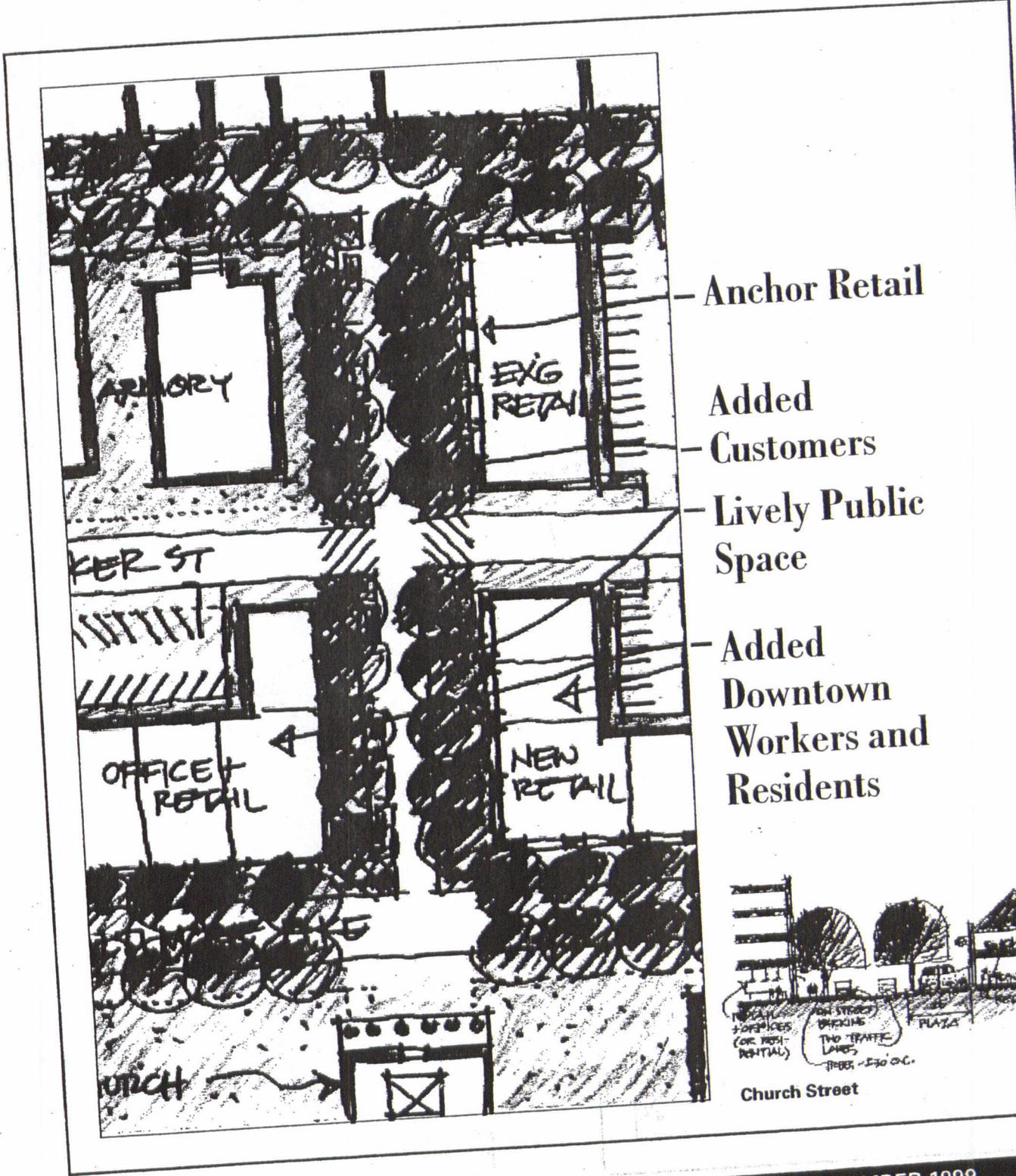


Met with
Atlantic Group
(609) 655-5328
(Larry Hovator)

★ **New Directions**

for Downtown

Media, PA



Anchor Retail

Added Customers

Lively Public Space

Added Downtown Workers and Residents



Church Street

NEW DIRECTIONS FOR DOWNTOWN MEDIA

ACKNOWLEDGEMENTS

The following groups and individuals were essential to success of this work:

BOROUGH COUNCIL

BOROUGH STAFF

MAYOR & SOLICITOR

MEDIA BUSINESS AUTHORITY

MEDIA "MEANS BUSINESS" TASK FORCE

THE INDIVIDUAL MERCHANTS OF DOWNTOWN

THE INTERESTED CITIZENS WHO TOOK PART

CONSULTANTS:

The Atlantic Group, Cranbury NJ

Brown & Keener Urban Design, Philadelphia PA

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SECTION ONE: INTRODUCTION

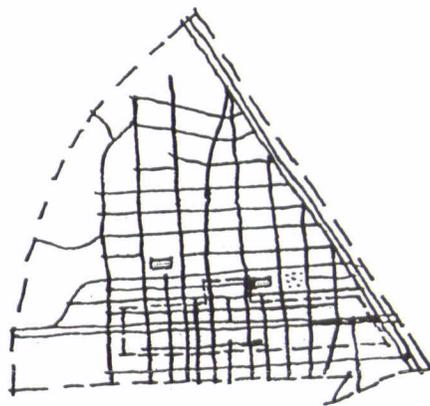
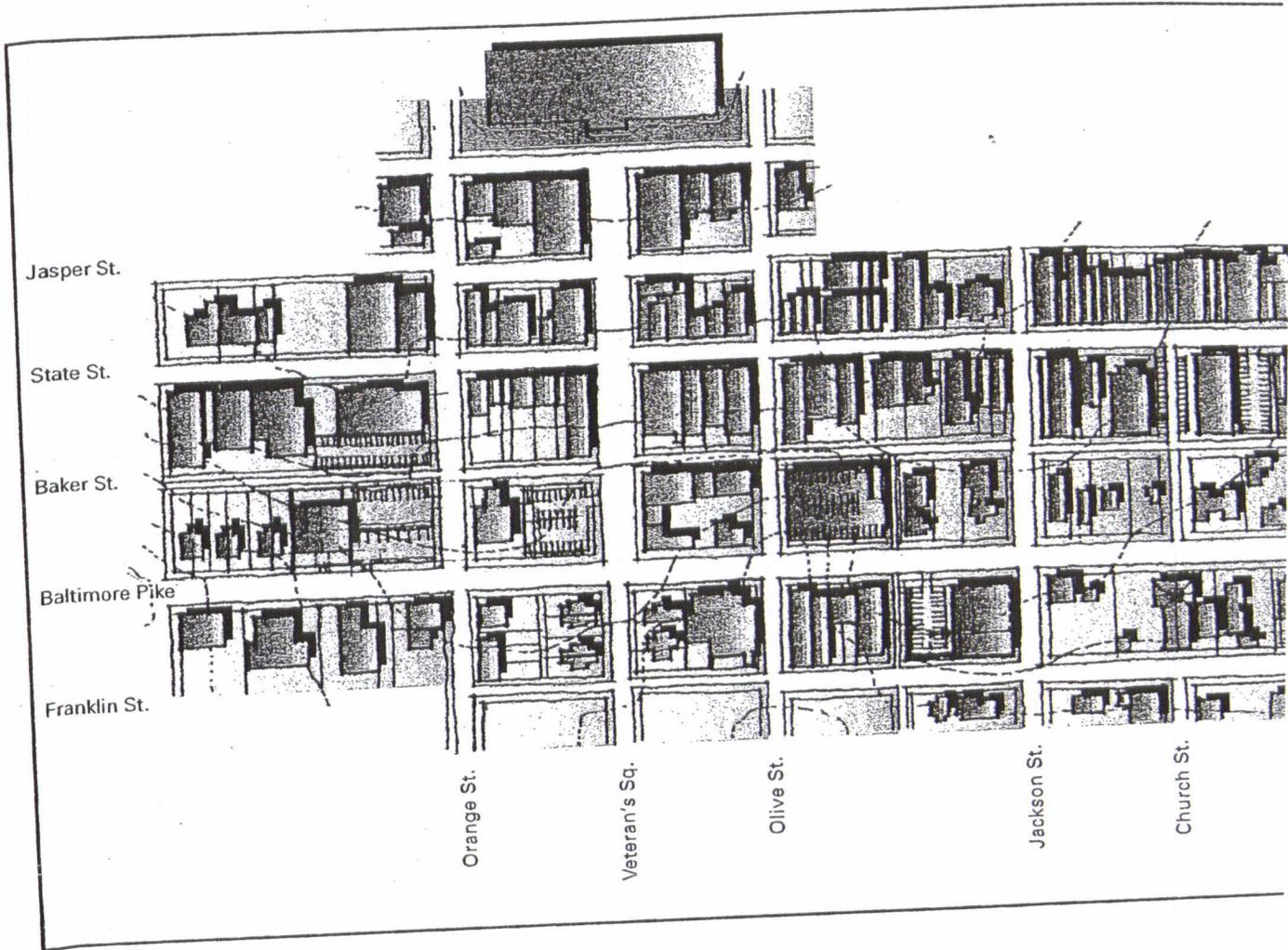
The Borough of Media, PA has engaged in a program to make its commercial center more attractive to consumers, investors and residents and more profitable for its businesses. For this, the second phase of the work, the municipality engaged The Atlantic Group, urban development consultants, and Brown and Keener Urban Design to identify redevelopment opportunities on and adjacent to Baltimore Pike that would strengthen the commercial sector and complement State Street and to recommend measures to make this possible. This phase will enable the Borough to implement one of the recommendations in the "Strategy" report released in May, 1999.

The purpose of this project is to:

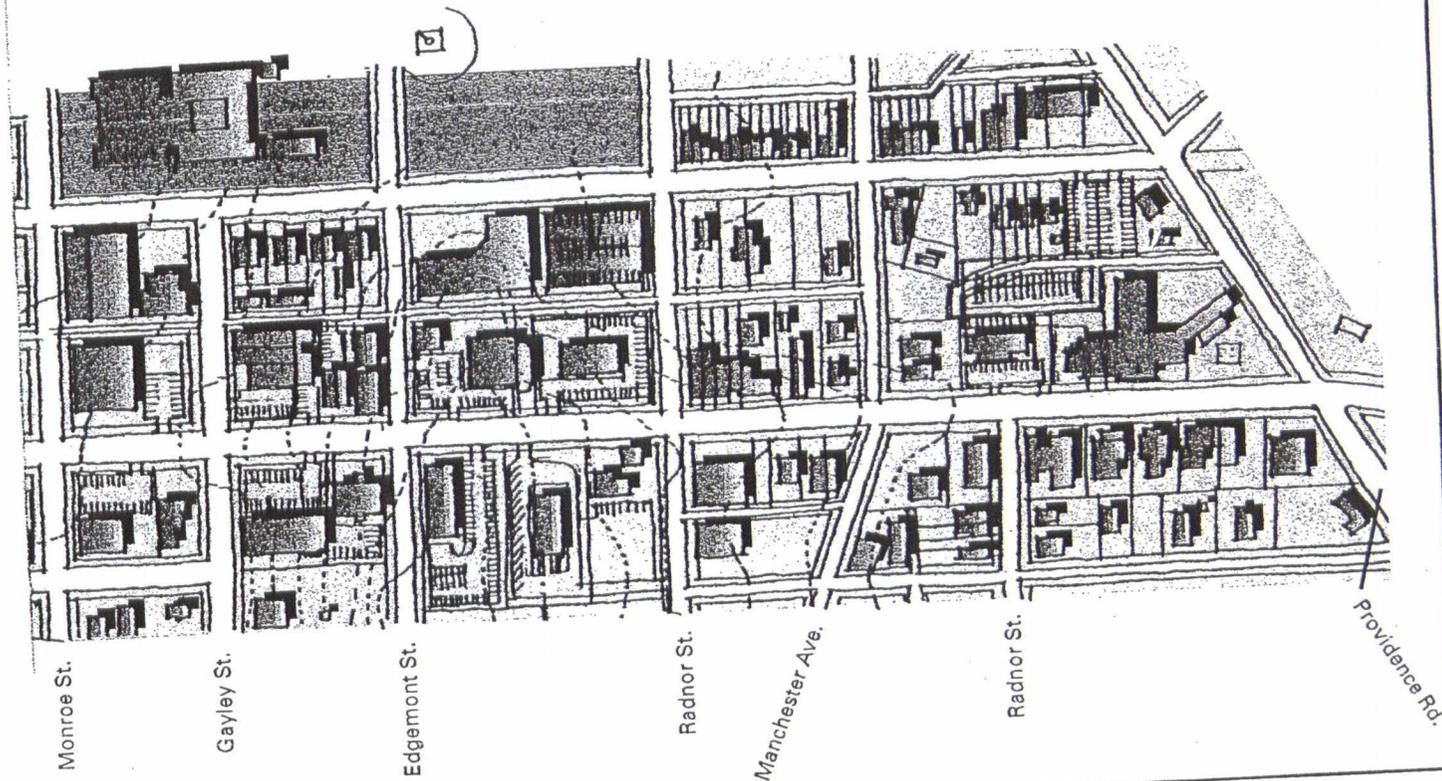
- Facilitate creation of modern retail space close to State Street that will attract nationals, serve as anchors and improve leasing prospects for existing State Street space;
- Add customers close to State Street and increase retail spending here;
- Upgrade the image of Downtown Media at Baltimore Pike, the place where it is most visible and the image is least attractive;
- Create building connections between Baltimore Pike and State Street to facilitate pedestrian movement, encouraging two or more shopping destinations for a single parking space use;
- Produce design guides and zoning changes that appeal to residents and are attractive to investors;
- Coordinate with streetscape, lighting, crosswalks and related improvements.
- Maintain realistic balance of development and parking.



Baltimore Pike, in some places, still has the memory of what Media used to be. It sets the precedent for change in the future, so that the connections to State Street will be gracious, and that retail business will increase.

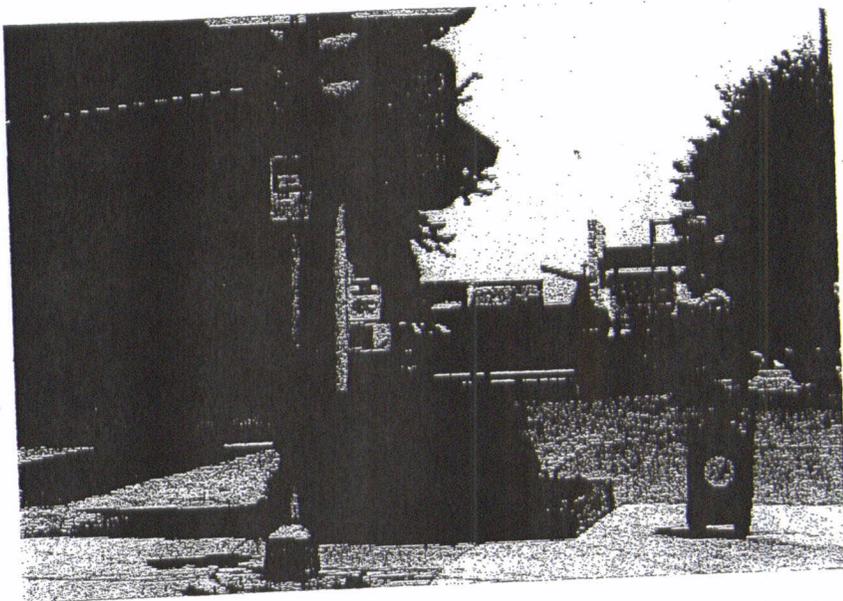


The focus of this work was the area of Baltimore Pike between Orange St. and Providence Rd. This major roadway is the most important entrance to Media, and is the access to the shops of State Street.



The downtown area includes blocks of various sizes, several significant slopes, some handsome buildings, a public parking garage, and some buildings and blocks which are subject to change. State Street is fully built up, so the opportunities for improvements are on Baltimore Pike, and the connections between these two streets becomes essential in making downtown thrive.

The existing zoning regulations call for "highway commercial" type of development along Baltimore Pike. As a result, the image of Baltimore Pike is one of large parking lots, fast food restaurants, and gas stations, none of which are in keeping with the character and functioning that is needed for downtown and State St. to thrive. State Street is a walk through environment. Baltimore Pike is becoming a drive through environment.



METHODS

The project team:

- Identified site and activity specific redevelopment opportunities along with parking;
- Proposed specific zoning changes required to make redevelopment feasible;
- Identified short-term and longer term opportunities;
- Estimated added retail space, office space and employees, residential units and parking resulting from redevelopment.

PROJECT PROCESS

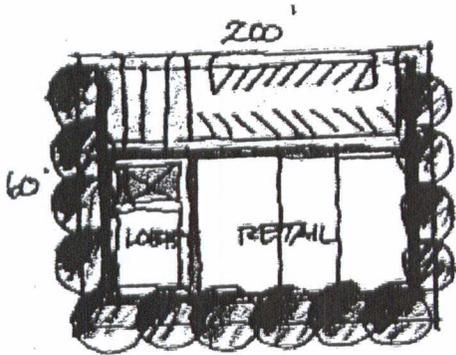
At Mayor Robert McMahon's direction, a Steering Committee was assigned to work with the project consultants. The study area was defined as Orange Street to Providence Road, one block either side of Baltimore Pike. A property data base was prepared, indicating ownership by owners, by locations and by street addresses (Appendix). The area was studied with special consideration given to: gradients, walking ranges of consumers and office workers, the impressions generated by existing buildings and parking lots on the heavily trafficked Baltimore Pike, the development that the existing zoning code has authorized on Baltimore Pike and opportunity locations for redevelopment. The team advised the developer planning a mixed-use commercial building and parking on the corner of Jackson Street and Baltimore Pike, indicating a preference for buildings that are built in the traditional manner prevalent on State Street and outlined in the earlier "Strategy" report — i.e., built to the sidewalk, retail on the first floor and parking as much as possible out of sight.

In identifying specific actions the municipality could make to best meet its needs and opportunities, the team worked within the constraints imposed by Media's generally small blocks, changes in grades and the need to assure parking within walking distance of the intended destinations. In testing possible results of a modified zoning code, the team contrasted realistic mixes of structured parking and additional, modern retail spaces with what has occurred on Baltimore Pike — i.e., small improvements on large parking lots set back far from the Street. In contrast, the new building on Jackson Street will begin to redefine Baltimore Pike, setting important precedents for future redevelopment.

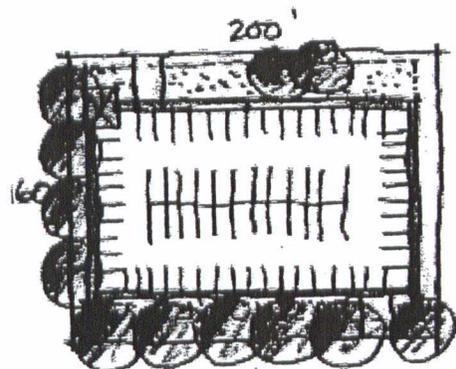
INTENDED OUTCOMES

This report outlines changes in zoning and improvements that will produce the desired commercial and residential outcomes. It is not a redevelopment program in that it does not recommend any specific redevelopment projects. Rather, if followed, it will enable private investors and property owners to realize greater economic opportunities than presently exist whenever such agreement can be reached. Finally, if supported by Media Borough, it can reduce by years the time required for redevelopment.

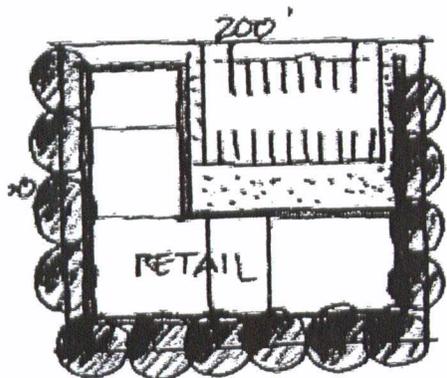
SECTION TWO: EXISTING CONDITIONS



The smaller block can hold one 60,000 sf building (for offices or residential) and about 20 cars; 15,000 sf of retail can fit on the ground floor.



OR: the smaller block can hold one multilevel parking garage, with about 20 cars per level (and no retail at the ground floor).

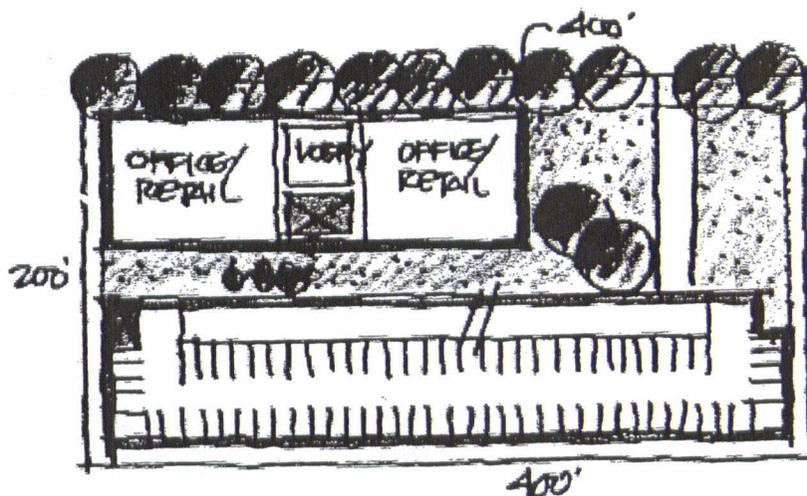


R: The smaller block can hold a one or two story retail building (about 20,000 sf per floor), and about 20 cars.

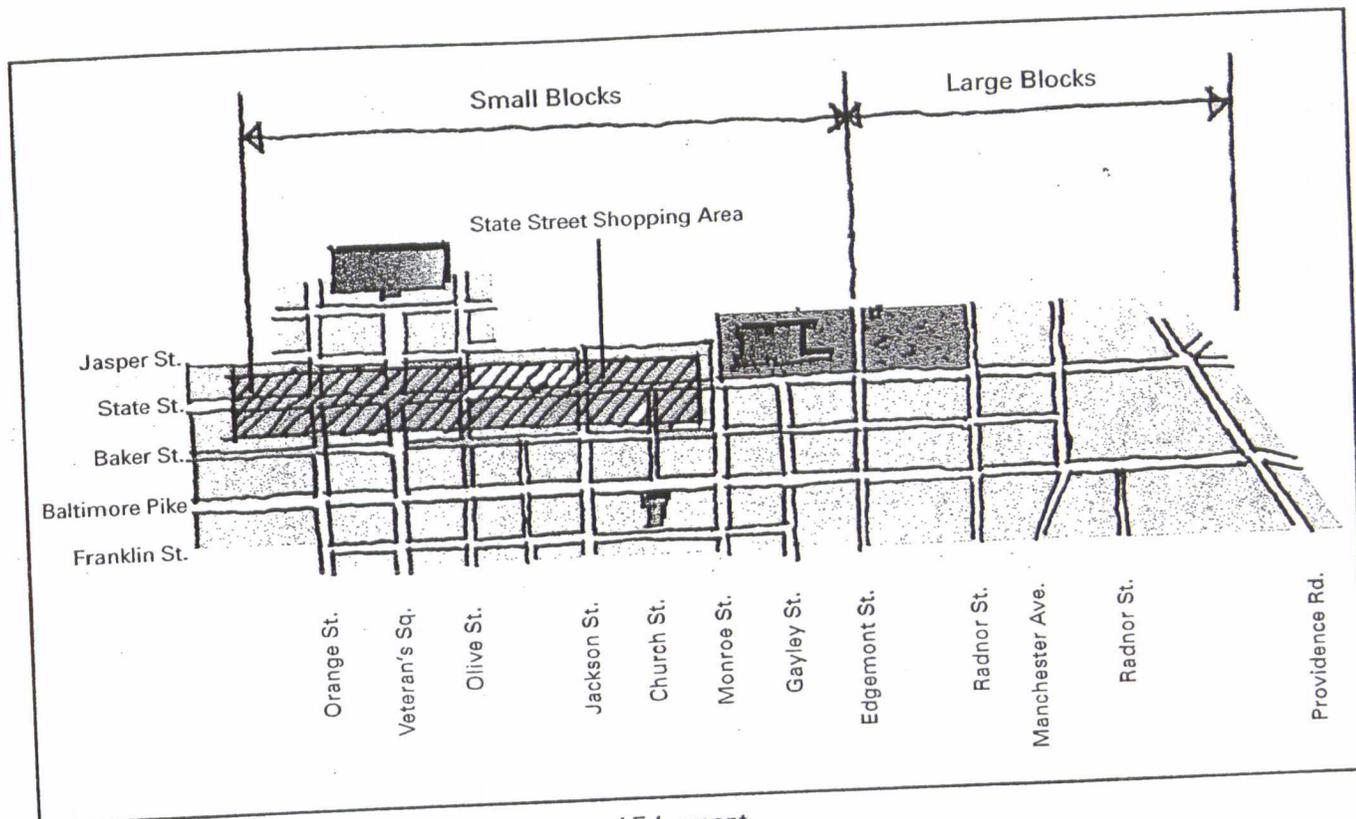
In the study area (map), there are two groups of blocks: the larger blocks at the east end of Baltimore Pike, and the smaller ones at the west end. Since the western blocks are adjacent to the retail shopping of State Street, this difference in size and developability is an important and determining condition.

The western blocks adjacent to State Street shopping, between Gayley and Orange Streets, are generally about 160' by 200'. One block of this size is large enough for one standard (three or four story) office building, similar to the new office building at State and Edgemont Streets. One block is large enough for a multilevel garage (e.g., the existing public garage). One block is large enough for modern-sized retail facilities. One block is not, however, big enough for modern, mixed-use, multistory development and its necessary parking.

On the other hand, the eastern blocks between Gayley Street and Providence Road are much longer, and are generally big enough for larger development and the required parking. The new office building and parking garage on State Street are evidence of this fact. It is these blocks, however, are beyond the walking distance of most shops and restaurants of State Street, and therefore can be considered as developed in a different pattern.



In contrast, the larger block (about 200' x 400') can hold a 60,000 sf building (office, residential, or retail) plus its own parking (shown here in a 240 car, three-level garage), and some open green landscaping.



The smaller blocks are located between Orange and Edgemont Streets; the State Street shops are between Orange and Monroe Streets - a perfect match for the scale of future developments.

ZONING

The existing zoning code for the Baltimore Pike area ("Highway Business-Office", or HBO) has been remarkably successful in fulfilling its legislative intentions, which are "to provide for a range of highway-oriented retail, automotive, and service type business activities, which require highway locations and serve regional customers..."

The criteria that are set for this district have readily permitted exactly that type of development to take place; for example:

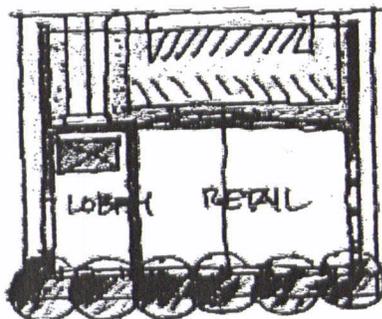
- Drive-through restaurants and drive-through banks are specifically permitted.
- A mix of uses in a single building is not mentioned as a permitted use.
- A minimum front yard of 10 feet is required, in contrast to the pedestrian-friendly form of locating shops directly at the sidewalk.
- There is no specified maximum setback, and parking lots are permitted along the front sidewalk
- By code, the sum of the area of all building footprints and paving can not exceed 75% of the lot, which essentially prohibits the pedestrian-oriented, shopping-friendly densities that now exist on State Street or a variation of which could exist on Baltimore Pike.
- The maximum height is three stories, which can restrict the total development (although this may not be as constraining as the parking requirements).

- The parking required for the various uses is not onerous (e.g. 2.5 cars/1,000 sf of offices, 1.7 cars per 1,000 sf retail). However, they are defined as "off street" and, by implication, as being located on each individual property. Because most of the blocks in downtown are quite small, this essentially prohibits developments that are more dense and more walkable than the standard typical fast food establishment. Note, for example, that the sites taken up entirely by Arby's or CVS (including their individual parking lots), is virtually the same as any full typical block located between Gayley and Orange Streets. Therefore, if the current pattern of redevelopment were to continue, each presently unredeveloped block of downtown in that area would have one auto-related business only — certainly not the character or density of development that the this plan's Objectives call for. It would not provide the modern retail space sought or the mixed uses required.

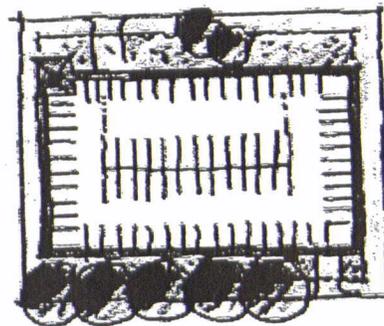
DENSITIES AND F.A.R.'S TO MAKE IT FINANCIALLY FEASIBLE

Using the Arby's and the CVS as models, a simple calculation suggests that the total development for the auto-related business has an FAR (Floor/Area Ratio) of about 0.16. In contrast, if parking could be primarily located on another site, the same site could contain a three story office/retail building, and have an FAR of about 2.0. This represents a development possibility that is more than twelve times that which is currently encouraged by the code. Even if the parking takes another full block, the FAR would still be 1.0 or six times that now taking place. In addition to the loss of modern retail space, this pattern results in far lower yield to the Borough in terms of business privilege, mercantile and wage tax revenues.

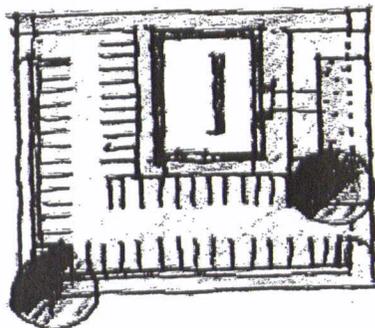
PROPOSED: two smaller blocks that include a 60,000 sf office or residential (plus ground floor retail) development on one block, and a 400 car garage (that is shared with another development) on another block.



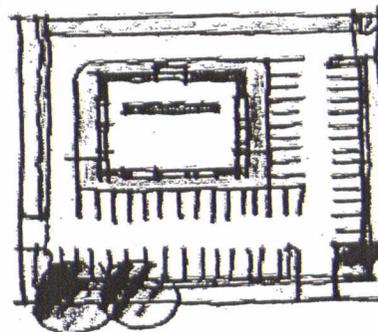
FAR = 1.00, for the two blocks



EXISTING (if the current pattern were to extend to the smaller blocks near State St.): One drive-in establishment (e.g., fast food, pharmacy) at 10,000 sf per block - plus on-site, not shared, parking.



FAR = 0.16, for the two blocks



And yet this greater density could happen in a way that could be more in keeping with the visual character of downtown Media, while adding more pedestrian activity, and more possible shoppers. Moreover, this is what is required to achieve the objectives listed in Section One.

APPEARANCE AND IMAGE

The code has created a place that serves the automobile and the region: Baltimore Pike therefore appears as if it is actually "out of town", and not part of Downtown. There are sidewalks, but there are few pedestrian destinations. The buildings that are set back behind parking lots look like all highways everywhere in America, but not like Media. In those individual blocks where the auto-type development has not (yet) taken place, grand trees remain, and a few buildings are related directly to the sidewalks. These areas feel like Media, and like a part of Downtown.

Unfortunately, in encouraging this highway-oriented development along Baltimore Pike, the open parking lots (and the sides or backs of the buildings that face the lots) have also created a visual and conceptual barrier between Baltimore Pike and State Street. The traffic is on Baltimore Pike. There is not a hint that they are in a Downtown. The result is that the people in those tens of thousands of passing cars are discouraged from stopping and shopping on State Street.

Thus, there are three significant consequences of auto-related developments in this area: shopping is not encouraged along Baltimore Pike, the Pike does not visually represent the retail quality that Media aspires to, and the presence of that pattern of development on the small blocks is also a deterrent to the shopping business on State Street.

The remaining older trees on Baltimore Pike remind one of what has been lost, in terms of favorable municipal image, through the "scorched earth" redevelopment of the franchise food developments on the east blocks. Moreover, neither the public nor the private parking lots reflect favorably on the community.

SECTION THREE: REDEVELOPMENT POTENTIAL

The "Downtown Media Strategy" was released in May, 1999. As reflected in the survey of business operators and consumers and consultation with the project's Steering Committee, the principal need in Media's business district was found to be attracting strong retailers whose goods will appeal to Media residents and consumers in the affluent Trade Area.

Four conditions were identified as important to the location decisions of national retailers and other strong businesses.

They want:

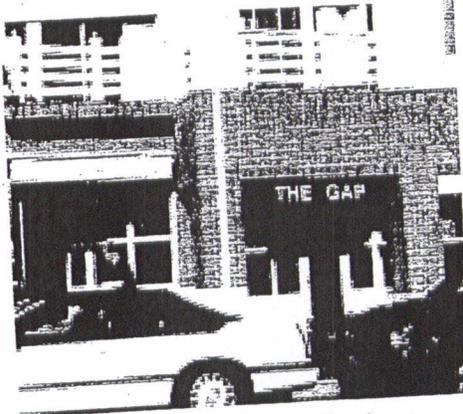
- New commercial space built to current market requirements;
- Many shops and restaurants open regularly at night and Sunday;
- A strong marketing program for the location; and
- A reputation for good parking, especially on weekends.

In addition, it was stated that Downtown Media needs also to address these four needs:

- Improve quality of offerings;
- Provide a greater variety of offerings;
- Provide more leisure choices, especially at night; and
- Improve Media's "curb appeal" — specifically a new streetscape, directional signage; and facade improvements.

More than 25 action steps were identified in the consultant's report to deal with each of the deficiencies noted above. As this report is being prepared, some of these are being attended to. A marketing brochure is being prepared. Efforts are being made to put important new commercial uses into the Armory, the old municipal building and the former Eckerd building. Agreement has been reached on a new pedestrian scale light fixture and efforts are being made to secure state funding for a streetscape program that will visually link Baltimore Pike and State Street. This report is intended to address the first of these — the need for new retail space.

The strength of traditional Downtowns is associated with diversity of activities, compactness and amenities. Downtowns need to expand so there is convenient and evident parking within a block or so of retail and restaurants and two blocks to workplaces. The design should put as many persons as possible — shoppers, employees, visitors — on attractive sidewalks as they move from destination to destination. Downtowns must have clear directions to guide strangers to their destinations while in their cars and when walking.



The GAP in a handsome mixed-use development in downtown Princeton. Note the balconies for the apartments upstairs.

The advantage of Baltimore Pike lies mainly in its location on a heavily trafficked road. It is this visibility to motorists that has attracted the only national retailers in Media, the franchise food outlets. Proximity to I 495, the Blue Route, is another important advantage.

EXHIBIT 1 NATIONAL RETAILERS IN TRADITIONAL DOWNTOWNS

Morristown, New Jersey: Foot Locker, Godiva Chocolates, GAP, Kids, Joseph A. Bank

Princeton, New Jersey: Ann Taylor, GAP, Banana Republic, Bucks County Coffee, Starbucks, Crabtree and Evelyn, Einstein Bagels, Sam Goody, Talbots, Kids, Talbots Petites, Wild Oats, Laura Ashley

Manayunk, Philadelphia, PA: Kiln Time, Pottery Barn, Restoration Hardware, Platypus, Banana Republic, Smith & Hawkin, Pottery Barn

Chestnut Hill, Philadelphia, PA: GAP, Joseph Bank, Talbot's, This End Up, Structure, Limited Express, Border's Books, Staples

Millburn, NJ: Starbucks, Annie Sez, Fresh Fields (in former Lord & Taylor), Au Bon Pain

Westfield, NJ: Banana Republic, Boston Market, Dress Barn, Friendly's, Gap, Kids, Haagen Dazs, Lord & Taylor, Mande's, Sealfons Young World, Starbucks, Talbot's

West Orange, NJ: Barnes and Noble, Staples, Blockbuster Video, Dress Barn

For some retailers, Baltimore Pike has an advantage over shopping malls. The New York Times (8 Aug 99) observed that "an increasing number of shoppers find it more convenient... to park close to the store and run in and out without having to go through the whole mall process."

Given modern retail space and good marketing, traditional downtowns do attract national retailers (Exhibit 1). Red Bank, NJ, in contrast, is in the center of an affluent market, has an excellent marketing program, stores are open on Sunday, streetscape and facades are completed, yet they have no nationals other than Starbucks because they lack appropriate space. The adjacent community, Shrewsbury, has more than thirty in modern, visible space.

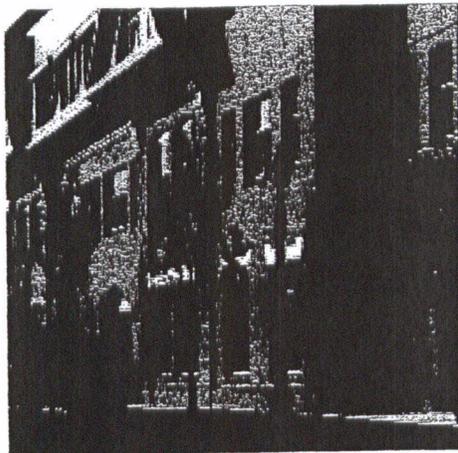
Exhibit 2 illustrates the strong incomes in the Trade Area that will appeal to nationals and strong regional businesses. In addition, the high vehicle counts on Baltimore Pike are attractive to retailers who are seeking visibility and exposure to large numbers of customers. If parking is available and is clearly marked, Media should be an excellent location for some of the stores listed in Exhibit 1. Retailers tend to be followers, so the stronger the businesses already in place, the more readily will they understand the potential in Media.

**EXHIBIT 2
CENSUS '90 UPDATES AND PROJECTIONS**

Four-Mile Radius: West Baltimore Avenue and S. Orange Street,
Media, PA

Population	
2003 Projection	122,296
1990 Census	123,245
Households	
2003 Projection	45,551
1990 Census	45,335
1998 Estimated Households by Income	
\$150,000 +	7.85%
\$100,000 to \$149,999	11.38%
\$ 75,000 to \$ 99,999	14.83%
1998 Estimated Average HH Income	\$73,282.00
1998 Estimated Median HH Income	\$58,078.00
1998 Estimated Per capita Income	\$27,674.00
Households with Children	31.5%
1998 Estimated Population by Age	
Total	122,754
65 and over	18.59%
Population 16+ by Occupation	
Executive and managerial	16.68%
Professional Specialty	20.62%
Population 25+ by Education	
Some College (13-15) no degree	17.29%
Associate degree only	6.08%
Bachelor degree only	18.84%
Graduate degree	11.68%

Source: National Decision Systems
August 18, 1998 (Excerpts)
Prepared for Joseph Zommick Real Estate



A mixed-use, three-story, building along the sidewalk in downtown Kennett Square. The architectural details make the large building compatible with the character of this small town.

OFFICE

While high traffic counts are an important asset to retailers, this location also has advantages for office firms because of the convenience for business visitors and employees, and the opportunity to place their firm names where they constitute a daily reminder of their presence to commuters. Again, proximity to the Blue Route is a significant advantage.

Because Media exists in a Trade Area of considerable affluence (Exhibit 2), it has already attracted financial and accounting firms. The Court House has long been the magnet for law firms. Despite a limited amount of Class A office space, Media is a tested location. A factor of increasing importance to office employers is the quality of the environment. In contrast to the isolation of office parks, Media is a compact center where employees can eat lunch, shop, attend to errands and stay for a show and dinner after work without moving their cars. The planned streetscape will add to the employee amenities and should also add to Media's attractiveness to office developers and prospective commercial tenants.

RESIDENTIAL

A major new trend in Downtown revitalization is associated with residential development. In a recent survey of 57 small Downtowns, given 16 options, residential development finished second; 23 communities placed it first among strategies to be emphasized in the next five years. Short walks to work, buses and trains and convenient dining and entertainment are among the lures that attract young adults, singles, empty nesters and seniors to centers of small Downtowns as well as large ones. Media has all of these.

EXHIBIT 3 AVERAGE SPENDING ON ITEMS TYPICALLY AVAILABLE IN DOWNTOWNS

	Household Incomes	
	\$50,000-\$69,999	\$70,000 or More
Food away from home	2,517	\$4,288
Apparel and accessories	2,421	4,125
Entertainment: fees, admissions	751	1,336
Reading	285	389
Smoking	295	260
Gifts	1,425	2,850
Miscellaneous	1,046	1,169
Total	\$8,740	\$13,217

Source: Household Spending, 1999 (Northeast States)

While families with children will continue to prefer single family detached homes, almost two thirds of U.S. households have no school age children. About one in four are single persons. From Media's standpoint, residential development is an important asset in terms of their propensity to spend within walking distance of home (Exhibit 3) and because of their presence in the area after work. Typical Downtown residents tend to have well above average incomes. Media can become one of the centers that are alive after dark.



A handsome four-story building in downtown Princeton that includes three floors of high rent apartments above national chain retail stores.

Exhibit 2 indicates the affluence of the Trade Area, suggesting the strong prospects for attracting Downtown residents. A steady growth in households is also anticipated, a strength for the residential market. In addition, this will be the decade when an unprecedented number of households will be trading in their previous life of lawn-care and driving the kids for an environment that offers nearby amenities appealing to mature adults. In fact, the area already has a high proportion of persons 65 and over (Exhibit 2) and the Baby Boom generation has passed to 50 mark.

ENTERTAINMENT

Although a movie house would be an advantageous amenity for Downtown Media, space limitations without structured parking make this an unlikely prospect. The Media Theatre and restaurants with entertainment are likely alternatives to achieve the desired "after 5" improvements revealed in the consumer survey.

HOTEL

Many members of the Steering Committee expressed strong interest in having a quality hotel in Downtown. The advantages from the town's perspective are many. A good hotel is a regional landmark and a source of local pride. It draws guests who frequent local cafes, shops and entertainment. It is a place local families use for important events — wedding receptions, bar mitzvahs, reunions, etc. It can draw patronage from Widener University. It is certainly a worthy goal.

To attract a quality hotel franchise will require a modern hotel structure that meets a national company's standards. For reasons of visibility and site suitability, the best location for such a structure, probably four or five stories with surface parking (see Parking Lot Standards), would be the intersection of Providence Road and Baltimore Pike, the site of the Media Inn. As indicated earlier, in the easterly part of the study area, the blocks are larger and there is less need for off-site parking.

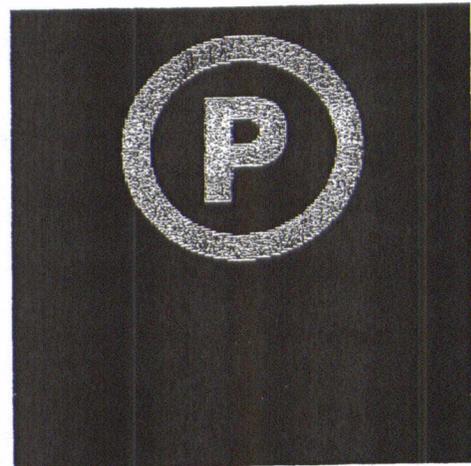
FOOD STORE

There is interest among residents for a supermarket. The small dimensions of Media's blocks, particularly on the west end where such a store would generate multiple destination shoppers of benefit to State Street stores, make such a development extremely difficult. Most supermarkets are leaving or expanding stores of 40,000 sf in favor of ones of 50-60,000 sf. For the rare business that could be interested in a store of less than 30,000 sf, even at that size there would need to be some structured parking, a cost that few if any developers would be willing to assume. Alternatively, these space constraints would not apply to the blocks on the east end, but here one would provide little benefit to State Street retail.

SECTION FOUR: SHARED PARKING ISSUES

The first objective of this Study is to “facilitate modern retail space close to State Street.” As described in Section Two, the size of the westerly blocks along Baltimore Pike in the vicinity of the State Street shops prevents modern development from including its own parking on the same block. Therefore, if the desired new development is to take place which will stimulate retail activity on State Street, parking must be provided elsewhere.

Off-site parking must be made permissible in the zoning code. In addition, the various developments must share the use and cost of that parking. The spaces should be within two blocks of office development and one block of retail; they should also be located and designed in ways that they do not impact on the quality and interest of the pedestrian and auto routes from Baltimore Pike to State Street. There must be an abundance of parking direction signs.

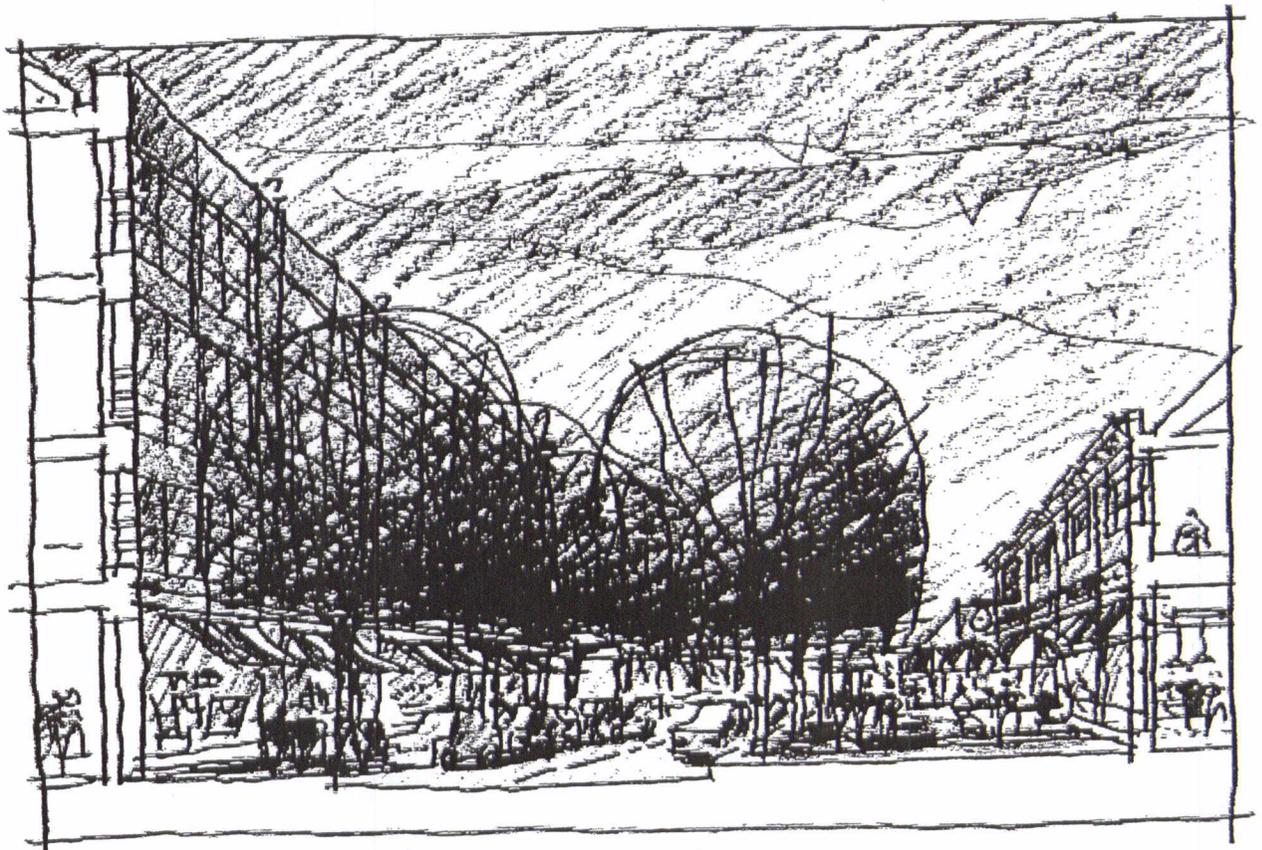


To be truly useful, parking facilities must be easy to find. This simple sign is an example of what is absolutely necessary to help shoppers locate parking in downtown Media.

SECTION FIVE: RECOMMENDATIONS

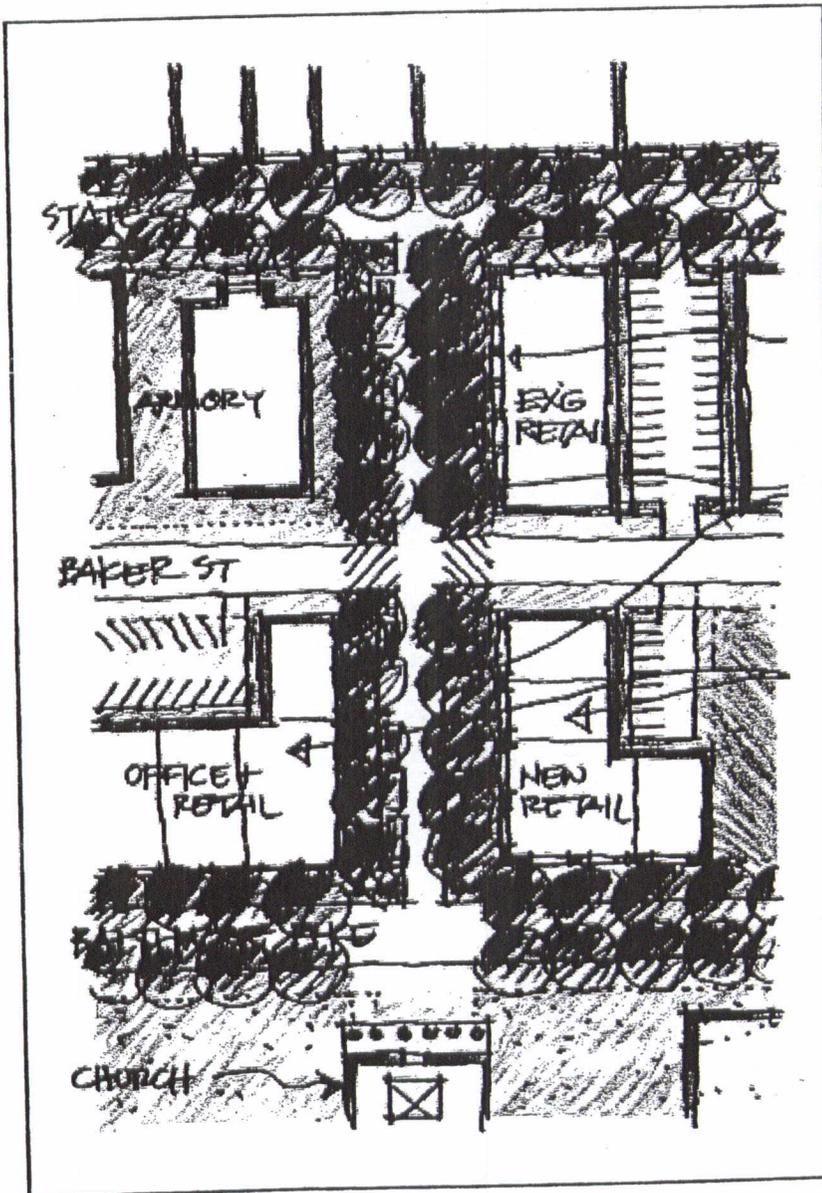
C outdoor meeting places have been an important part of Downtown revival in many communities across the country. These are popular with residents and visitors alike. Media needs one or more public spaces that invite residents to linger in the commercial center. There have been enough successes in the past decade in creating such places that it's possible to create a checklist to guide redevelopment where this need to create the public places people enjoy. The best of these facilities have most or all of these ten features:

- A paved area of from 2500 to 4500 square feet adjacent to stores and eating places, removed from traffic and near but not overlooking parking,
- A place with tables and chairs that can be rearranged to fit the crowd, with sitting walls of chair height to accommodate extra crowds and plenty of room for strollers,
- One that is supported by an adjacent eating establishment that opens for breakfast and another that stays open after dinner.



This view of Church Street, looking north toward State Street, shows new developments that include shopping on both sides of the street, outdoor dining under the trees on the wide east side sidewalk, and on-street parking throughout.

- Near other shops, eating places and entertainment — on foot
- Places to sit in the sun and places for those who want shade
- A design that includes blossoming shrubbery, the sound of a fountain and a friendly old fashioned sidewalk clock
- An adjacent newspaper and magazine stand
- Signs that encourage strangers to share tables and everyone to bus their tables
- A community bulletin board
- A place where special vending, such as flowers, coffee or snacks can occur on Saturday or Sunday morning.



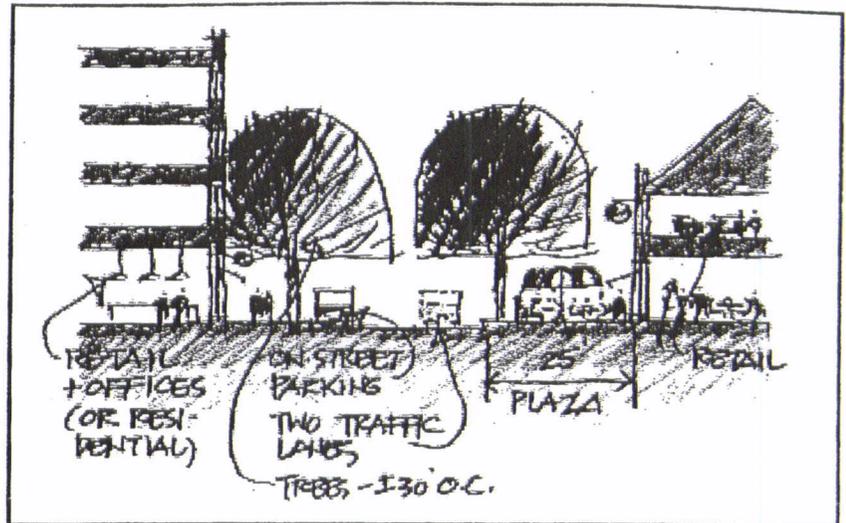
The Plan for a rebuilt Church Street shows the opportunities for wide, gracious, and tree-lined sidewalks that include outdoor cafes and the new Iron Hill Coffee Shop. Offices and residential can be included in new developments, and the Armory can find a new use that is right for the new street, a great link between Baltimore Pike and State Street!

New Storefronts on the side of the new Restaurant.

Tree-Shaded plaza

New Office, Residential, Retail Developments

Church Street is exactly the right width to include two generous tree-lined sidewalks - one large enough for outdoor cafes - two lanes of traffic, and two on-street parking lanes.



A NEW PUBLIC SPACE IN DOWNTOWN

Church Street is a superb opportunity to fulfill the need for a central and active open space. It is only two blocks long, is contained (or could be contained) on all four sides, is a direct connection between Baltimore Pike and State Street, and is dominated by the handsome, historic church. It could become as memorable in Downtown as Veteran's Square and the County Building are now and it could become more vital and useful for the whole community.

The transformation from an open parking lot to a public square involves three steps:

- One, the space should be converted into a two-way road lined with trees, with parallel parking on the west side, and a 25' sidewalk and outdoor dining and public plaza on the east side.
- Two, the blank wall of the former Eckerd drug store should be opened to the plaza, with doors that open in good weather and outdoor dining facilities. The Iron Hill Brewery owner has expressed support for this concept and requires assurance from the Borough that this plan will be supported.
- Three, new development should take place on either side of Church Street, at Baltimore Pike that include retail and restaurants at the sidewalk level and outdoor cafes in the 25' east side plaza.

This linear open space will complement new and renovated development, will visually connect Baltimore Pike with State Street, will make an interesting and active walk between the two streets, and will take full advantage of the lovely axis focussing on the historic church. The open space at Church Street can offer a combination of uses, designed to provide a civilized setting for dining and some informal seating for reading, brown bagging or simply pausing.

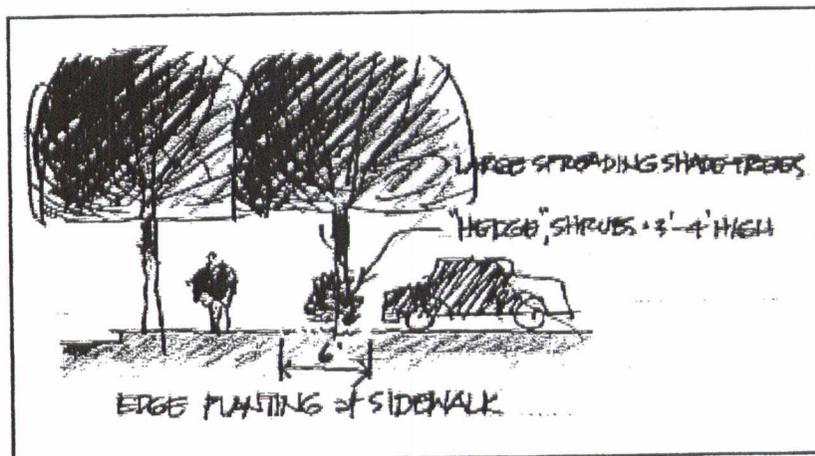
There are trade-offs in making this happen, which must be evaluated against the significant benefits. Approximately a dozen parking spaces will need to be relocated. An off-site parking facility must be built which should include at the least the spaces for the new developments plus spaces to replace those lost. And the Borough must be willing to make the public improvements.

PARKING DESIGN RECOMMENDATIONS

Current surface parking generally has a negative impact on the appearance of Downtown. Implementation of these plans will require additional parking. The landscape of Downtown is an extremely important part of the quality of Media, especially the trees. The existing parking lot regulations call for a 6 ft. (min) planting area at the street line. The screening required in that area varies: adjacent to residential uses it should be a "planting, wall, or fence" that is 5 ft. high (min); when the lot is a "principal use" the screen should be a "compact evergreen hedge..." at least 4 ft. high. The specifics of the design and the plant species are "subject to the review and approval by the Art and Architectural Commission." Note that these regulations do not apply to small lots of less than 10 spaces.

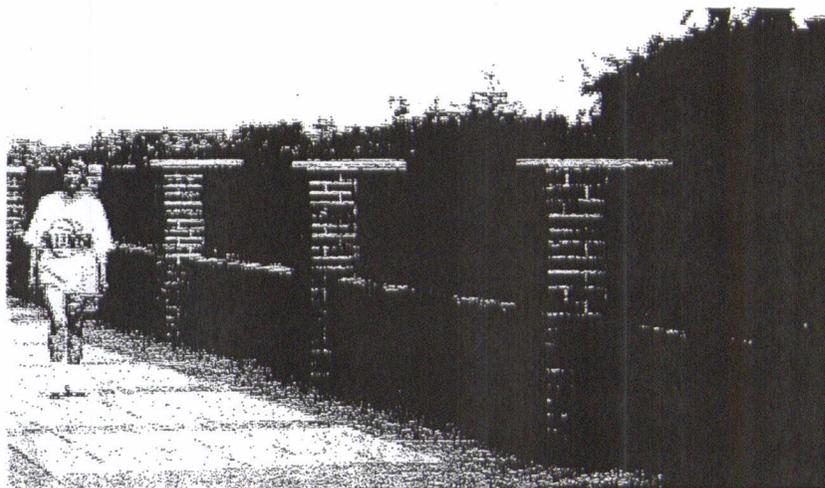
In order to more confidently assure that the image of Downtown will be improved, open parking lots must be subject to clear landscape design criteria that are more specific than those that now exist. Two areas of design are important: the edges of the lots, and the landscaping within them. The standards for the edges could be:

- The height of the evergreen hedge along the sidewalk should be a minimum of 3 ft. high, and a maximum of 4 ft. high. The purpose of this small change is to assure that the hoods of the cars are screened, but that it is possible to see into and out of the lot for security reasons. This criteria could also apply to lots that are set back (see Zoning, below) from Baltimore Pike.

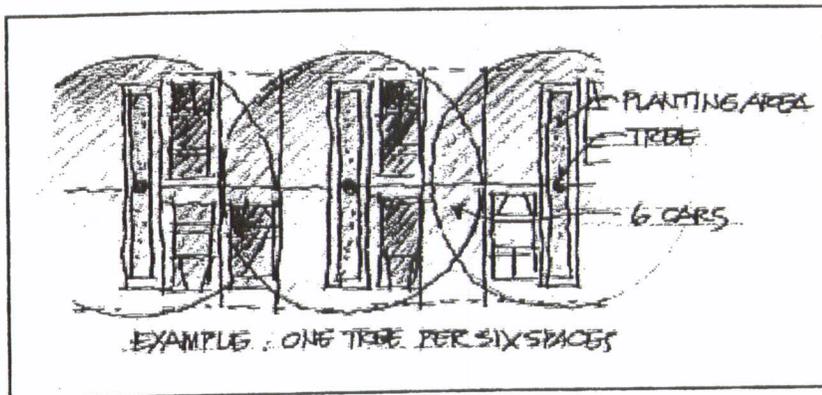


In those few cases where parking abuts a shopping sidewalk, there must be a hedge that screens the lower parts of the cars, as well as large shade trees along both the curb edge and the parking lot edge. Since parking is not desirable at the sidewalk, these landscape features become essential in making a good shopping environment.

Another means of screening cars in a lot adjoining a sidewalk is a combination of brick walls, iron fences, and shrubbery.

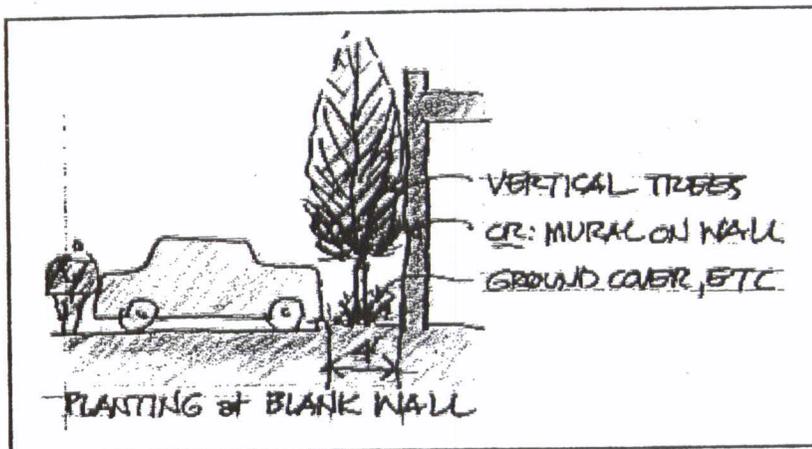


- It is our experience that more specific criteria — especially regarding plant types — is helpful to both the Planning Commission and to the designer/developer of the parking lots (including the Borough). Therefore, a suggested planting list should be prepared for the evergreen hedge; note that they may accomplish the same objective with certain deciduous species (e.g., Barberry, Bayberry, Compact Winged Euonymus).
- The planting area along the sidewalk should also include large shade trees, located at about 30' o.c. The helps screen the large open feeling of a parking lot; this kind of openness is contrary to the desired comfortable experience of the pedestrian. This criterion is the same as that for all sidewalk trees throughout Downtown (see Zoning, below).
- The planting buffer adjacent to residential areas might have the same "evergreen" definition as the sidewalk regulation. The edge plantings could be required for parking lots of more than three spaces but if the lot has less than 10 spaces the planting area need be only three ft. wide. A nine-space ("less than 10 spaces") lot can appear quite open if it has no landscaping; the smaller lots shouldn't parking lots. Large, open asphalt lots are not visually attractive in a pedestrian shopping area, and can be made quite comfortable if trees are planted among the cars. Therefore these regulations be added to the zoning:
- In all lots with more than ten parking spaces, at least one large spreading shade tree should be provided for every six spaces (note that in a normal double parking row the trees would be 30' o.c.). The same species list given for the edge planting would also apply here.
- The area where any tree is planted should be at least six square (or about 35 to 40 sq. ft. in area), and should be planted in shrubs, ground cover, or grass, to give the tree a chance to flourish. If any planting area is less than six inches wide, some curbing or bumpers should be provided to protect the tree from the cars.

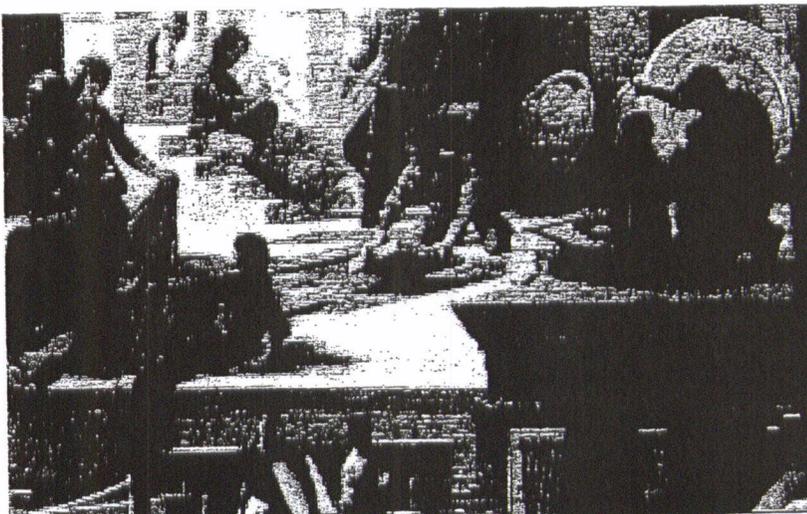


Parking lots should be well landscaped to enhance the shopping experience. One tree for every six parking spaces will shade the cars, and give the effect of a 'park', and not just a parking lot.

- If a parking lot adjoins a large blank building wall (a not uncommon occurrence), the planting there could have its own criteria. For instance: the depth of the planting area should be at least four inches, to permit car bumpers to hang over; the planting should include shrubs, grass, or ground covers; vertically-shaped trees (poplars, vestigiata Maples, etc.) should be located about 30 ft. o.c. The existing regulations suggest vines on the wall, if the owner approves; this is also an excellent suggestion, and would complement the use of vertical trees. High quality murals are a good option, subject to Planning Commission approval.



Parking lots can often reveal the long blank walls of the adjacent buildings. If this is the case, landscaping that is both vertical and low-lying is essential to improve the appearance of the parking areas.

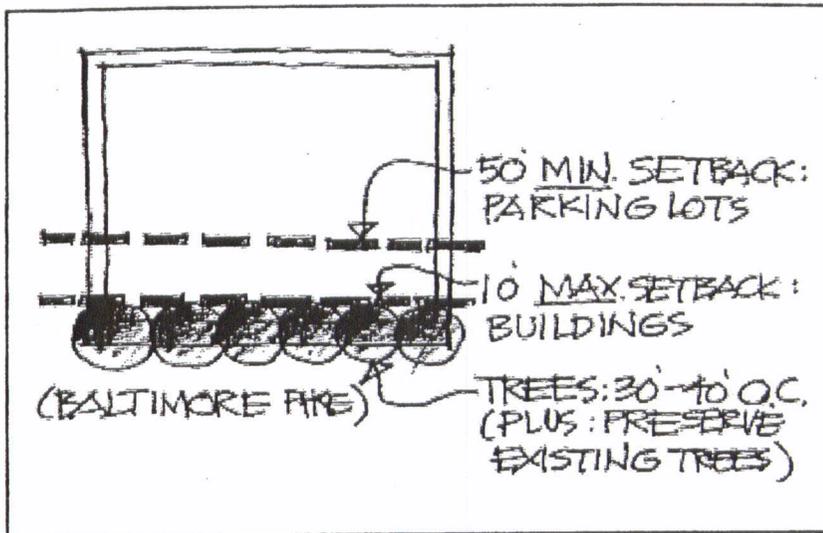


Another, more dramatic, option for dealing with blank walls in downtowns (whether adjoining a parking lot or a sidewalk) is the illustrative mural. Often these mural tell a story about the town or its history, or about its possible future.

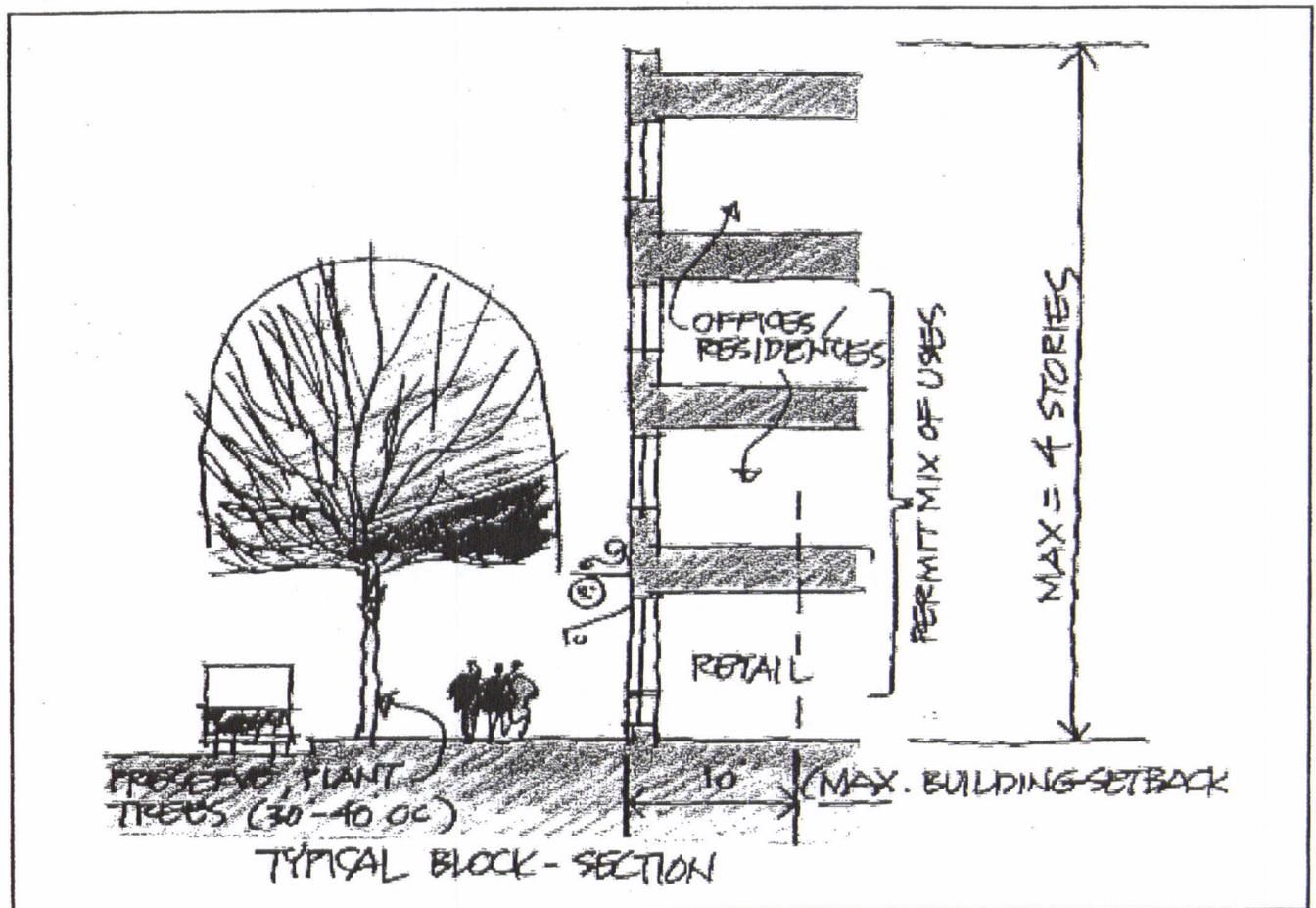
ZONING RECOMMENDATIONS

Section Two states that the existing zoning encourages automobile-related developments, a condition which could easily expand into the Western end of Baltimore Pike, thereby preventing the retail and other objectives from being achieved. One important step in fulfilling the objectives of this plan is making the following small but important changes to the existing regulations:

- The front yard set back requirement should be a maximum of 10' (not a minimum)
- Off-site parking should be explicitly permitted to be off-site, and in a shared parking arrangement.
- Parking lots on any site should be set back a minimum of 50' from the street front on Baltimore Pike and on north-side streets, in order to assure that the sidewalk is not lined with open parking lots.
- The site coverage maximum limitation should be eliminated; specific street tree requirements should replace this regulation. Trees must be located along the entire length of Baltimore Pike and on the north-south streets, no matter the use or the design of the individual buildings.
- Street tree requirements should include designations for the following: a maximum spacing of trees along the sidewalk edge of 30' to 40'; the tree species should be large spreading deciduous trees (e.g., White or Red Oak, Red Maple, London Plane). A tree planting plan should be created that specifically identifies species on different streets (e.g., a single species on Baltimore Pike, different trees on various north-south streets), and that specifies the proper method for planting that assures healthy trees. (e.g., a planting area of at least 35 sf for each tree). Note that smaller trees, low branching trees, vertical trees, and loose-leafed trees will not accomplish the same design even if some have seasonal flowers.
- The maximum building height along Baltimore Pike should be four stories and the minimum two stories; the maximum height of a garage should be four levels.
- A mix of uses in one building should be expressly permitted.
- The permission for drive-in businesses should be reconsidered: either eliminate altogether, or permit banking only, or only permit to be located in the rear of buildings or handle by variance to accommodate otherwise desirable development.



The location of buildings is important in making a pleasant walking and shopping experience. Therefore all buildings along Baltimore Pike should be located close to the sidewalk (e.g., no further back than 10'), and all parking should be located behind the buildings, or no closer than 50' from the sidewalk.



This sketch shows a building on Baltimore Pike with ground floor retail located no further back from the sidewalk than 10'. Awnings and ornamental small shop signs hang over the sidewalk, trees line the curb, and offices or residences are located on the upper floors. The scale is comparable to the four story buildings on State Street, but the sidewalks can be wider.

PARKING PLAN FOR BALTIMORE PIKE

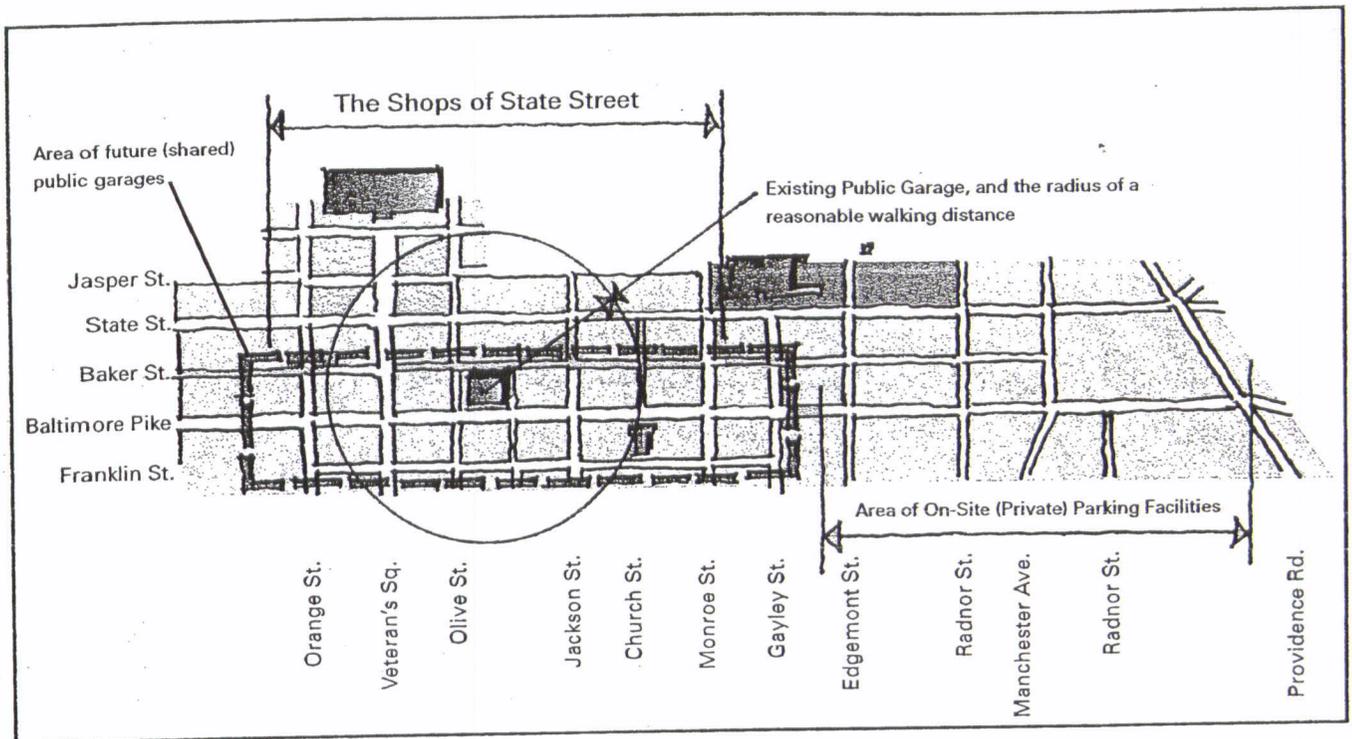
As the Existing Conditions analysis indicates, there are two distinct areas along Baltimore Pike: the western one adjacent to State Street with small blocks, and the eastern one with large blocks that is located between Edgemont St. and Providence Rd. These locations and block sizes suggest two separate and distinct parking strategies:

- One: In the west area, adjacent to State Street, the small blocks require off-site parking so that desired development can take place. A four story garage containing 400 cars could be located on Baltimore Pike, taking advantage of the slopes on the site. A garage of this size will serve all new developments in that area, would be used by the Media Theater and restaurants at night and is within walking distance of both Church Street and the shops of State Street.

In the future, if there is a market for additional development, a (third) garage could be built at the northwest corner of Orange Street and Baltimore Pike. This steeply sloping site can hold a garage of about 300 spaces on 4 levels. If this garage is built, there will be three garages (including the existing public garage) spaced along Baltimore Pike that serve new developments in that corridor, as well as the shops of State Street. The two new garages would permit the building of about 225,000 sf of new office and retail space, which would reclaim Baltimore Pike as a part of Downtown and provide additional activity and shoppers for State Street.

- Two: In the area east of Gayley Street and the Post Office site, the individual blocks are large enough to hold significant new buildings if developers build garages on each block much like the existing office and garage on east State Street. No common garages are needed, and shared parking is not essential to have larger, higher quality developments that can create a comfortable pedestrian environment.

Because there are a great many variations in the ways that developers can apply the existing and proposed revised elements of Media's applicable zoning, there is no single model for financing the parking structure required to enable the municipality to achieve the desired mix of development. There are, however, some general policy approaches that deserve exploration. The Borough might finance the second parking structure, as it did the earlier one, based on the anticipated return to the municipality of revenues from added wage taxes, business privilege taxes and mercantile taxes that will result from redevelopment. Alternatively, the Borough might develop a financing plan that involved long-term leases binding the users to pay for a specified amount of parking. Some communities have created parking based on condominium ownership. Garages can be designed to incorporate some first floor commercial space (which has a higher yield than parking.) It should be designed to compliment Downtown's architectural character.



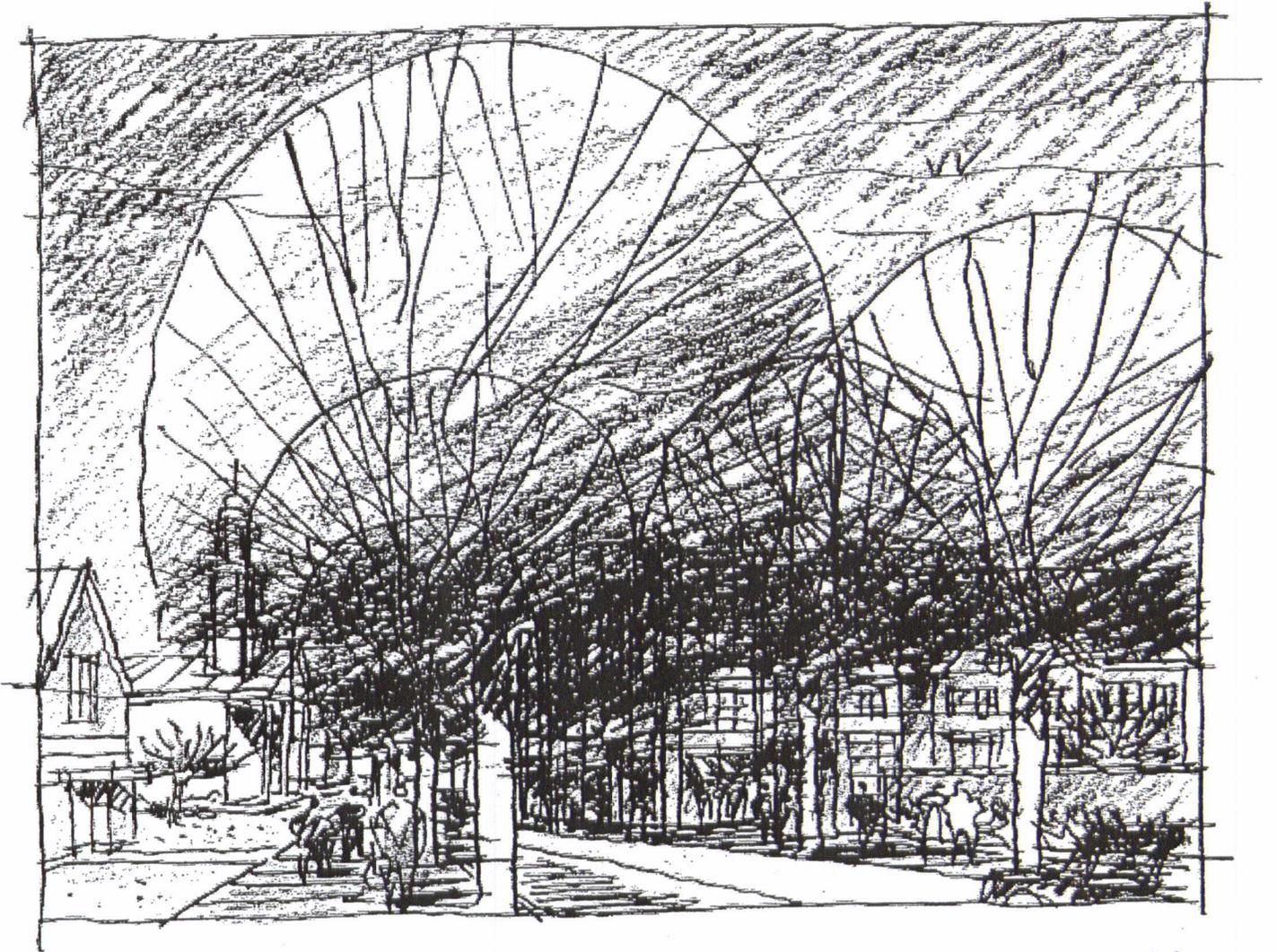
Parking for downtown Media in the area of the State Street shops: the existing public garage serves about half of the area, so the balance of parking probably in one or more garages must take place in the small blocks east and west of this garage. All future parking in this area must be shared by more than one development.

IMAGE: DISTINCTIVELY MEDIA

In a commercial area that has not been shaped by design guidelines or by strong design traditions, it is difficult to find distinctive features that appeal to pedestrians and produce the great photos that help sell the location in promotional materials.

Distinctive street lighting will help. A well-designed and popular public space can illustrate desirable quality of life features. Town clocks are a good, friendly amenity.

Murals on prominent blank walls are another option (page 21). Really remarkable pieces of public art are being created for commercial centers. Often, inserting art on a blank wall transforms a location that was previously blighting. This often occurs when parking is at the rear of stores. Financial incentives to encourage improved rear facades will help. It's easy to forget that this is the first impression shoppers receive.



When new development takes place that follows these recommendations, Downtown Media will regain its vitality, and will realize a new and attractive place that is comfortable for walking as well as driving, for shoppers from out of town and for residents.

SECTION SIX: NEXT STEPS

“While planners are in the change business, it is others who will make the change: civic leaders, interest groups, community organizations, property owners, developers, bankers, lawyers, architects, engineers, elected and appointed public officials—the list is endless. Being entirely dependent on those other players, urban planners must concentrate on increasing the chances that everybody else’s agenda will be successful.” (The American City, What Works, What Doesn’t, Alexander Garvin, 1995)

Strengthening Media’s position as a retail center will be enhanced greatly by the identified redevelopment measures. Space is important, but so is place. It will be harder, for example, to attract nationals and other strong businesses to a setting where virtually all enterprises close by 6:00 PM and few are open on Sunday. The stronger State Street is economically, the better will be the chances for Baltimore Pike. Later, a stronger Baltimore Pike will boost State Street sales and occupancy. A professional marketing program, as described in the preceding report, will be essential. A complete parking direction signage system will be needed. The parking structure at Olive and Baltimore requires an attractive, lighted “Parking” sign to remind motorists. Many of these necessities are the responsibility of the Business Authority. Helping existing businesses and attracting new ones are complementary activities.

It is useful to be aware of the economic benefits of the new redevelopment to State Street. For each new Downtown residential unit, we can expect the household to spend \$8,740 annually in Media; 20 condos would produce \$174,800 in new spending each year. At 20,000sf per floor, each floor of office workers would bring \$105,600 of new spending to Downtown Media. Three office floors would generate \$316,800. Based on recent economic research in Philadelphia, about 40% of employees eat lunch out of their buildings four or five times per week, spending \$6.59 per day. Office workers stay for drinks about one night every three weeks, spending \$5.13 per outing and they have dinner nearby about every other week, spending \$14.26 per outing. One hundred twenty office and retail employees would, of course, pay wage taxes; firms would pay business privilege and mercantile taxes and the building owners property taxes.

These benefits illustrate the potential at Church Street; they do not include future spending that may come from projects, such as the proposed one on Jackson Street, a hotel, or others that would be allowed under zoning revisions.

**EXHIBIT 4
POSSIBLE REDEVELOPMENT PHASING**

	Year One	Year Two	Year Three	Year Four
Retail Business Attraction	*	*	*	*
Adopt zoning changes, landscape rules	*			
Install streetscape improvements	*	*		
Decide on parking arrangements	*			
Begin first mixed-use building		*		
Begin shared parking		*		
Complete first mixed-use building			*	
Complete parking			*	
Tenants occupy first building				*
Business Authority: Undertake business and customer marketing	*	*	*	*

Implementation of these recommendations will require at least four years (Exhibit 4), longer if there is an economic turndown. It will require a well-publicized agreement on the rules of the game — height, setbacks, off-site parking, etc. — described here. It will require a decision regarding parking financing and timely steps toward making this essential facility available for use by occupants and customers. It will require cooperation between developers and the Borough government. It will require prompt installation of the trees, directional and parking signs and pedestrian-crossing measures on Baltimore Pike and connecting ways to State Street, funds for which are being sought from the State.

While the outlined scenario for development adjacent to Church Street is not the only possibility for mixed uses and shared parking, it is the one that best meets the project's goals. Communities typically find space for and retain the retail function as a service to residents and a generator for pedestrian activity. Sooner or later, Media can expect such a change and should plan for it.

Baltimore Pike, in our view, has too long been regarded as a "road," something that is psychologically "out of town" and commercially unconnected with the struggling State Street. In contrast, we envision it once again becoming a "street" with handsome buildings where shoppers can stop and easily also visit nearby State Street shops and restaurants. We see this tree-lined street as presenting a convenient, welcoming vision of Media that no mere "gateway" signs can achieve. This will not happen overnight and a great deal more work is required to make it real. It is, however, a realizable vision.

One should remember that while one or two of the examples appear at this time to represent good, short-term prospects, redevelopment is usually very slow. Property assembly, market trends and financing prospects are among the considerations that can delay projects. Another frequent cause of delay is traceable to municipalities not having established clearly what is desired. The back and forth of changing plans and negotiations is often cited by developers as a major delaying factor. In contrast, Media should present to developers an adopted position regarding the change from a drive-through strip area of no benefit to State Street to one that supplies both anchor retail and new customers. Clearly stated goals with corresponding regulations will reduce time and costs.

The yearning Americans have for special places is demonstrated by the swarms of weekend visitors in once sleepy Alexandria, VA and Princeton, NJ. In contrast to the Anywhere and Everywhere of suburban American whose malls and highway strip commerce repeat the same themes endlessly, Media is a unique and exquisite place, a small island of walkable variety. What Media lacks is the force to communicate its assets to a wider audience (suggestions for which were incorporated in the earlier "Strategy") and the arrangement of commerce, pedestrian ways and parking that will connect new retail on Baltimore Pike with State Street. Implementation of the recommendations in this report will accomplish this latter objective.



Imagine walking under the old shade trees of Baltimore Pike, with new and exciting shops along the way, and with pleasant streets and outdoor cafes leading back to the fine shops of State Street.....