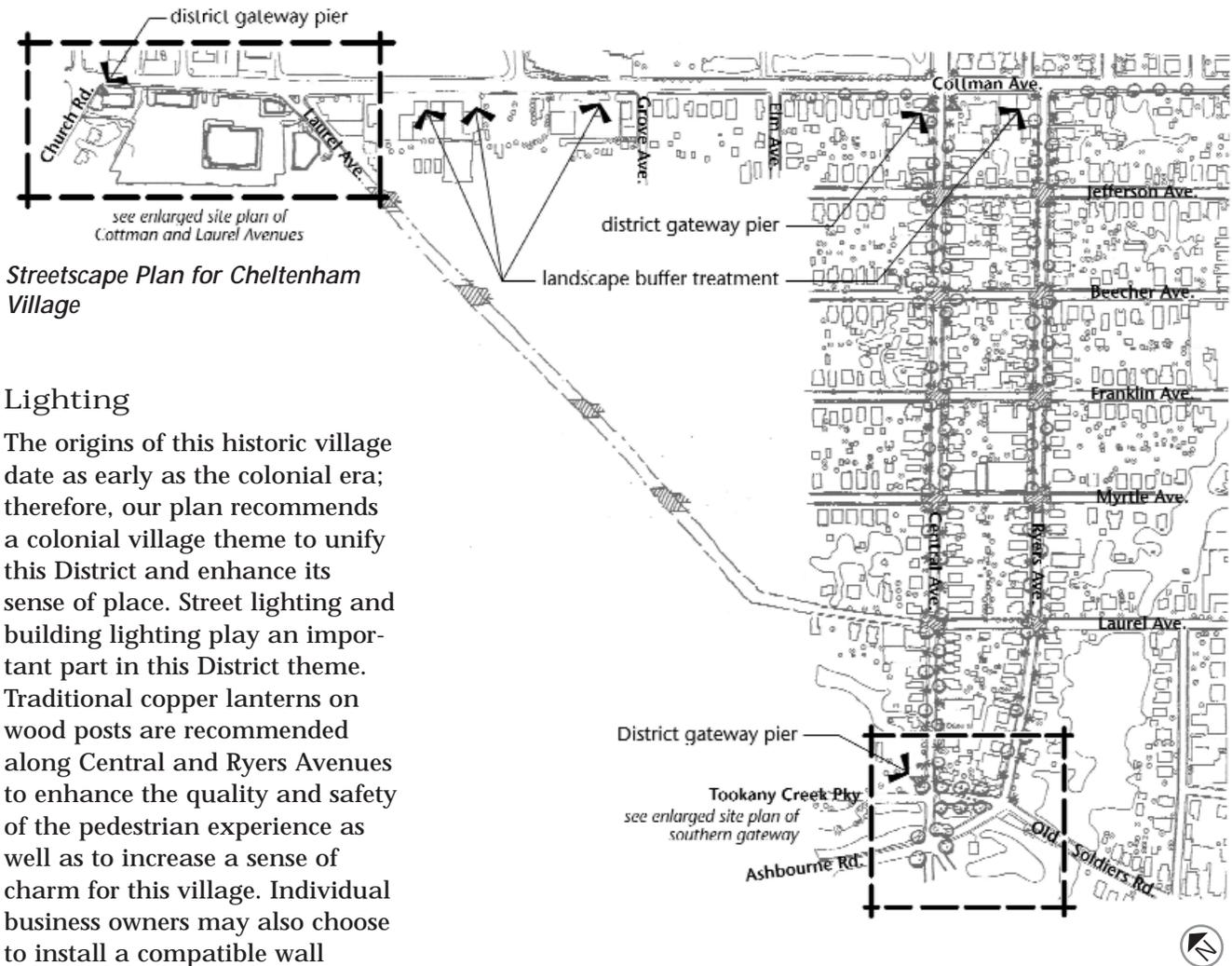
To reinforce the identity and entrances to this historic community this Plan recommends new gateway piers and signs at the three entrances: Central Avenue at Cottman Avenue, Old Soldiers Road at Ryers Avenue, and Tookany Creek Parkway at Central Avenue. These first two could feature both a Township as well as a District identity. In the streetscape elements binder a number of District piers, District signs, Township piers, banners and streetlights were recommended as elements in these gateways to Cheltenham Village.



Transportation plan at Southern Gateway



Proposed bus shelter



Streetscape Plan for Cheltenham Village

### Lighting

The origins of this historic village date as early as the colonial era; therefore, our plan recommends a colonial village theme to unify this District and enhance its sense of place. Street lighting and building lighting play an important part in this District theme. Traditional copper lanterns on wood posts are recommended along Central and Ryers Avenues to enhance the quality and safety of the pedestrian experience as well as to increase a sense of charm for this village. Individual business owners may also choose to install a compatible wall lantern on their building to enhance the appeal of their property.

### Landscaping

The recommendations for improving Cheltenham Village’s landscape are focused in three primary areas:

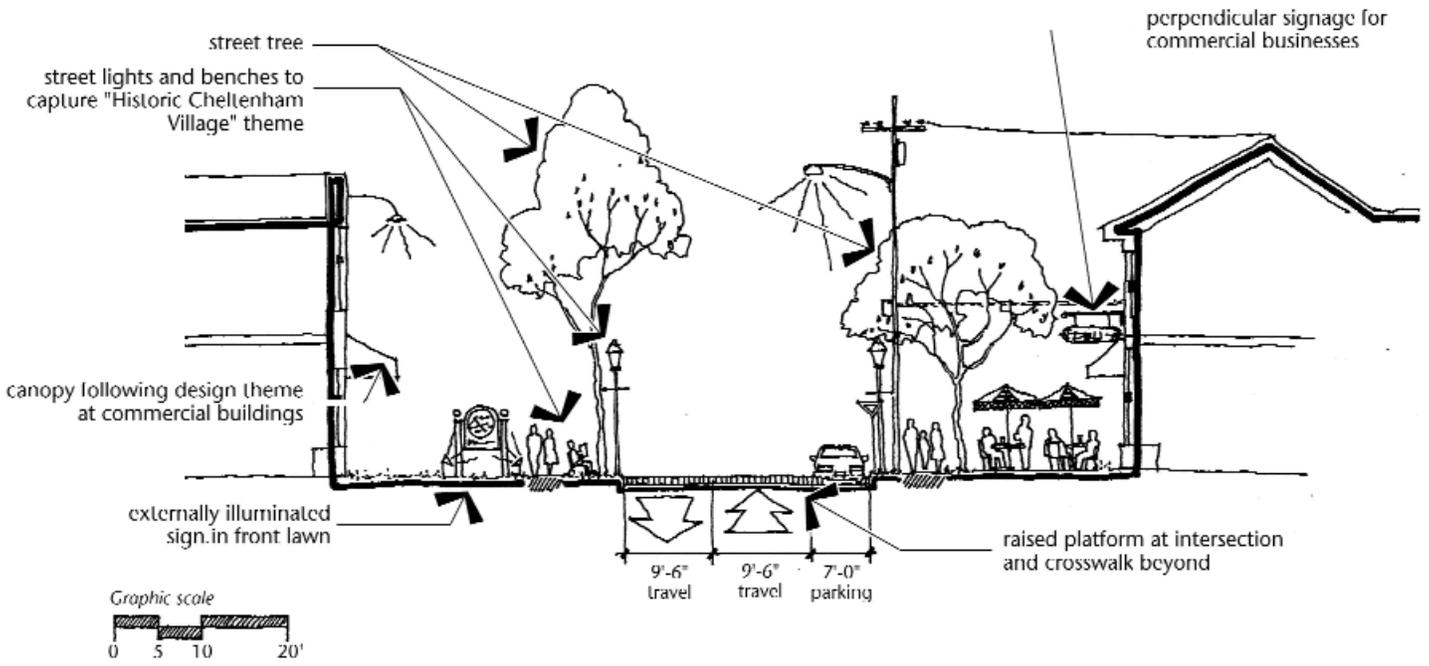
- landscape buffering along streets to minimize undesirable views that depress nearby real estate values
- enhance the street edge with landscaping to soften areas that may be dominated by asphalt or concrete
- plant street trees in both commercial and residential areas.

The landscape buffering strategy is to plant high hedges and decorative fencing to obscure undesirable views. The length of hedges and fences should be limited to create a pleasing rhythm rather than a monotonous wall. The street edge enhancement strategy involves planting a variety of ground covers, ornamental shrubs and/or flowering trees to minimize the visible hard surfaces and enhance the quality of the street tree edges.

The street tree planting strategy is designed to improve property values, encourage cars to drive slower and enhance the quality of the street experience. Tree

species such as the machia can be selected to minimize common concerns about sidewalk heaving, overhead utility wires and excessive leaf debris.

The new streetscape enhancements include: sidewalks and curbing with color and texture at the intersections, pedestrian scale streetlights, street trees, street banners, bollards at intersections, boldly detailed vinyl pedestrian crosswalks, hanging baskets and tubs. Street tree planting and ongoing maintenance is one of the simplest and most cost effective investments a property owner or a municipality can make to improve property values.



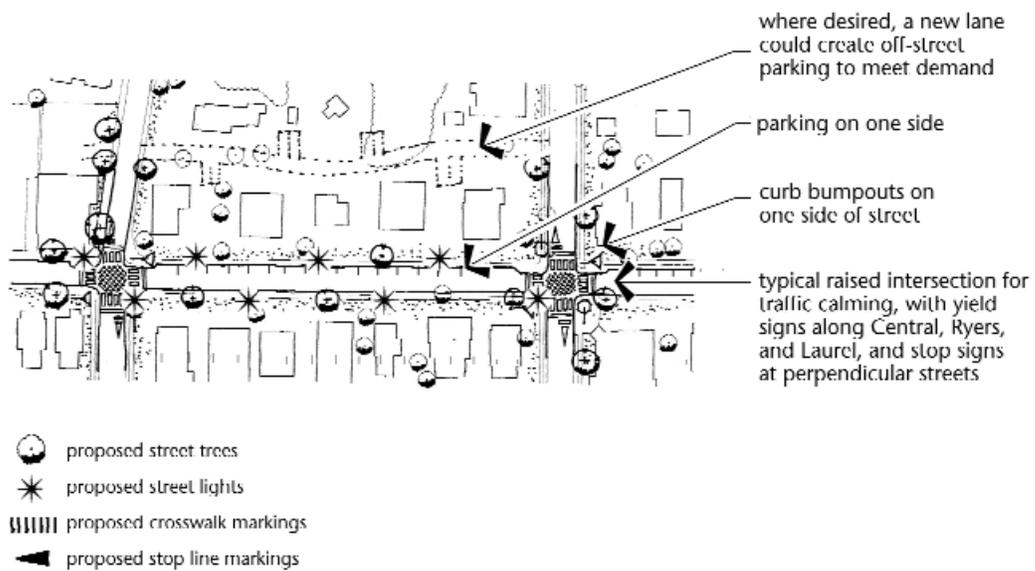
Cross section at Central Avenue

Other Unifying Elements

The additional streetscape elements that will improve the overall experience of living, walking or shopping in Cheltenham Village are benches, modestly

scaled business signs, appropriate trash receptacles, and a few well placed corner parks or sitting areas. All of the streetscape elements chosen for Township

review and selection reinforce the colonial village theme for Cheltenham Village.



A typical block of streetscape, parking, and traffic calming improvements

## Architectural Revitalization

### District Theme

The Cheltenham Village study area features a very stable and mostly residential area with limited scattered commercial activity. The strong pedestrian orientation of the village has in recent years been negatively impacted by through traffic along major streets. Rather than concentrated in a central business core, businesses are scattered among various intersections or located in former residential properties. This area features an interesting inventory of substantial 3 story residential structures that reflect the Township's significant 19th and early 20th century architectural heritage. The commercial structures are generally less architecturally noteworthy.

The architectural theme recommended for Cheltenham Village is the promotion of a strong traditional neighborhood "corner store" organization featuring an eclectic mix of architectural styles throughout the District. Cheltenham Village should strengthen its neighborhood feeling by highlighting a variety of

architectural styles through the restoration/rehabilitation of significant structures (particularly housing), the reconstruction of existing undistinguished "other" structures (particularly businesses) and the infill of vacant lots to the street line with new construction that is compatible with the District Theme Architectural Character described herein.

### Architectural Design Guidelines

A great deal of the commercial building development in Cheltenham Village is not in conformance with the architectural character of the proposed District theme. Currently the District suffers from a lack of continuity in its physical image. The adoption and implementation of appropriate Architectural Design Guidelines that reflect the District theme is essential for the successful enhancement of the overall townscape of Cheltenham Village.

Appropriate building facade and signage improvements reflecting the District theme will create a memorable physical image to both residents and non-residents.

Key to the creation of this image is the improvement and reconstruction of as many building facades as possible to at least a basic level, rather than "over-improving" only a handful of buildings.

Storefront design and rehabilitation decisions in Cheltenham Village must be made for each building individually and should include an assessment that includes the building's architectural or historical significance and how it relates to the District theme. For building owners, tenants, architects, contractors or other parties interested in the renovation or the construction of new commercial buildings and building facades, the following general guidelines have been developed. Buildings or features that are historically or architecturally significant are referred to as "significant" or "contributing." Buildings or features that are historically or architecturally insignificant are referred to as "other."

Further Detailed Architectural Design Guidelines, are incorporated in Appendix I.

*Cheltenham Village*

remove temporary signage

remove false mansard roof

remove oversized wall sign



replace store front with multi-paned windows and doors

redesigned roof parapet

multi-paned doors and windows



appropriately scaled signage

*Above: Central and Beecher Avenues*

*Below: Facade enhancement ideas at Central and Beecher Avenues*

## District Theme Architectural Character

### Colonial Village Theme

Architectural design is to be in conformance with a colonial village district design theme that generally refers to the varied distinctive architectural inventory that exists in the District

**Building massing:** 2 to 3 story; locate new construction at street line to define streets

**Exterior walls:** Brick, stucco, stone

**Windows/entrances:** Multi-paned windows & doors at traditional buildings

**Roofs:** Slate, tile or appearance of; pitched, hipped and gabled; large overhangs

**Special features:** Dormers, chimneys; towers; details featuring quality craftsmanship

### General Architectural Design Guidelines

#### Historic or Architecturally Significant Buildings

**Description:** Significant or contributing buildings worthy of preservation, restoration and rehabilitation

**Examples:** *Architecturally Significant:* Building housing Ice Delights Shoppe; numerous residential structures

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements do not have to be consistent with the District Theme Architectural Character
- Follow the Secretary of the Interior's "Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings"
- Follow Township Board of Historical and Architectural Review (BHAR) guidelines
- Historic or architecturally significant features should not be modified to conform with the District Theme Architectural Character
- Preserve original features; buildings with strong architectural character should be respected
- Repair deteriorated features and replace missing features based on careful research and documentation
- Restoration/rehabilitation is preferable to demolition and recreation of a historically correct reproduction
- Alterations/additions should not radically change, obscure or destroy character-defining spaces, materials, features or finishes; additions, if absolutely necessary, should be designed to be clearly differentiated from the historic building

#### Other Buildings

**Description:** Non-contributing buildings that are intrusive and not worthy of preservation or restoration; significant rehabilitation or reconstruction is recommended

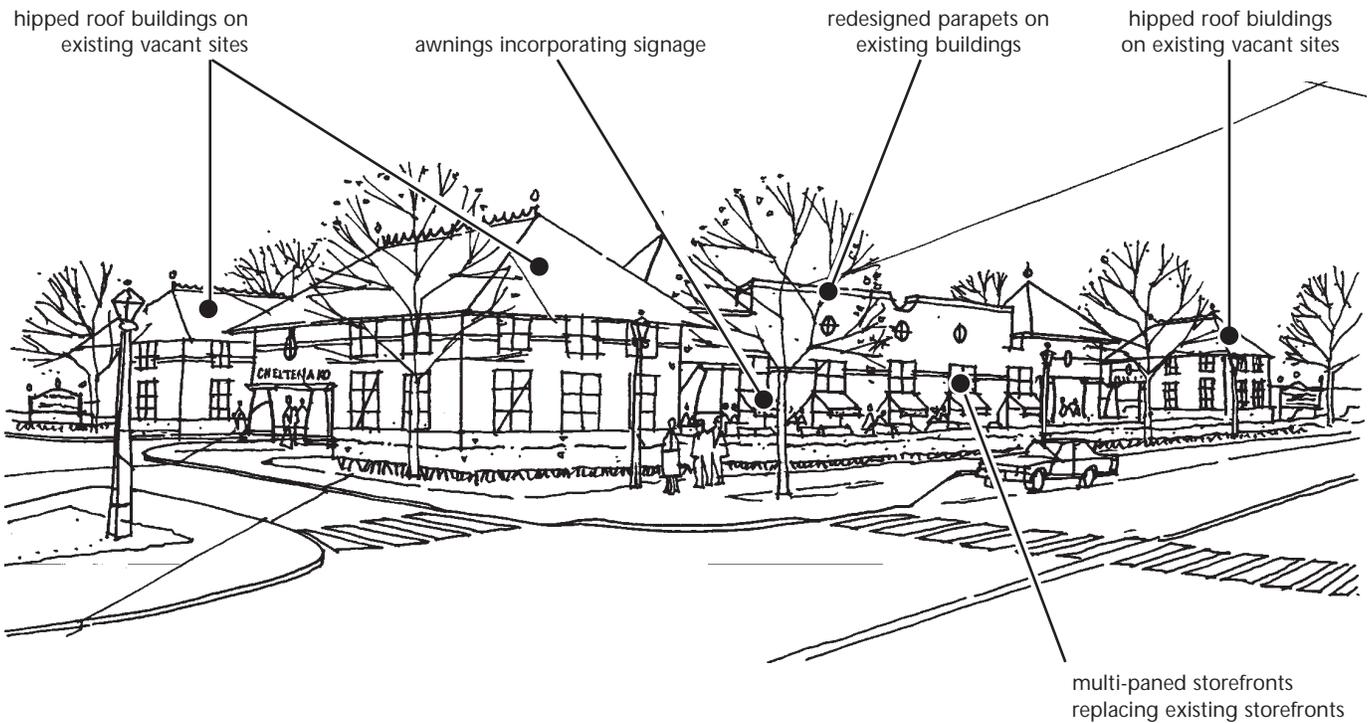
**Example:** Village Cleaners (Front addition)  
Cottman Transmission

- Follow *Detailed Architectural Design Guidelines* (See Technical Appendix)
- Facade enhancements should be consistent with the District Theme Architectural Character
- For economy, reuse existing features, if non-intrusive, such as wall materials, windows and door openings, roofs and special features whenever possible
- Remove non-conforming facade components such as storefront windows, doors, wall materials, roofs and signage

- Preserve any significant features that might exist
- Provide new facade components such as storefront windows, doors, wall materials, roofs and signage
- Facade changes should be consistent with all visible portions of the building

**New Construction**

- Follow Detailed Architectural Design Guidelines (See Technical Appendix)
- Building massing and design should be consistent with the District Theme Architectural Character, referring to the more distinctive architectural styles in the District



Above: *Cottman and Laurel Avenues*  
Below: *Facade Enhancement Ideas at Cottman and Laurel Avenues*

## IMPLEMENTATION

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### Policy Issues

#### Economic Development

Two key economic development issues must be addressed for the Cheltenham Village District. First and most visible, is the need to upgrade and strengthen the portion of Cottman Avenue near Church Road. Key activities include finding a positive reuse for the former Acme Supermarket to anchor the area; limiting additional growth of automotive service activities in this area; upgrading the appearance of these current auto repair businesses with clear curb cuts, attractive screening and improved housekeeping; and creating attractive coordinated streetscape features with the adjoining Philadelphia and Abington jurisdictions.

Secondly, the neighborhood service character of the Central Avenue and Ryers Avenue corridor must be reinforced. Traffic calming and parking management are obvious needs. Any additions to the range of goods and services available must be consistent with the physical constraints of the District. Any new business development must focus on small incremental improvements in the District's roles 1) as a service district catering to the needs of the surrounding neighborhood and 2) as a location for specialty retailers. Any retail expansion within the core of the Village should probably be focused on Central Avenue,

recruiting a broader array of goods and services such as an optometrist, a neighborhood video store, and a travel agency. It is notable that Cheltenham Village has only one restaurant. A small cafe and bakery could also be a good addition to the area, serving neighbors on their way to and from work. Expansion of specialty retailers with low-traffic demands such as a camera store, and a small music or bookstore should be considered.

#### Zoning

In Cheltenham Village a *Village Shops Overlay District* is recommended to create incentives for more upscale businesses and land use. Overlay zoning creates optional higher standards matched with commercial incentives to create more successful land use patterns. These principles, based on traditional neighborhood design (TND) principles, include the following goals:

- Encourage retail uses only at the ground floor to face streets, sidewalks, available on-street parking
- Encourage retail storefronts where appropriate
- Encourage mixed-use buildings of two or more floors at central areas
- Encourage upper floors as offices or residential uses within present zoning districts to improve the economic value of each geographic area

Ultimately, these recommendations need to further protect residential quality of life while offering quality local businesses that fit well within this historic community.

#### Parking

It is our observation that present parking requirements have the effect of discouraging commercial uses in the Township. We would recommend reducing the parking requirements to a more appropriate and balanced parity compared to the real demand for parking. In particular, parking requirements in districts that have created proper incentives for shared parking may be able to reduce these required ratios even further. One of the unintended effects of overly stringent parking requirements is to force the demolition of buildings that may be important to the overall vitality of a commercial district. In summary, we recommend:

- Encouraging shared parking behind buildings
- Encouraging and allowing adjacent landowners to link parking areas via cross easements
- Reducing parking requirement ratios within the District

## Building Facades and Signs

We recommend creating three new policy documents related to buildings and signs.

- Architectural Design Guidelines should be created to guide appropriate public/private investment in facade improvements.
- A Facade Improvement Grant Program for commercial properties should be created.
- Revise current sign ordinances to allow sign types appropriate for pedestrian-oriented commercial districts. These principles will be demonstrated in our draft report.

## Phasing and Implementation Plan

### Phasing Strategy

The phasing strategy is designed to accomplish two primary goals: 1) Identify easily achievable projects that will have a high and visible impact in the near term and 2) identify the important phases of the more ambitious projects that will require multiple years to implement. The project years shown in the phasing plans are to begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-tasked project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

## Implementation Partners

In order to coordinate the implementation activities recommended for Cheltenham Village, the following groups will need to coordinate their efforts:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- City of Philadelphia
- Abington Township
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

## Cheltenham Township Commercial District Enhancement Plan CHELTENHAM VILLAGE

### Recommended Implementation Plan

Public Sector Activities	Year to Initiate	
	Detailed Design	Implementation
<b>Item Action</b>		
1 Acquire County, PennDOT, and SEPTA support		Twp-wide initiative in Yr 1
2 Create governmental partnerships with Philadelphia		Twp-wide initiative in Yr 1
3 Create governmental partnerships with Abington Twp.		Twp-wide initiative in Yr 1
4 Recruit businesses to fulfill each District vision		Ongoing
5 Create a Township-wide non-profit Economic Development Corp.		Twp-wide initiative in Yr 1
6 Draft and change zoning ordinances		Twp-wide initiative in Yr 1
7 Draft and change parking ordinances		Twp-wide initiative in Yr 1
8 Draft and change sign ordinances		Twp-wide initiative in Yr 1
9 Create and approve Facade Enhancement Guidelines		Twp-wide initiative in Yr 1
10 Implement Facade Enhancement Grant Program		Twp-wide initiative in Yr 2
11 Design and implement Gateway and Sign Program	2	3
12 Study feasibility of CDEP Traffic Recommendations	1	2
13 <i>Phase I:</i> Improvements along Central, Ryers, Laurel	2	3
14 <i>Phase II:</i> Improvements along Central, Ryers, Laure	8	9
<b>Private Sector Activities</b>	<b>Detailed Design</b>	<b>Implementation</b>
15 New retail/offices at Cottman and Laurel Avenues		
16 Parking lot improvements	Ongoing	Ongoing
17 Facade enhancement of commercial buildings	Ongoing	Ongoing



# TOWNSHIP PHASING AND IMPLEMENTATION STRATEGY

The phasing and implementation of this plan requires new policies, a coordinated schedule, fiscal planning and initiation of both smaller earlier success projects as

well as larger high impact projects. Outlined below are a range of Policy, Phasing, Fiscal and Implementation Issues.

## POLICY ISSUES

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### Zoning

During the planning process it became apparent that the existing zoning may be inconsistent with the vision that is recommended for each of the Districts. In many instances the existing zoning does not define land uses in keeping with the bulk, area, or parking requirements necessary to create and sustain a mixed-use, pedestrian-friendly commercial environment. To correct this situation, a land use control policy called overlay zoning is recommended. Overlay zoning creates optional higher standards matched with commercial incentives to create more successful land use patterns. These higher standards may include targeted uses more appropriate for pedestrian-oriented commercial areas or higher design standards than traditional zoning allows. The vision plan recommends revising the design standards and the design guidelines for each District to create a unifying architectural theme. The parking requirements should be revised to encourage shared parking strategies while maintaining the existing building fabric of the District.

Part of the emphasis of this study is based upon the principals of Traditional Neighborhood Design (TND). For this reason, this plan recommends the creation of four overlay districts to become an optional overlay to the existing zoning. These principles encourage closer proximity and greater continuity of streets, sidewalks and retail businesses. These principles de-emphasize the role of the car in land planning to create equity between pedestrian and vehicular access to commercial districts. These proposed overlay zoning districts are:

#### **Village Commercial Overlay District**

The intent of this district is to provide for a limited mix of commercial uses within the context of a traditional commercial neighborhood center. Along shopping streets, retail and other similar traffic-generating uses are encouraged on the first floor and upper floors, with residences and offices encouraged only on the upper levels. Bulk and area requirements are set to limit the scale and intensity of non-residential uses to complement the residential character of the area, to develop design guidelines that will enhance a walkable community, and to maintain the historic character of the district.

#### *Recommended Application:*

- Traditional Cheltenham Village
- Elkins Park East
- Portions of Elkins Park West

#### **Main Street Commercial Overlay District**

This district features major retail anchors and supporting convenience retailers surrounded by residential neighborhoods. The intent of this district is to provide for a mix of retail and service oriented uses within the context of a commercial main street. Retail and other similar traffic-generating uses are encouraged on the first and upper floors with offices and residences encouraged on the upper levels only. Design guidelines should emphasize sidewalks, pedestrian oriented signs, ground floor storefronts, parking at the rear, continuous storefront windows and active doors on the street every 40 feet or less.

#### *Recommended Application:*

- Portions of Glenside
- Portions of East Cheltenham Avenue

#### **Town Center Commercial Overlay District**

This district encourages a moderately scaled mixed-use commercial, residential and office center. It is intended to provide for the

civic and cultural amenities necessary for a dynamic commercial and social environment. A broad range of commercial and limited office and institutional uses are encouraged on the first and upper floors with offices and residences permitted on the upper levels only. Design guidelines are established that will enhance the walkable character of the district.

*Recommended Application:*

- Portions of Elkins Park West

**Mixed-Use Commercial Overlay District**

The intent of this district is to provide for a mix of moderate density commercial uses with some limited residential uses. Bulk and area requirements are set to encourage two to four story buildings, although one story is acceptable. Design guidelines should be created to 1) reinforce buildings at the street edge, 2) allow car oriented destinations while requiring street landscape requirements, and 3) encourage a mix of uses that minimize land consumption and parking demand.

*Recommended Application:*

- Portions of Cheltenham Village
- Portions of Glenside
- Portions of East Cheltenham Avenue

A common theme for all of these proposed overlay zoning districts will be to:

- Encourage retail uses at the ground floor to face streets, sidewalks, and available on-street parking
- Encourage continuous retail storefronts on both sides of streets

- Encourage mixed-use buildings of two or more floors at central areas
- Encourage upper floors as retail office or residential uses
- Increase architectural and sign standards

**Parking**

Present parking requirements for commercial uses are considered stringent and have the effect of discouraging commercial uses in the Township. Our plan recommends revising parking requirements down to a more appropriate and balanced parity compared to the real demand for parking. For example, the current ratio of 1 space per 200SF of offices might be reevaluated to become 1 per 250SF. The current ratio of 1 space per 200SF of retail service area might become 1 per 300 SF. To take this even further, parking requirements in districts that have created proper incentives for shared parking may be able to reduce these required ratios even further. In districts that are compact and have an interconnected network of shared parking areas, these reductions are often prudent. In many locations there is sufficient parking available, but off-street parking areas are not well organized, lack interconnections and have efficient circulation patterns.

One of the unintended effects of overly stringent parking requirements is to force the demolition of buildings that may be important to the overall vitality of a commercial district. Many of the parking areas that lack landscaping create a negative visual

image for the area. Areas where there are multiple lots adjacent to each other should be redesigned to function as one single parking facility. These enhancements would create a cohesive circulation system, clear pedestrian access points, provide complementary lighting and provide proper buffering and landscape treatments. After evaluating the current zoning requirement for the minimum size for a parking space, we have concluded that the current size is excessive. Our plan recommends the reduction of parking space standards from 10' W x 20'L to 9'W x 18'L.

**Building Facades and Signs**

This plan proposes two new policy documents related to Buildings and Signs, *District Architectural Guidelines* for each District and *Detailed Architectural Guidelines* for the Township. Architectural Guidelines are intended to encourage appropriate investment in building facades and signs. The Architectural Guidelines recommend revisions to current sign ordinances to encourage sign types appropriate for pedestrian-oriented commercial districts. In addition to changes in current zoning that affects architecture and signs, the plan recommends the adoption of these design standards to create a Design Challenge Grant Guideline as a part of the Cheltenham Main Street Program. This could result in a facade improvement grant program for commercial properties.

## Streetscape Improvements— A Coordinated Program

The quality and appearance of commercial streets and adjoining residential streets affects consumers' attitude toward shopping. When street trees, landscaping, flower beds, and hanging baskets are vibrant, colorful, well maintained and well placed, a commercial district will benefit. When street lights, benches, trash receptacles and other amenities are present, well maintained and well designed, a commercial district will benefit. This plan recommends the creation of attractive streetscapes with a coordinated program of amenities to create vital commercial destinations.

### **Street Light Quality and Maintenance**

Street lighting in public places is important for both the perception of safety and evening usage of commercial areas. The lighting in these areas should be reliable and dependable. It is important when purchasing street lighting that the product be constructed to be reliable. Maintenance pro-

grams for street lighting are essential. A maintenance program featuring frequent appointments should be scheduled so that emergencies due to random outages from faulty wiring and/or electronic components can be minimized. To this end, the estimate of probable cost prioritizes a higher first cost for ballasts, lamps and wiring rather than incur higher long term maintenance costs.

### **Additional Studies and Designs**

#### **Transportation Studies**

This study includes many planning visions that will require additional study to be effectively implemented. Any proposed changes to traffic control will require an engineering study to justify and design the changes. The main corridor in each of the Districts cannot be designed without considering a larger service area. Engineering studies are needed to evaluate the effects the changes proposed would have on the surrounding roadway system, which would require detailed traffic data. Any changes in

geometry should be designed to accommodate trucks and emergency vehicles. The regulatory agencies should be contacted for input into the proposed designs. The recommended improvements outlined by this study are intended for planning purposes only, and an engineering study should be completed prior to implementation.

### **Design Development and Construction Documentation**

The vision and design ideas presented in this plan have been developed at a conceptual level. In subsequent design phases, dimensional issues, material selection, underground utilities, site contours and other engineering issues will need to be addressed. Within the design professions these two phases of design are called Design Development and Construction Documentation. The phasing plan highlights two independent tasks for each physical improvement – a detailed design phase and an implementation phase. The implementation phase includes cost estimating, fundraising, and construction.

## PHASING STRATEGY

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The phasing strategy is designed to accomplish two goals: 1) Identify easily achievable projects that will have a high and visible impact in the near term and 2) identify the important phases of the more ambitious projects that will require multiple years to implement. The project years shown in the phasing plans are to begin once this plan is adopted. The project years are intended to communicate the year a task might begin. As with any large multi-task project, the key is to enlist partners early, keep people informed, and adjust the schedule as necessary to address changing priorities. This is provided as an initial outline with the expectation that ongoing changes will be made by the Township Administration to respond to community concerns, sequential construction and available funding.

With these goals in mind, the plan calls for some easily achievable enhancements such as improved signs, banners and benches in each District in the early phases. While these improvements are being made, planning and design should be initiated for some of the major projects. The projects identified for Glenside and Elkins Park West

are the two areas that have the greatest potential impact on commercial district enhancement and will benefit the Township as a whole. Therefore the plan calls for primary emphasis and investment in these two areas prior to major investment in the other districts. Due to the need to bring together both private and public funding sources for implementation in Glenside and Elkins Park West, the plan calls for the creation of a Cheltenham Township Economic Development Corporation. This recommendation is further expanded at the end of this chapter.

Refer to the individual District Phasing and Implementation Plans to see how the Township Phasing Plan and District Phasing Plans coordinate. The Township will review the Phasing Plans with the Estimates of Probable Cost for each District and establish a long-range strategy that matches available human and financial resources to annual priorities.

### Summary of Probable Costs

The summaries of probable costs that follows are designed to provide the Township with a full range of options to match community priorities with available funding sources. These costs include a range of potential private, semi-public and public investment projects.

The projects listed as “public” may include projects to be funded or implemented by the Federal government, Pennsylvania government, Montgomery County, Cheltenham Township, Pennsylvania Department of Transportation, Southeastern Pennsylvania Transportation Authority or a proposed Township Economic Development Corporation.

“Private” investment projects may include a combination of some public incentive programs for facade improvement. The potential cost of facade improvements throughout the Township has not been estimated, although it is likely to be a major component of commercial district revitalization. Review the section on clarifications and assumptions when preparing capital budgets.

## Cheltenham Township Commercial District Enhancement Plan TOWNSHIP-WIDE INITIATIVES

### Recommended Implementation Plan

Public Sector Activities	Year to Initiate	
	Detailed Design	Implementation
<b>Item Action</b>		
1 Acquire County, PennDOT, and SEPTA support		Twip-wide initiative in Yr 1
2 Create governmental partnerships with Philadelphia		Twip-wide initiative in Yr 1
3 Create governmental partnerships with Abington Twp.		Twip-wide initiative in Yr 1
4 Recruit businesses to fulfill each District vision		Ongoing
5 Create a Township-wide non-profit Econ. Development Corp.		Twip-wide initiative in Yr 1
6 Draft and change Zoning Ordinances		Twip-wide initiative in Yr 1
7 Draft and change Parking Ordinances		Twip-wide initiative in Yr 1
8 Draft and change Sign Ordinances		Twip-wide initiative in Yr 1
9 Create and approve Facade Enhancement Guidelines		Twip-wide initiative in Yr 1
10 Implement Facade Enhancement Grant Program		Twip-wide initiative in Yr 2
11 Design and implement Gateway and Sign Program	See each District	See each District
12 Study feasibility of CDEP Traffic Recommendations	See each District	See each District
13 Design and implement Transportation Improvements	See each District	See each District
14 Design and implement Streetscape Improvements	See each District	See each District
Private Sector Activities	Detailed Design	Implementation
15 Facade Enhancement of Commercial Buildings	Ongoing	Ongoing

Glenside District  
ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Streetscape Improvements				Buildings	Totals	
	Streets, Plaza, and Sidewalks	Street Furn. and Lights	Trees and Land-scaping	Signs and Banners	Transportation Enhancements	New Constr. or Major Renov.	
<b>Potential Public Investment</b>							
<i>Phase I:</i> Wesley Avenue Plaza	\$299,400	\$7,400	\$0	\$1,200	\$0	\$0	\$308,000
<i>Phase I:</i> Roberts Avenue Park and Roads	\$134,300	\$5,800	\$48,200	\$1,200	\$0	\$0	\$189,500
<i>Phase I:</i> Glenside Avenue from Easton Road to Keswick Avenue	\$155,500	\$120,300	\$62,500	\$19,400	\$800	\$0	\$358,500
<i>Phase II:</i> North Easton Road and West Glenside Avenue (Area A)	\$258,000	\$168,800	\$342,000	\$66,900	\$386,300	\$0	\$1,222,000
<i>Phase II:</i> Glenside Station & Parking Structure	\$0	\$0	\$0	\$0	\$7,400,400	\$262,500	\$7,662,900
<i>Phase II:</i> Town Green at Glenside train station	\$728,500	\$11,500	\$37,300	\$8,000	\$0	\$0	\$785,300
<i>Phase III:</i> Central Easton Road (Area B)	\$164,300	\$107,500	\$217,700	\$42,600	\$246,000	\$0	\$778,100
<i>Phase IV:</i> South Easton Road and Limekiln Pike (Area C)	\$164,300	\$107,500	\$217,700	\$42,600	\$246,000	\$0	\$778,100
<i>Phase IV:</i> North Limekiln Pike Area	\$32,400	\$163,500	\$62,900	\$71,800	\$160,600	\$0	\$491,200
<i>Phase IV:</i> Glenside Avenue from Keswick Avenue to Rices Mill Road	\$107,300	\$85,600	\$89,900	\$59,100	\$131,4000	\$0	\$473,300
<b>Subtotal</b>	<b>\$2,044,000</b>	<b>\$777,900</b>	<b>\$1,078,200</b>	<b>\$312,800</b>	<b>\$8,571,500</b>	<b>\$262,500</b>	<b>\$13,046,900</b>
<b>Potential Private Investment</b>							
<i>Phase I:</i> Roberts Block Restaurant Renovations	\$0	\$0	\$0	\$0	\$0	\$900,000	\$900,000
<i>Phase II:</i> New Farmers' Market and Restaurant Buildings	\$0	\$0	\$0	\$0	\$0	\$5,025,000	\$5,025,000
Arcadia University Entrance	\$48,200	\$54,800	\$24,600	\$9,300	\$0	\$0	\$136,900
Private Parking Lot Improvements	\$73,800	\$43,800	\$190,500	\$0	\$89,600	\$0	\$397,700
<b>Subtotal</b>	<b>\$122,000</b>	<b>\$98,600</b>	<b>\$215,100</b>	<b>\$9,300</b>	<b>\$89,600</b>	<b>\$5,925,000</b>	<b>\$6,459,600</b>

*Phasing and Implementation*

Elkins Park West District  
ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Streetscape Improvements					Buildings	Totals
	Streets, Plaza, and Sidewalks	Street Furn. and Lights	Trees and Land-scaping	Signs and Banners	Transportation Enhancements	New Constr. or Major Renov.	
<b>Potential Public Investment</b>							
<i>Phase I: Improvements along Church Road west of Old York Road</i>							
	\$176,640	\$187,290	\$79,680	\$23,340	\$236,220	\$0	\$703,170
<i>Phase II: Improvements along York Road and along Church Road east of Old York Road</i>							
	\$412,160	\$437,010	\$185,920	\$54,460	\$551,180	\$0	\$1,640,730
Enhance parking area at Church & Stahr Roads	\$60,500	\$0	\$0	\$0	\$0	\$0	\$60,500
Township Administration Campus	\$272,100	\$0	\$64,400	\$0	\$0	\$0	\$336,500
Tookany Creek trails and pavilions	\$337,700	\$0	\$0	\$0	\$0	\$0	\$337,700
<b>Subtotal</b>	<b>\$1,259,100</b>	<b>\$624,300</b>	<b>\$330,000</b>	<b>\$77,800</b>	<b>\$787,400</b>	<b>\$0</b>	<b>\$3,078,600</b>
<b>Potential Private Investment</b>							
<i>Phase I: Elkins Park Square improvements</i>							
	\$176,100	\$0	\$16,200	\$3,100	\$1,920,000	\$0	\$2,115,400
<i>Phase I: Yorktown Inn improvements</i>							
	\$154,100	\$0	\$16,200	\$3,100	\$0	\$0	\$173,400
<i>Phase I: Wall House Village</i>							
	\$541,700	\$0	\$15,000	\$0	\$0	\$0	\$556,700
<i>Phase II: New retail buildings at Township Public Services site</i>							
	\$387,200	\$0	\$22,900	\$0	\$0	\$0	\$410,100
Potential commercial building construction	\$0	\$0	\$0	\$0	\$320,000	\$10,200,000	\$10,520,000
<b>Subtotal</b>	<b>\$1,259,100</b>	<b>\$0</b>	<b>\$70,300</b>	<b>\$6,200</b>	<b>\$2,240,000</b>	<b>\$10,200,000</b>	<b>\$13,775,600</b>

Elkins Park East District  
ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Streetscape Improvements				Buildings	Totals	
	Streets, Plaza, and Sidewalks	Street Furn. and Lights	Trees and Land- scaping	Signs and Banners	Trans- portation Enhance- ments	New Constr. or Major Renov.	
<b>Potential Public Investment</b>							
<i>Phase I:</i> Signs, traffic circle & plaza at Harrison & High School	\$175,000	\$50,000	\$30,000	\$60,000	\$80,000	\$0	\$395,000
<i>Phase I:</i> SEPTA parking lot improvements	\$100	\$0	\$14,100	\$0	\$9,000	\$0	\$23,200
<i>Phase II:</i> Improvements along Park Avenue, Montgomery & High School Roads	\$377,500	\$106,600	\$182,200	\$36,900	\$142,700	\$0	\$845,900
<b>Subtotal</b>	<b>\$552,600</b>	<b>\$156,600</b>	<b>\$226,300</b>	<b>\$96,900</b>	<b>\$231,700</b>	<b>\$0</b>	<b>\$1,264,100</b>
<b>Potential Private Investment</b>							
Ashbourne Market site improvements	\$300	\$0	\$33,500	\$0	\$0	\$588,800	\$622,600
<b>Subtotal</b>	<b>\$300</b>	<b>\$0</b>	<b>\$33,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$588,800</b>	<b>\$622,600</b>

East Cheltenham Avenue District  
ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Streetscape Improvements				Buildings	Totals	
	Streets, Plaza, and Sidewalks	Street Furn. and Lights	Trees and Land- scaping	Signs and Banners	Trans- portation Enhance- ments	New Constr. or Major Renov.	
<b>Potential Public Investment</b>							
<i>Phase I:</i> Signs, banners & trees	\$0	\$0	\$53,300	\$144,200	\$0	\$0	\$197,500
<i>Phase II:</i> Transportation, sidewalks & street furniture	\$156,700	\$152,800	\$0	\$0	\$749,500	\$0	\$1,059,000
City of Philadelphia streetscape improvements	\$0	\$0	\$55,000	\$0	\$31,900	\$0	\$86,900
<b>Subtotal</b>	<b>\$156,700</b>	<b>\$152,800</b>	<b>\$108,300</b>	<b>\$144,200</b>	<b>\$781,400</b>	<b>\$0</b>	<b>\$1,343,400</b>
<b>Potential Private Investment</b>							
Melrose Shopping Center site improvements	\$141,300	\$0	\$246,000	\$0	\$9,000	\$0	\$396,300
First Union Bank site improvements	\$10,000	\$0	\$2,400	\$0	\$9,000	\$0	\$21,400
<b>Subtotal</b>	<b>\$151,300</b>	<b>\$0</b>	<b>\$248,400</b>	<b>\$0</b>	<b>\$18,000</b>	<b>\$0</b>	<b>\$417,700</b>

*Phasing and Implementation*

Cheltenham Village District  
ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Streetscape Improvements					Buildings	Totals
	Streets, Plaza, and Sidewalks	Street Furn. and Lights	Trees and Land- scaping	Signs and Banners	Trans- portation Enhance- ments	New Constr. or Major Renov.	
<b>Potential Public Investment</b>							
<i>Phase I: Improvements along Central, Ryers, Laurel &amp; Cottman Avenues (signs &amp; traffic calming)</i>							
	\$0	\$0	\$0	\$88,200	\$544,000	\$0	\$632,200
<i>Phase II: Improvements along Central, Ryers, Laurel &amp; Cottman Avenues (streetscape, piers, bus shelters &amp; traffic signals)</i>							
	\$151,600	\$367,400	\$98,200	\$100,000	\$273,000	\$0	\$990,200
<b>Subtotal</b>	<b>\$151,600</b>	<b>\$367,400</b>	<b>\$98,200</b>	<b>\$188,200</b>	<b>\$817,000</b>	<b>\$0</b>	<b>\$1,622,400</b>
<b>Potential Private Investment</b>							
New retail/offices at Cottman & Laurel Avenues							
	\$39,800	\$0	\$74,000	\$0	\$0	\$5,750,000	\$5,863,800
Parking lot improvements							
	\$0	\$0	\$73,800	\$0	\$0	\$0	\$73,800
<b>Subtotal</b>	<b>\$39,800</b>	<b>\$0</b>	<b>\$147,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,750,000</b>	<b>\$5,937,600</b>

Township Enhancements  
 ESTIMATE OF PROBABLE COSTS FOR TOWNSHIP EVALUATION

	Glenside	Elkins Park West	Elkins Park East	East Chelt. Avenue	Chelt. Village	Total
<i>Sum of Potential Public Investments</i>	\$13,046,900	\$3,078,600	\$1,264,100	\$1,343,400	\$1,622,400	\$20,335,400
<i>Sum of Potential Private Investments</i>	\$6,459,600	\$13,775,600	\$622,600	\$417,700	\$5,937,600	\$27,213,100

**Clarifications and Assumptions:**

1. The above Estimate of Probable Cost is prepared for use by Cheltenham Township in evaluating a full range of Commercial District Enhancement options to assist in the development Capital Budgets for each District and project.
2. This estimate of probable cost is based on the conceptual design illustrated in this report and includes likely costs to furnish and install items identified. This estimate excludes any costs for utility systems, hazardous materials or subgrade conditions other than some general assumptions regarding electrical for street lights and excavation where surface materials are changing. A more detailed design and engineering analysis is necessary to refine this estimate of probable cost further.
3. Given the conceptual nature of this design, additional design and engineering studies will be necessary for more accurate estimates of construction costs.
4. All Costs are stated in Year 2000 Dollars and are not escalated to address inflation for future year construction. Once projected construction dates for each phase are determined, a 3% escalation factor should be compounded for each year between January 2000 and the midpoint of construction.
5. All Public Streetscape Construction items include the following assumptions: 1% Temporary Construction Cost, 1% Phasing Cost, 15% Construction Contingency, 1% Survey Cost and 10% Design and Engineering Fee
6. All Private Streetscape Construction items include the following assumptions - 15% Construction Contingency, 1% Survey Cost and 10% Design and Engineering Fee
7. All Building Costs are provided for a general reference of potential future private investment that may follow public investments. New commercial construction following the design guidelines is assumed to be \$150/SF. Major renovations for new uses of existing buildings following the design guidelines is assume to be \$125/SF. These unit costs do not include any allowance for design, contingencies, etc.
8. The Building Costs highlighted are for major new construction and major renovations. These line items do not include the cost or scope of projected recommended facade enhancement investments. These facade enhancements must be evaluated on an individual basis in consultation with the District Theme Architectural Guidelines.

## FUNDING SOURCES

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### Potential Funding Sources for Road Reconstruction and Sidewalk Construction

Primary funding for planned road improvements, bicycle routes and facilities, and new sidewalk construction in the five Township Districts may be available from the federal TEA-21 transportation program. This program includes funding for a wide range of transportation improvements, including those geared toward pedestrian travel and bicycle travel. A particular emphasis is being placed on communities that take advantage of multiple modes of transportation.

PennDOT distributes all federal highway and TEA-21 funds, and all state road improvement funds. In Montgomery County, the County and the Delaware Valley Regional Planning Commission designate eligible activities. To best implement these measures without disrupting future streetscape and transportation improvements, phasing and staging is important. Elements such as street furniture can be placed temporarily before major roadway improvements are made, stored during roadway improvement and then relocated within the District; other landscaping and sidewalk improvements should be completed following roadway improvement to prevent damage.

### Potential Funding Sources for Streetscape Improvement

Many of the streetscape improvements recommended for the *Commercial District Enhancement Plan* will require the expenditure of public money. Appropriate sources for these funds include the federal government—through PennDOT and HUD programs—the Commonwealth of Pennsylvania, Montgomery County and Cheltenham Township. Efforts should be made through the State Representative's office to identify commercial district streetscape improvements to be given priority for PennDOT and TEA-21 financing and for inclusion in the PA Capital Budget Redevelopment Assistance Program.

Funds for special redevelopment projects are considered by the State legislature for inclusion in the PA Capital Budget Redevelopment Assistance Program every 3-4 years. All projects must be line-item approved by the legislature and governor. Project funding is distributed through DCED, can provide up to 50% of funding for qualifying redevelopment projects.

Projects providing assistance to areas of low- and moderate-income residents are eligible for assistance through the Community Development Block Grant (CDBG) program. Parts of the Township are eligible target areas and infrastructure improvements may be fundable using

CDBG dollars. At present, in the Glenside District, Glenside Avenue between Easton Road and Keswick Avenue is one such target area.

The cost of some streetscape improvements may be significantly lessened if completed with Cheltenham Township's existing road crews and equipment. However, because many of the streetscape improvements recommended for Cheltenham's commercial districts exceed the level of improvement typically made by public agencies, or require the use of better quality materials than those funded publicly, some transference of these costs to beneficiary private owners may be appropriate. Special assessments may be established in each of the five commercial districts to finance improvements such as sidewalks, landscaping, pedestrian crossing, etc. Through this mechanism, Cheltenham Township would issue a bond to cover the costs of certain infrastructure improvements benefiting Township property owners. The property owners whose properties are directly affected by the benefit would pay an additional assessment. This is a part of their property taxes to pay off the bond over a twenty-year period. The mechanism would allow the commercial districts to benefit from necessary infrastructure improvements without area property owners having to front the costs of such improvements privately.

A similar financing approach, one that would not require a formal assessment process, is for Cheltenham Township to invest in certain District improvements and lease them back to area merchants or property owners as a way to help cover its debt service obligations. Ornamental street lights with illuminated advertising spaces could be purchased and installed by the Township, and the signs attached to the lights leased on a monthly or yearly basis to commercial district merchants in order to help recoup debt service costs. This cost-sharing approach also allows retail tenants to participate in area infrastructure improvements that their landlords are unwilling to finance. Ornamental lighting fixtures (with banner, sign and planting basket) could be financed through a thirty-year tax exempt bond. Should the Township elect to finance streetlights in this way, it could lease the sign portion of the fixture to area merchants for a fee as a method of recouping these Township incurred costs. After retirement of the bond, these fees could be an additional revenue source to the Township.

Many of the recommended physical improvements—banners, street trees and shrubs, benches, etc.—are relatively inexpensive items that can be financed by individual participants or project sponsors. Local service clubs are typically very successful in organizing fundraising efforts for comparatively inexpensive and highly visible community projects. Individual businesses may also sponsor these types of improvements, such as the rec-

ommended installation of banners in each commercial district, which serve as an effective additional form of advertising within their area. Corporate sponsors can contribute to these activities, as well as help promote special events programming, through banner fabrication and installation.

### Potential Funding Sources for Individual Business Improvements

While many areas of the Township will not qualify for CDBG financing for public infrastructure improvements, this source of funding is available to qualifying businesses within the area. CDBG funds may be used for community development activities throughout the Township which create jobs for low- and moderate-income residents. Therefore, business improvements within the District that can be shown to develop employment opportunities for low- and moderate-income residents—such as loans, loan guarantees or grants for facade improvements and business loans for start-up or expansion activities—can be eligible CDBG-funded activities. These types of direct business lending activities may require the participation of a Township-wide non-profit economic development organization that would act as a pass-through and monitoring agency.

Many of the property improvements and business expansion activities recommended for the Township will require the direct participation of independent, small business entrepreneurs. In

order to support these efforts, it is necessary to make available affordable financing for start-up ventures and expansion/improvement projects. A below-market interest rate loan pool should be established through a local financial institution for these purposes. Private bank financing can be augmented by the Small Business Administration's LowDoc program, which can easily be incorporated into the bank's small business lending program. The goal of the LowDoc program is to simplify the application process and provide a rapid response rate (usually 2-3 days) for established businesses requiring up to \$100,000 in working capital/building equipment purchase or repair, facade improvement and other business expansion activities.

Additionally, the Montgomery County Industrial Development Authority has established a Micro Loan fund for small businesses in the county. Funding will be available for small businesses of all types for fairly unrestricted uses including working capital, product development and facility improvement.

For businesses owned by minorities, low-interest financing is available through the Pennsylvania Minority Business Development Authority. Retail and commercial businesses are eligible for loans of up to \$250,000 for land and building acquisition, construction and renovation, machinery and equipment and working capital. Loans are provided at 50% of prime and require a 25% private sector match.

The Montgomery County Redevelopment Authority may be an organization worth consulting in developing the funding and partnerships necessary to address some of the more ambitious redevelopment projects proposed for Elkins Park West and possibly Glenside.

### Potential Funding Sources for Shared Parking

The coordination of shared parking is recommended as a means to improve the access to and

appearance of each commercial district. These types of arrangements require the joint participation of several property owners and the determination of how any improvement costs are to be distributed. In some cases, Township participation may be required to finance necessary improvements. The Township should approach local financial institutions or the Economic Development Task Force to determine their interest in developing a special loan program for such shared cost projects. By creating a vehicle to finance a particular

project, the loan is underwritten as a single loan to multiple property owners—with each participant responsible for his proportionate share of the project's cost. In this way local banks can help expedite the process which would, typically, require each participant to individually seek his share of project financing. Additionally, this packaged lending approach may meet Community Reinvestment Act requirements, especially if offered at slightly discounted interest rates.

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## CREATE A TOWNSHIP ECONOMIC DEVELOPMENT CORPORATION

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In order to coordinate the implementation of some of the activities recommended for the Township, we propose that a Township-wide non-profit economic development corporation be established. The board of this corporation would be comprised of the members of the existing Cheltenham Township Economic Development Task Force, and the Township. The Township would bear responsibility for staffing the corporation, similar to its current responsibility for staffing the Economic Development Task Force. This organization would be responsible for marketing the Township commercial districts to local entrepreneurs and regional and national chains that could benefit from a location within the Township. Township economic development staff can provide this assistance by serving as

liaison between the commercial districts and potential tenants or developers.

### Advantages of an Economic Development Corporation

A freestanding economic development corporation can act as the recipient and pass-through organization for public grant funds as well as private contributions on behalf of specific implementation projects or programs established within the Elkins Park West District and the Township's other commercial districts. A Township economic development organization that can more rapidly develop a track record of successful project completion is more capable of attracting financial assistance from a broader range of public sources than would be

separate District organizations operating independently. Additionally, coordination of these activities will allow the individual commercial districts to share technical staff resources rather than each independently retain a paid project facilitator.

The smoother and rapid transition from planning activities to actual project implementation will require the commitment and leadership of several key entities which agree to help fund (and fundraise for) pre-development tasks for priority projects. We recommend that the Economic Development Corporation identify a merchant or institution within each District that can devote its time and reputation to project fundraising and implementation activities.

## Setting up an Economic Development Corporation

Below is a model of how the Township might set up an economic development corporation. Depending on its charter and purpose, this organization may be able to be a non-profit corporation with accompanying tax benefits. The recommended steps for creating this Economic Development Corporation are:

- Form a board and write a mission statement for the purpose of incorporation
- Hire an attorney to establish a Pennsylvania Corporation, preferably one with 501 c(3) non-profit status. Its purpose will be to guide economic development activities that support specific community goals.

## Potential Projects for an Economic Development Corporation

At present we envision the Economic Development Corporation's (EDC) primary mission to be creating and sustaining the Glenside Farmers' Market and a new restaurant on SEPTA property. However we can also envision a number of potential future projects, such as: 1) Glenside's Wesley Plaza vintage products fairs, 2) creating community programs and buildings near the Wall House, or 3) other community managed improvements or businesses at other SEPTA train stations. Listed below are the two initial tasks envisioned for this Economic Development Corporation:

### Glenside Farmers' Market

- Negotiate with SEPTA to construct a shell and create a long term lease within a newly constructed parking structure at the Glenside Station
- Manage pre-development activities for a Farmers' Market including budgeting, design and construction of interior fitout, acquire construction and startup financing
- Hire a manager for the Farmers' Market
- Manage design and quality issues during building construction
- Guide the manager in marketing for and managing tenants

### New Restaurant at Glenside Station on SEPTA property

- Negotiate with SEPTA to acquire a ground lease for a restaurant
- This ground lease could either be direct to a restaurant or to the EDC which would then sub-lease to a restaurant
- Market to locate a suitable restaurant
- If the restaurant provides its own financing, the EDC need not be involved; however if a more local restaurant is the best tenant, then the EDC may need to acquire local financing for construction of the restaurant.
- Manage design and quality issues of the building
- If successful, this group could lead economic development activities throughout the Township on projects with focused public benefits that could not be provided as effectively by the private development community or Township government.

## Implementation Partners

The successful implementation of this Enhancement Plan relies on the ability of the Township to create and sustain effective partnerships. To complete most tasks a coordinated effort will be required. Listed below are some of the potential partners:

- Cheltenham Township Commissioners
- Cheltenham Township Manager
- Cheltenham Township Assistant Township Manager
- Cheltenham Township Main Street Manager
- Cheltenham Township Main Street Committees
- Cheltenham Economic Development Task Force
- Cheltenham Township Departments and Planning Commission
- Montgomery County
- City of Philadelphia
- Abington Township
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Federal Transportation Enhancement Programs
- Federal Community Development Block Grant Program
- Local lenders & developers
- Private land owners & business owners
- Township residents

## ACKNOWLEDGEMENTS

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Numerous individuals and organizations have contributed to this vision plan. Listed below are some of the many people who have helped guide this plan:

- Cheltenham Township Commissioners  
*Paul R. Greenwald, President*  
*Jeffrey A. Muldawer, Vice President*  
*Thomas Jay Ellis, Member*  
*Robert C. Gerhard, Member*  
*Charles D. McKeown, Member*  
*Harvey Portner, Member*  
*Michael J. Swavola, Member*
- Cheltenham Township Manager *David G. Kraynik*
- Cheltenham Township Assistant Township Manager *Brian T. Havir*
- Cheltenham Township former Main Street Manager *Joel A. Johnson*
- Cheltenham Township Main Street Manager *Ruth Littner Shaw*
- Cheltenham Township Economic Development Task Force former Chairman *Jim Butt*
- Cheltenham Township Economic Development Task Force Chairman *Harold Lichtman*
- Cheltenham Township Economic Development Task Force
- Cheltenham Township Planning Commission
- Cheltenham Township Engineer *David M. Lynch*
- Citizens who participated in the 12 Public Forums
- Business and property owners who participated in the 12 Public Forums
- Montgomery County Planning Commission
- City of Philadelphia Department of Economic Development