

Bryn Mawr Pennsylvania



Bryn Mawr Pennsylvania

Regional Strategies

June 13–18, 2004
An Advisory Services Panel Report

ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 23,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

©2004 by ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

ULI Catalog Number: ASB076

About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partic-

ipants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

ULI Program Staff

Rachelle L. Levitt
Executive Vice President, Policy and Practice

Mary Beth Corrigan
Vice President, Advisory Services and Policy Programs

Nancy Zivitz Sussman
Senior Associate, Advisory Services

Nicholas Gabel
Associate, Advisory Services

Jason Bell
Panel Coordinator, Advisory Services

Yvonne Stanton
Administrative Assistant

Nancy H. Stewart
Director, Book Program

Julie D. Stern, JDS Communications
Manuscript Editor

Betsy VanBuskirk
Art Director

Martha Loomis
Desktop Publishing Specialist/Graphics

Kim Rusch
Graphics

Diann Stanley-Austin
Director, Publishing Operations

Acknowledgments

On behalf of the Urban Land Institute, the panel members and staff wish to thank Lower Merion Township for initiating and sponsoring this Advisory Services panel. Special thanks are extended to the Lower Merion Township Board of Commissioners; Douglas S. Cleland, township manager; Patricia M. Ryan, assistant township manager; Eileen R. Trainer, township secretary; Gina Pellicciotta, assistant township secretary; Jody Kelly and Marie Rufo, assistants to the township manager; Dean Dortone, chief financial officer; Mary Grahan-Zak, chief information officer; Bob Duncan, director, Building and Planning; Angela Murray, assistant director, Building and Planning, and liaison between the township and ULI; Eric Persson, economic development specialist; Andrea Campisi, senior planner; Cecil Gandy, Public Works Department; and Brenda Viola, public information officer.

Other organizations and individuals that contributed significantly include Bryn Mawr Hospital; Main Line Health Realty; Hellmuth, Obata +

Kassabaum, Inc.; Nancy Vickers, president of Bryn Mawr College; Lisa Zernicke, Thomas Great Hall, Bryn Mawr College; Sandra Donahue, Wyndham, Bryn Mawr College; Gilbert Smith, Bob Neals, and Steve Piltch of the Shipley School; and Mark Murray and Joe Qualtieri of Township Cable Television. In addition, the panel acknowledges the Bryn Mawr Trust; Bryn Mawr Stakeholders; Bryn Mawr Civic Association; Bryn Mawr Business Association; Mike Weilbacher, Lower Merion Conservancy; and the ULI Philadelphia District Council Executive Committee.

The panel also is indebted to the dozens of community and business leaders who provided unique and valuable insights during the interview process. The panel thanks all of these people for offering their time and expertise, and for helping the panel understand the development issues and concerns of the people who live and work in Bryn Mawr.

Contents

ULI Panel and Project Staff	6
Overview and the Panel's Assignment	7
Summary of Findings and Recommendations	9
Market Conditions and Opportunities	11
Planning and Design	15
Transportation and Parking Plan	26
Development Strategies	31
Implementation	33
Conclusion	37
About the Panel	38

ULI Panel and Project Staff

Panel Chair

Byron R. Koste
Director
University of Colorado Real Estate Center
Leeds School of Business
University of Colorado at Boulder
Boulder, Colorado

Panel Members

Suzanne H. Cameron
Principal
Cameron & Company
Washington, D.C.

Joseph R. Davis
Director of Redevelopment
Montgomery County Redevelopment Program
Wheaton, Maryland

Pat Hawley
Project Manager
R.A. Smith & Associates
Brookfield, Wisconsin

Joanne Milner
Community Relations, Program and Facilities
Manager
Horizonte Instruction and Training Center
Salt Lake City, Utah

Paul Moyer
Director of Operations and Senior Associate
EDAW, Inc.
Alexandria, Virginia

Richard L. Perlmutter
Principal
Argo Investment Company
Rockville, Maryland

Marc Shaw
Senior Associate
Einhorn Yaffee Prescott, Architecture and
Engineering PC
Washington, D.C.

David C. Slater
Vice President
Hammer, Siler, George Associates
Reston, Virginia

ULI Project Director

Adrienne Schmitz
Director
Residential Community Development

ULI On-Site Coordinator

Tracy Cooper
Manager
Meetings and Programs

Overview and the Panel's Assignment

The study area for this ULI Advisory Services panel assignment consists of the heart of Bryn Mawr, Pennsylvania, including a Southeastern Pennsylvania Transportation Authority (SEPTA) train station on the R5 regional rail line, the future town square area, the retail core, the Bryn Mawr Hospital campus and the proposed hospital expansion area, and adjacent residential neighborhoods. As pressures for new development and for the expansion of existing facilities and institutions mount, Bryn Mawr's citizens and institutions face the challenge of determining the future of their community.

The township must resolve a number of issues, which it asked the panel to examine. The first issue involves the proposed hospital expansion, which includes a mixed-use development. The second issue concerns the township's need for a comprehensive plan, and the more immediate need for a sector plan for the study area, hereafter referred to as the Bryn Mawr village study area. A related issue involves the need for appropriate zoning tools to facilitate the implementation of sector plan recommendations. The township must consider what types of tools will be needed to support redevelopment within the village area. These include the possible establishment of a parking authority and management district to address the off-street parking needs of business and mixed-use development located in the retail core and the hospital's expansion area.

Bryn Mawr is located about ten miles west of Philadelphia in Montgomery County, and is one of several communities that comprise Lower Merion Township. The township and Bryn Mawr in particular are characterized by a strong sense of civic pride and citizen involvement. Governmentally, Bryn Mawr falls primarily within the jurisdiction of Lower Merion Township, which is responsible for the civic administration of the Bryn Mawr



Bryn Mawr is located in Lower Merion Township, about ten miles northwest of Philadelphia.

community, including planning, zoning, and development authority.

Lower Merion Township is in an excellent position to meet the challenges of the future. It is ideally situated between Philadelphia and its western suburbs, so its residents can take advantage of employment opportunities in either direction. The transportation network is first class. Commuter facilities are well located and provide frequent service. The township's commercial facilities, which are physically concentrated at several points along major roads, offer a superior array of goods and services. A wide variety of housing, from estate homes on large lots to high-rise apartments, is

available. Recreational facilities and cultural sites also are well placed throughout the community.

The township presented the panel with two proposals for the development of portions of the village. The first proposal would expand the Bryn Mawr Hospital campus northward toward Bryn Mawr's main retail core and eastward across Bryn Mawr Avenue. The hospital expansion proposal involves more than hospital-owned medical space. In addition to medical office buildings, the proposal includes mixed-use, residential, and commercial development, as well as structured parking.

The second proposal involves legislation under study by the township to enact a transit-oriented development zone for commercial corridors adjoining the R5 and R6 SEPTA rail lines in the township. This legislation, known as the Mixed-Use Special Transit (MUST) Ordinance, would create an overlay zone in which mixed-use development would be allowed at somewhat higher densities than in the underlying commercial zones. In addition, the overlay zone would allow shared parking, thus reducing the number of parking spaces that otherwise would be required for single-use development.

Summary of Findings and Recommendations

The township currently has several major focal points of retail activity along Montgomery and Lancaster avenues. Most of the township's population lives near these nodes, which experience varying levels of consumer support. These retail areas are oriented toward vehicular access, a situation that will continue to be the case in the near future. In all probability, increasing demands on people's time, traffic congestion, and a growing energy crisis will make the township's retail centers more viable, since consumers may no longer want to travel great distances to shop in suburban malls. The panel therefore believes that the existing retail areas could be strengthened so that they are better positioned to take advantage of these opportunities.

The panel believes that the best way to achieve this objective is to transform some of the retail areas into village centers. A high-density mix of uses that would create a total living environment could be developed in some core retail areas. This mix of uses also would supplement the retail centers' financial base. People would be able to live and shop in the same area without using their cars. At the same time, the village centers would continue to serve automobile-oriented shoppers from other parts of the township. The village centers also would provide an identity for the neighborhoods in which they are located, as well as attractive settings where social activities could blend with retail functions. The panel believes that Bryn Mawr is underserved in terms of its retail sales potential, and feels that it could support an additional 75,000 to 90,000 square feet of retail space.

The Bryn Mawr retail district (the Lancaster Avenue corridor) is elongated and does not contain a sufficient number of off-street parking lots to serve all of its retail stores. Consequently, on-street parking is heavily used on both Lancaster Avenue and the adjacent residential streets. The only way to develop new parking lots is to remove

some existing housing. Yet the retail district could be improved by building structured parking on the sites of existing surface parking lots and by strengthening community facilities. The surface parking lot at the corner of Lancaster and Bryn Mawr avenues could be converted into a decked parking garage, including underground parking if feasible. Converting the Summit Grove Avenue parking lot into a multideck parking structure would be a major addition to the retail district. This site also presents an opportunity for creating a major mixed-use facility. Architecturally, the new structure could be linked to existing stores with a series of new, small shops on different levels. Shoppers then could park in the garage and walk through a series of "minishops" before coming out onto Lancaster Avenue.

The panel recommends the creation of a parking authority for the entire township. The authority would be responsible for the planning, financing, development, management, and operation of the township's parking system, including on-street meters, surface lots, and potential parking structures.

The panel's research revealed the existence of a comprehensive plan for Lower Merion Township that was adopted in 1979. The plan identified numerous issues facing the township, many of which have not changed in the last quarter-century. On the other hand, in the same time period the study area's housing stock has evolved from being 65 percent owner occupied to 65 percent renter occupied. Traffic actually has lessened as the township's population has decreased, with 9,800 vehicles per day along Lancaster Avenue today, versus 20,100 in 1979. The panel suggests that it is time to dust off the 1979 plan, update it with input from the whole community, and create a sector plan for Bryn Mawr that ultimately will be incorporated into a Lower Merion Township Comprehensive Plan of 2006.



Lancaster Avenue would benefit from improved pedestrian amenities

The key players who must come together to create this sector plan—the vision for the Bryn Mawr village study area—include the following:

- Citizens and community groups:
 - Citizens;
 - Business owners;
 - The Bryn Mawr Civic Association;
 - The Bryn Mawr Stakeholders; and
 - The Lower Merion Conservancy.
- Institutions:
 - Educational institutions, including the area's colleges and universities;
 - The medical institution, consisting of Main Line Health Realty and Bryn Mawr Hospital; and
 - Governmental entities such as Lower Merion Township and Montgomery County.

The success of any meaningful effort to redevelop the Bryn Mawr village study area is dependent on *all* stakeholders working together. The township must take the leadership role because it is the only entity that can effect land use decisions. The fact that the medical institution has two arms can be confusing, but needs to be understood. The care-giving entity, Bryn Mawr Hospital, drives the demand for medical facilities, while Main Line Health Realty is responsible for providing expansion space and for returning funds to the hospital holding company so that it can fund hospital capital projects that make it possible to develop and maintain state-of-the-art medical facilities. The community at large has quality-of-life issues that are intertwined with any changes to the neighborhood. This three-legged stool of township, medical institution, and community must support any proposed planning and redevelopment efforts for Bryn Mawr.

The following sections of this report lay out the panel's findings and recommendations for moving forward:

- Market Conditions and Opportunities;
- Planning and Design;
- Traffic and Parking;
- Development Strategies;
- Implementation; and
- Conclusion.

Market Conditions and Opportunities

The panel undertook a four-step process to analyze market conditions and opportunities. It began by reviewing and evaluating previously prepared studies, reports, and other materials. Panel members then interacted with representatives from the community and local businesses to assess the issues to be addressed. A field reconnaissance was undertaken, followed by a public forum at which citizens identified what they like about Bryn Mawr and what needs to be improved. Panel members also conducted personal interviews with a broad variety of elected and appointed officials, business and institutional executives, and interest group representatives. The panel's findings are organized as follows:

- Market conditions;
- Market opportunities; and
- Conclusion.

Market Conditions

The real estate market context is described here with respect to the conditions and assets resulting from existing development. Most of the issues described in Lower Merion Township's 1937 and 1979 comprehensive plans are comparable to those faced by the community today. The principal factors are the following:

- Community leadership;
- Historic community context;
- Demographics;
- Institutions;
- Neighborhood quality; and
- Transportation.

Community Leadership

Personal interviews and the public forum made it apparent that a highly articulate public lives, works, and volunteers its services to community and economic development issues. The presence of residents and business leaders who care about the future of their community and who work to improve it is one of Bryn Mawr's major strengths. This asset is further discussed in the Implementation section of this report.

Historic Community Context

Bryn Mawr developed as an affluent residential suburb for the Philadelphia area's business leaders. One feature that has made the community attractive to prospective residents is its high-quality educational resources, which provide not only college educations, but also cultural opportunities, mid-career training, and entertainment venues.

Bryn Mawr's early planning and development efforts created a community character that emphasized low-density land uses and the utilization of readily available indigenous materials such as granite and fieldstone. These density and building material themes proved very attractive to the community's target households, which could afford this lifestyle and enjoyed having easy access to urban employment centers. This real estate market image has been sustained to this day.

Demographics

In 2000, the average annual household income within a five-mile radius of the core of the Bryn Mawr village study area exceeded \$100,000. The study area represents one of the highest-income markets in the United States. As a result, the demand for high-quality retail goods and services there is greater than that found in typical suburban jurisdictions. This demographic group prefers unique shopping experiences, illustrated by the existence of tony, locally owned boutiques—rather



An up-to-date comprehensive plan should address all planning and design issues, including traffic patterns and access.

than chain stores—that traditionally have served Bryn Mawr residents' needs.

Educational Institutions

Five colleges with a cumulative enrollment of nearly 20,000 students are located within five miles of the study area. Their faculties and staffs provide another 3,000 prospective housing and retail customers in the Bryn Mawr area. In addition, Bryn Mawr Hospital has approximately 1,500 employees who also form an important segment of this demand.

Neighborhood Quality

The quality of the planned residential and retail neighborhoods resulting from the 1937 Bryn Mawr vision has provided a solid foundation, sustainable real estate values, and continued demand.

Transportation

The Bryn Mawr village study area is well served by rail and by primary and secondary roads, particularly in an east/west direction. Parking is adequate in terms of the number of spaces, but its distribution is not consistent with the demands of drivers. Narrow sidewalks and inconsistent pathways offer limited pedestrian circulation. No provision has been made for bicycle access between residential neighborhoods and key employment, entertainment, and retail areas. Several intersection and traffic management improvements are required to achieve more efficient use of the road system.

Market Opportunities

Substantial demand exists for private real estate investments, but a variety of challenges and risks are associated with their implementation:

- Site assembly must be facilitated in response to current floor plate and parking standards;
- Community opposition to higher-density development and the conversion of residential properties to more urban uses must be addressed in order to mandate land value–driven building densities;
- The township must adopt a new comprehensive plan, against which real estate development proposals can be tested;
- Outmoded development ordinances, policies, and standards must be updated to be responsive to current market conditions; and
- The township must provide clear guidelines for developers and others seeking approvals, and must review and approve proposed projects in a timely manner.

Housing

The panel's analysis of residential development opportunities focused on multifamily housing, because of the study area's relatively high land values, incompatible adjacent nonresidential uses, and the superior accessibility of sites in the area. Whereas demand for rental housing units comprised nearly 32 percent of the households nationwide in 2000, demand for such units in the study area reached 62 percent. The sources of this demand are principally comprised of service and retail employees, young residents, and students. The study area's senior citizen population comprised 10 percent of the total population in 2000, and is expected to increase in coming years. Therefore, the supply of market-rate and financially assisted units serving these sectors should be increased. The supply of services, convenient shopping, and public transportation all support locating additional multifamily rental units in the Bryn Mawr village study area. These units should be provided in mixed-use projects, particularly near transit stations, and in the upper stories of mixed-use buildings.

Office Space

Demand for office space in Bryn Mawr is strongly oriented toward medical services. The study area needs an additional 120,000 square feet of medical office space. Owner-occupied space can be located in adjacent buildings or in a new structure. General tenant office space in and adjacent to Bryn Mawr is readily available; an estimated 1 million square feet of competitive space is vacant in the vicinity.

Lodging

The study area offers no accommodations for business or pleasure travelers. Average annual sleeping room occupancy in the wider region currently exceeds 70 percent, and growing employment and population indicate demand for additional supply. Market area sites and existing buildings are being evaluated in an effort to increase the supply of this product.

Representatives of local institutions and others have indicated a shortfall of hotel accommodations for their visitors. They prefer an independent, “nonchain” operator that would be sensitive to the community’s unique needs, similar to the nearby Wayne Hotel. Bryn Mawr Hospital’s needs could be especially well served if its on-site Gerhard Building were to be converted to this use. Its estimated capacity would be about 60 sleeping rooms.

Retail Space

The extremely high proportion of females living in the Bryn Mawr village study area (more than 68 percent of the population in 2000) and the area’s high average annual household income support the growth of retail space. Area shoppers are attracted to King of Prussia Mall and the surrounding “big box” stores located less than a 30-minute drive from Bryn Mawr. Shoppers and convenience goods also are located in the Lancaster Avenue corridor, which is convenient to village neighborhoods. The township should make the retention of existing retail space a high priority. The following types of retailers would both support and complement existing businesses:

- An upscale food market;
- A men’s clothing store;

- Restaurants;
- An electronics store;
- A plant/garden shop;
- A women’s shoe store;
- A day spa;
- A paper and stationery store;
- An ice cream parlor or confectionery;
- A specialty bookstore; and
- Art galleries.

Appropriate locations for new retail development should be identified. The most desirable sites will be those with good access via rail and roads. Mixed-use projects should be encouraged at the high-capacity intersections that could best serve their needs. In the vicinity of the rail station, the township should advocate transit-oriented development, with new parking to accommodate it.

Conclusion

Bryn Mawr’s market opportunities are in transition. As the demand for health services increases, even more strain will be placed on the hospital to expand. The demand for improved building standards will increase, and management of traffic and parking will become more critical to Bryn Mawr’s competitive position in the real estate marketplace. Continuity of the community’s educational institutions and stabilization of its residential neighborhoods will further increase the need for new multifamily housing, lodging, and retail development.

Responding to the community’s need for increased medical services, Bryn Mawr Hospital has grown in multiple phases over the past 111 years. Current and future demand for medical services requires enlarging the hospital’s campus to better serve its constituents. The hospital’s expansion area—the block north of the hospital—provides space for expansion and improved linkages to nearby existing retail and service businesses.

Bryn Mawr’s “Main Line” image, excellent educational resources, and high household incomes continue to undergird the market for new land development, conversion of selected uses, and rehabilitation of the building stock. Excess capacity is available on the commuter rail and local highway systems. While no major capacity improvements are programmed, selected intersection and traffic management improvements are required to better accommodate peak-period traffic.

Bryn Mawr has no identifying icon. The town also lacks a central place to accommodate community functions and gatherings, which also would reinforce the community’s identity.

Housing

Township housing policy and incentives should emphasize better accommodation of the low- and moderate-income workforce essential to operating private and public institutions and businesses. Additions to the multifamily housing supply need to include the replacement of units that are demolished or are converted into nonresidential uses as a result of the hospital expansion. Existing housing that is retained needs to be rehabilitated to meet or exceed municipal building code standards. Special market sectors—including the growing se-

nior citizen and student populations—need to be accommodated at sites convenient to local shops, health services, and public transportation.

Lodging

No lodging facilities exist in Bryn Mawr. Increasing numbers of institutional visitors will require hotel/motel rooms. A previous analysis indicates that the Gerhard Building, Bryn Mawr’s original hospital, lends itself to conversion to a boutique hotel.

Retail Development

Department store anchors and big box stores serving the Bryn Mawr market are agglomerated at King of Prussia Mall, located ten miles northwest of Bryn Mawr. Community shopping centers are located in the U.S. 30 (Lancaster Avenue) corridor. Neighborhood shopping centers are scattered at major intersections throughout the Bryn Mawr village study area. Entertainment retail venues are found in each of these three types of facilities. Bryn Mawr is underserved in terms of its retail sales potential. It could support an additional 75,000 to 90,000 square feet of retail space located in the commercial area.

Planning and Design

The panel believes that moving forward in Bryn Mawr will require preparing information and graphics that can help inform the community and guide the redevelopment of the Bryn Mawr village study area. In addition, the panel recommends that Lower Merion Township update its comprehensive plan. An updated plan would provide a direction for the development of the township and, specifically, a vision for the future of Bryn Mawr. The panel was asked to critique the MUST Ordinance and concluded that the ordinance cannot stand alone. It must be considered within the framework of an updated comprehensive plan. This section provides guidance on several elements that should be addressed in the comprehensive plan.

The Bryn Mawr village study area is the portion of Bryn Mawr specifically addressed in this report. It is the area bounded by County Line Road/Haverford Road and Pennsylvania Avenue on the south, Pennsylvania Avenue on the east, North and South Merion avenues on the west, and the Lancaster Avenue commercial district on the north. The panel believes, based on its site visits and discussions with stakeholders, that the area can be divided into the following subareas:

- The hospital campus;
- The Founders Bank Building site;
- The hospital expansion area;
- The Lancaster Avenue commercial district;
- Town Square;
- Ludington Library/Bryn Mawr Park; and
- The Merion Avenue area.

Existing Conditions

This section presents the panel's observations regarding existing conditions and opportunities in

each subarea, analysis of the existing redevelopment plans where applicable, and specific planning and design concepts recommended for the revitalization of Bryn Mawr. The panel's discussion of planning and design issues evolved around the seven discrete subareas identified above. Each subarea possesses a unique identity and purpose, albeit with varying levels of history, clarity, and intensity. Each plays a crucial role in the existing social and architectural identity of central Bryn Mawr. Changes to these areas and their interrelationships will provide the framework for the revitalization of Bryn Mawr.

The Hospital Campus

The Bryn Mawr Hospital campus, also known as "the trapezoid," is bounded by Old Lancaster Road, County Line Road/Haverford Road, Bryn Mawr Avenue, and Mondella Avenue. This subarea does not include any of the hospital- or health system-owned properties adjacent to the campus, such as the hospital expansion area or the Founders Bank Building site described below. The hospital campus has grown incrementally since its inception. Buildings feature a variety of styles representative of their eras, approaches to architectural style, and medical care use. The Gerhard Building, facing Bryn Mawr Avenue, is the most noteworthy piece of architecture on the campus and is likely to be eligible for inclusion on the National Register of Historic Places.

A significant expansion of the hospital campus on the existing site is anticipated and would include a mix of demolition, renovation, and new construction. It would provide new and upgraded inpatient facilities, which are absolutely necessary to ensure continuing excellence of care. The hospital is developing plans for this on-site expansion in a design process parallel to but independent of the design concepts being developed for the hospital expansion area. Those plans are incorporated into the concept designs that include the expansion area.

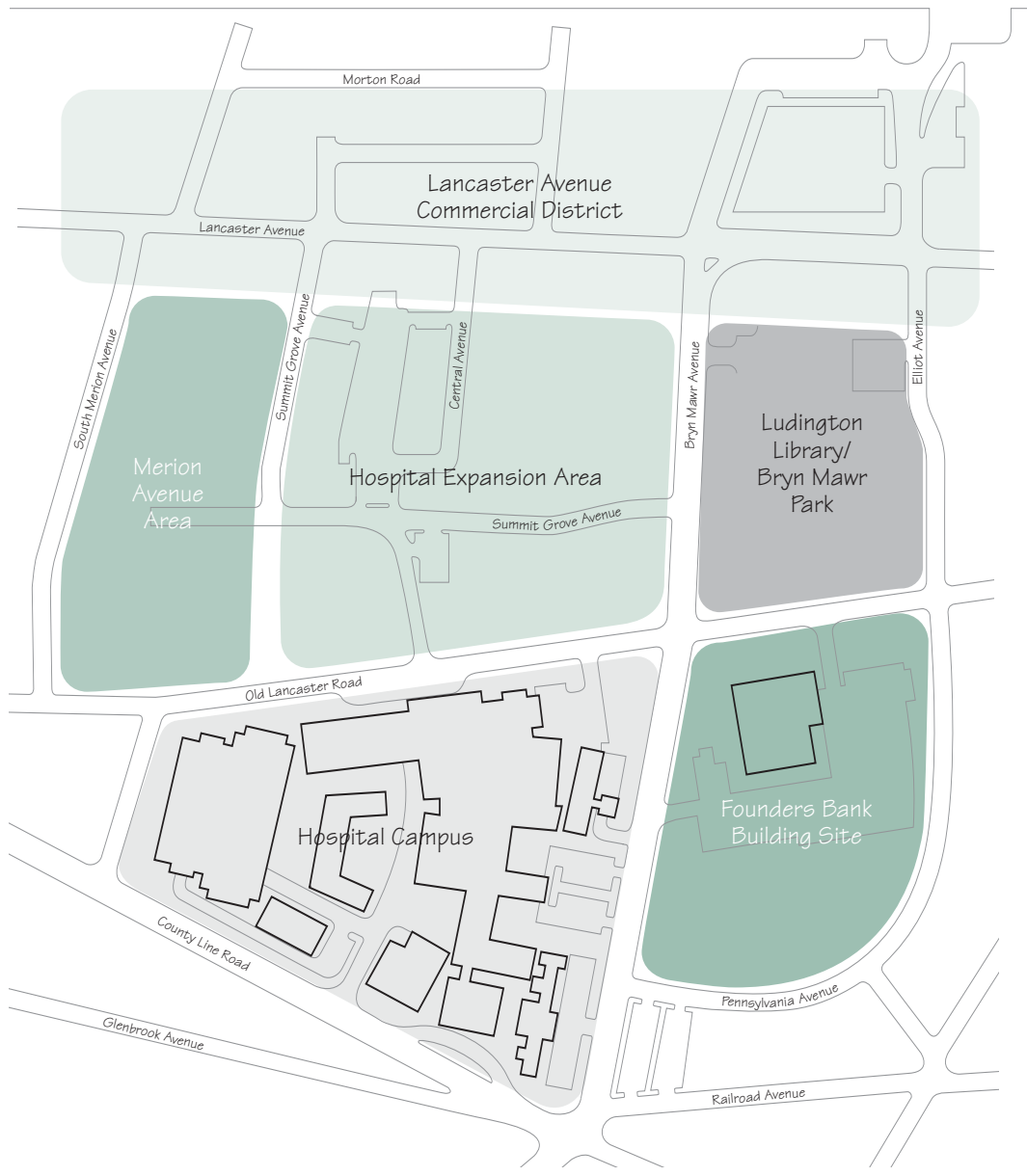
The study area.



The work at the campus does not address the significant shortage of medical office space. Space limitations prevent the development of additional medical office space and/or medical office buildings on the hospital campus. The current shortage seriously limits the hospital's ability to recruit new medical staff, and the hospital risks the loss of currently associated staff and high-quality medical practices. This situation presents an enormous challenge to Bryn Mawr Hospital.

The Founders Bank Building Site

This site occupies nearly all of the block bounded by Old Lancaster Road, Bryn Mawr Avenue, and Pennsylvania Avenue. The remainder of the block includes five freestanding single-family houses facing south on Pennsylvania Avenue. One existing building currently is occupied by medical uses. The residences are not owned by the hospital. They are expected to remain in place as part of



the village's historic fabric in any redevelopment scenario. Any development in this subarea must respect and integrate its variety of uses and building types.

The Hospital Expansion Area

This subarea is bounded by Old Lancaster Road, Bryn Mawr Avenue, Summit Grove Avenue, and a portion of the commercial district on both sides of Lancaster Avenue. The area is primarily residen-

tial at its core with a variety of business uses at the perimeter along Lancaster and Bryn Mawr avenues. It does not currently act as an effective transition between the hospital and the commercial district, either architecturally or in terms of use. The buildings are of mixed architectural quality. While none of its buildings are designated Class 1 or 2 on the township's Historic Resource Inventory, the subarea does contain some proper-

The hospital expansion area currently contains a mix of uses, mainly row-houses and single-family houses.



Lancaster Avenue is Bryn Mawr's commercial spine.



Right: The most important site in Bryn Mawr currently is occupied by a surface parking lot. The panel recommends restoring the site to a town green. Far right: Bryn Mawr Park, adjacent to Ludington Library, should be upgraded to draw more users.



ties of concern to the historic preservation community, including a group of rowhouses and “twins” at Central Avenue said to be the last examples of early 20th-century worker housing. The subarea has no strong image or sense of place.

Lancaster Avenue Commercial District

This linear district, paralleling the Main Line commuter rail, is the traditional commercial core of Bryn Mawr. The area roughly opposite the hospital expansion area described above can reasonably be described as Bryn Mawr’s central retail area. However, this mixed-use area extends well beyond that zone, both east and west along Lancaster Avenue, eventually meeting equivalent areas in Ardmore and Wayne, respectively.

Low-scale development occupies both sides of the street and is generally urban in character, with facades close to the street, although there are notable gaps in the string of facades. These gaps are particularly apparent outside the central retail area. The building stock is varied in condition. The sidewalk environment is in fair to poor condition, with few amenities. There is no on-street parking, and pedestrian street crossings are poor. The area presents a weak public face for Bryn Mawr to commuters and travelers on Lancaster Avenue.

Town Square

Diagonally adjacent to the SEPTA R5 Bryn Mawr train station is a 190-space surface parking lot that was once a central public green for Bryn Mawr. There are reports that deed restrictions require that the space continue to be used for parking, although they do not necessarily limit the site to that single use. The panel was not able to secure documentation verifying this.

The parking lot is bleak, unappealing, and presents a poor front door to Bryn Mawr. Its easy access to the commuter train station and commercial district makes it a prime location that is vastly underused as a surface parking lot. This site is a natural pathway connecting the village to the train station. The site clearly presents multiple opportunities for redevelopment and should be dedicated to a higher and better use.

Ludington Library/Bryn Mawr Park

This subarea includes Ludington Public Library, the Bryn Mawr Community Building, and a green space. The site is close to the commercial district and the combination of a park and library at the same site is desirable. While conveniently located, the park is not a special place. It lacks character and amenities. A gazebo has been proposed, which would add some character.

Merion Avenue Area

This residential subarea is located south of Lancaster Avenue and west of the hospital expansion area. The panel recommends no changes to this subarea.

HOK Plan Assessment

For several years, Hellmuth, Obata + Kassabaum, Inc. (HOK) has been preparing and refining a plan for development on the Bryn Mawr Hospital trapezoid, the expansion area to the north, and the area along Lancaster Avenue. Options 6 and 8 are the most current versions of the HOK plan.

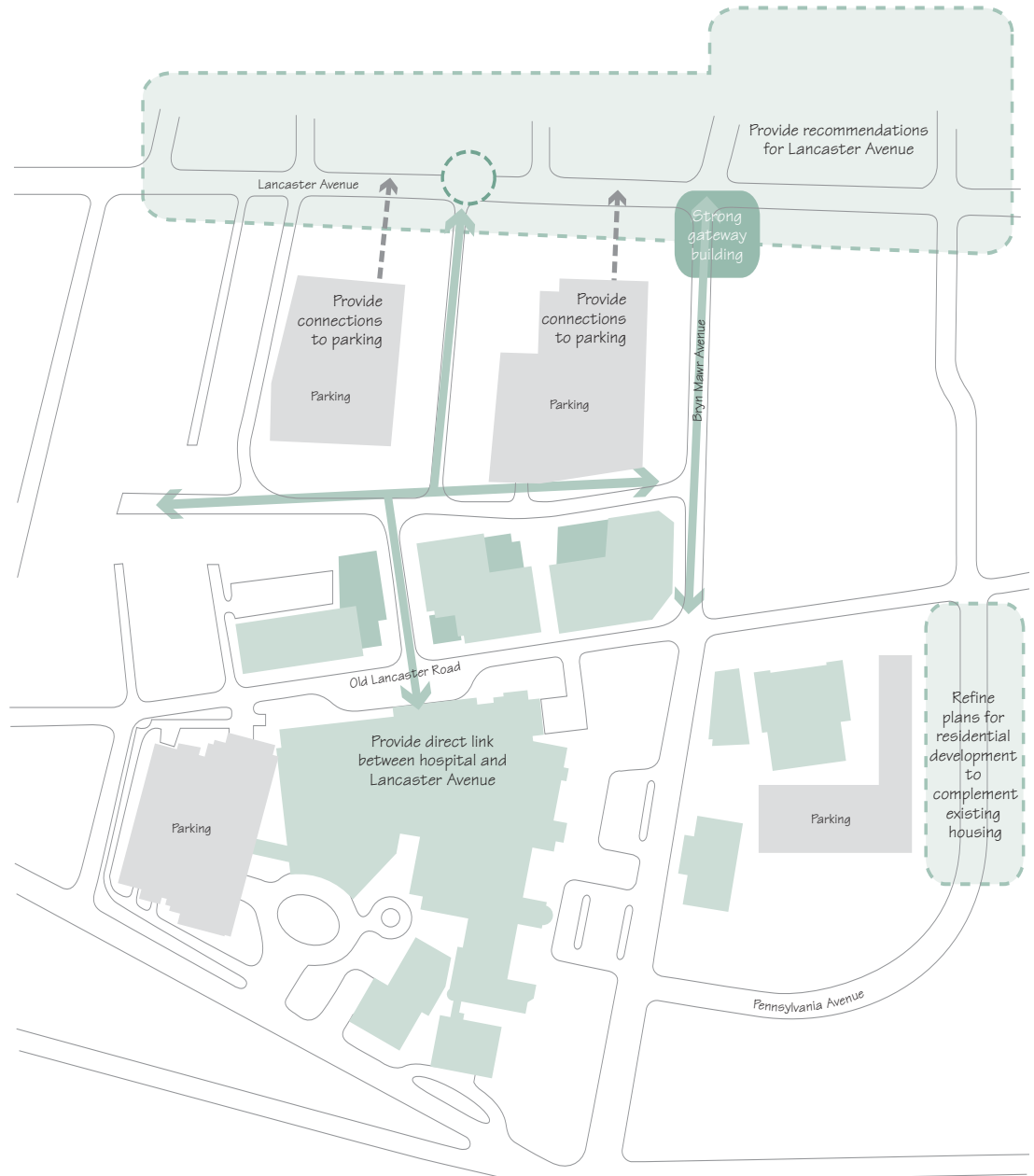
The plan for the hospital site includes further infill development of the existing hospital building, primarily within the center of the facility, and some additional development along Bryn Mawr Avenue. In addition, the plan proposes the removal of a building along Bryn Mawr Avenue. Within the trapezoid site, the additional infill development would displace a small amount of surface parking. The plan assumes that additional parking to serve the hospital would be located either to the north or east of the trapezoid.

The visual impact of these changes would be most visible from County Line Road and from Bryn Mawr Avenue. Because both are primarily commercial streets, these changes would have minimal visual impact on the community. The expansion of the hospital would increase traffic coming in and out of the hospital campus, but parking would occur in areas outside the hospital campus and therefore would have an impact on adjacent roadways.

Founders Bank Building Site

The HOK plan for the Founders Bank Building site proposes development that includes additional

HOK concept plan,
option 6.



medical office space with supporting parking and residential development along Pennsylvania Avenue.

There are some differences between options 6 and 8. Option 8, the most recent plan, illustrates a slightly larger garage facility with retail and office uses lining its western edge, facing Bryn Mawr Avenue. The panel believes that development of the medical office building is appropriate and nec-

essary, as it will provide parking to support this development and to help support the hospital.

The retail and office uses planned along Bryn Mar Avenue, however, are unlikely to be developed and are inappropriate for this location, across from the hospital. The garage should be set back from the street and landscaped. The residential development proposed along Pennsylvania Avenue appears to be minimally set back from the street,

and likely would conflict with the character of the existing housing in the neighborhood.

The panel recommends expanding the Founders Bank Building to include 120,000 square feet of additional medical office space. A four-level parking structure should be built, with two levels underground and two above, providing a total of about 700 parking spaces. About 20 residential townhouses could be built on the eastern portion of the site, and the massing and style of the townhouses could help to integrate the new development into the existing neighborhood.

Hospital Expansion Area

The HOK plan places a significant amount of development within the expansion area north of the hospital. Options 6 and 8 cover slightly different geographic areas, as described below.

Option 6. This option provides a vision for redevelopment of the area between the retail core, Bryn Mawr Avenue, Summit Grove Avenue, and Old Lancaster Road. It illustrates a significant amount of new development, including parking, retail, office, medical office, and arts space.

This new development is oriented primarily along Bryn Mawr Avenue, Old Lancaster Road, and Central Avenue. The plan is based on several important urban design principles, including:

- Creating a strong pedestrian link between the hospital and the retail core;
- Creating an urban edge along Bryn Mawr Avenue;
- Encouraging first-floor retail uses along Central Avenue, with some supporting retail uses along Bryn Mawr Avenue and Old Lancaster Road;
- Developing parking decks between the retail core and the hospital to provide parking for both; and
- Lining the parking garages along Central, Bryn Mawr, and Summit Grove avenues with residential and office uses above the first-floor retail space.

The panel believes that option 6 offers the following advantages:

- The mix of uses provides an opportunity to create a high-quality, pedestrian-oriented environment;
- It creates a desirable urban edge along Bryn Mawr Avenue; and
- It provides a strong visual icon at the corner of Bryn Mawr and Lancaster avenues.

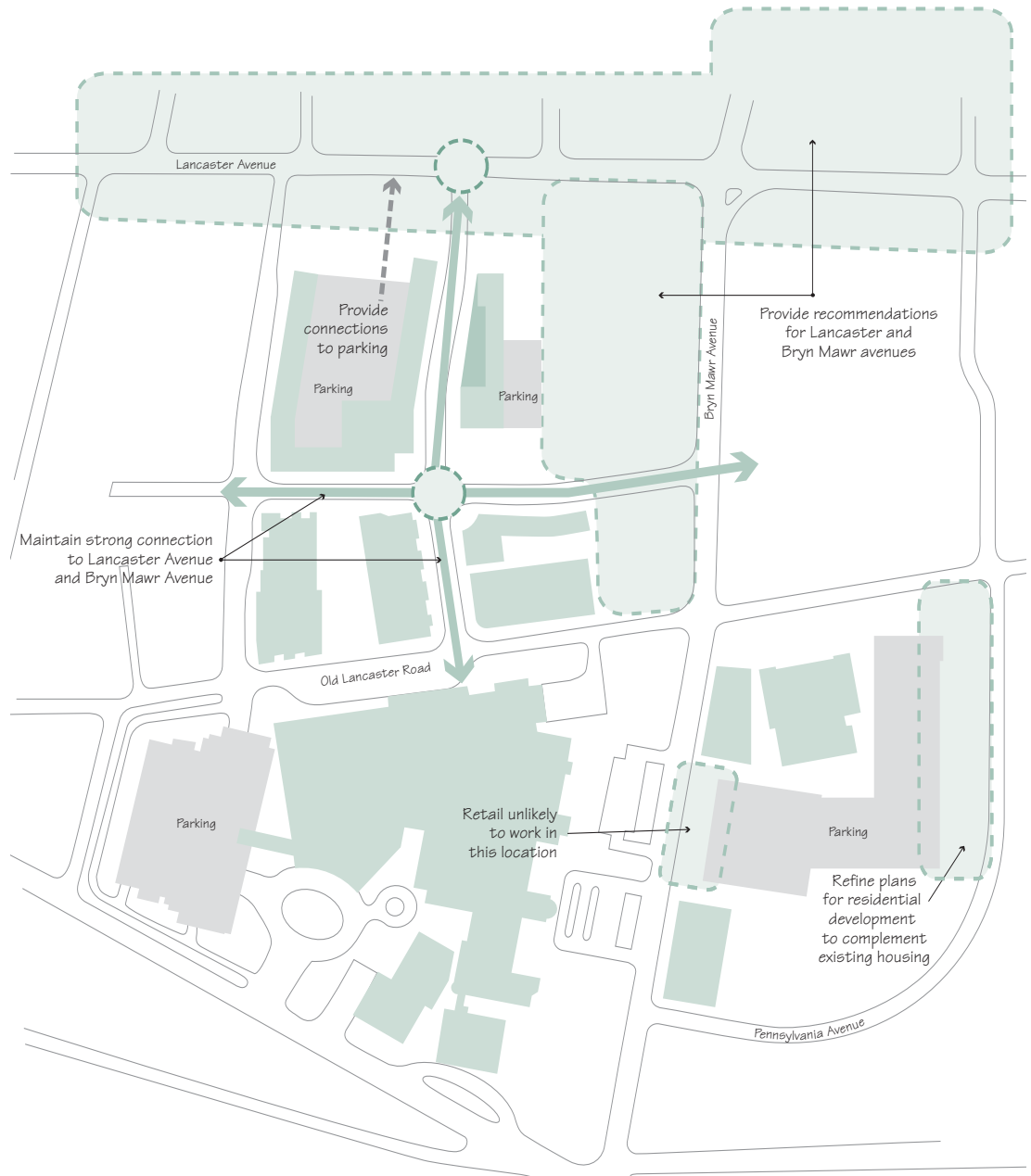
The negative features of option 6 are as follows:

- Linkage between the hospital and Lancaster Avenue is indirect.
- The parking garages seem too large for the area's needs. Planners should address parking needs in a more comprehensive way. These garages likely could be reduced in size if planners took a broader approach to parking that included lots to the north of Lancaster Avenue and the town square lot.
- The plan does not illustrate how the garages can be accessed from the retail core to ensure visitor convenience.
- Based on the illustrations provided, the scale of development appears too large for the existing fabric of the community. Building heights should be carefully considered in developing this area.

Option 8. This option shows a similar plan for the area, but it does not include development of the parcels along Bryn Mawr Avenue. The plan illustrates a more direct connection between the hospital and Lancaster Avenue along a realigned Central Avenue with supporting retail, office, and residential uses. The plan illustrates a significant change from the existing situation within this subarea.

The panel believes that option 8 offers two distinct differences from option 6. Option 8 illustrates a direct and clear linkage between the hospital and Lancaster Avenue, which is an improvement. However, the plan leaves out the parcels along Bryn Mawr Avenue, and the panel believes that they should be addressed in some way.

HOK concept plan, option 8. This plan includes a larger parking garage with retail and office uses on the Founders Bank Building site. It also realigns streets for better linkage between the hospital and Lancaster Avenue.



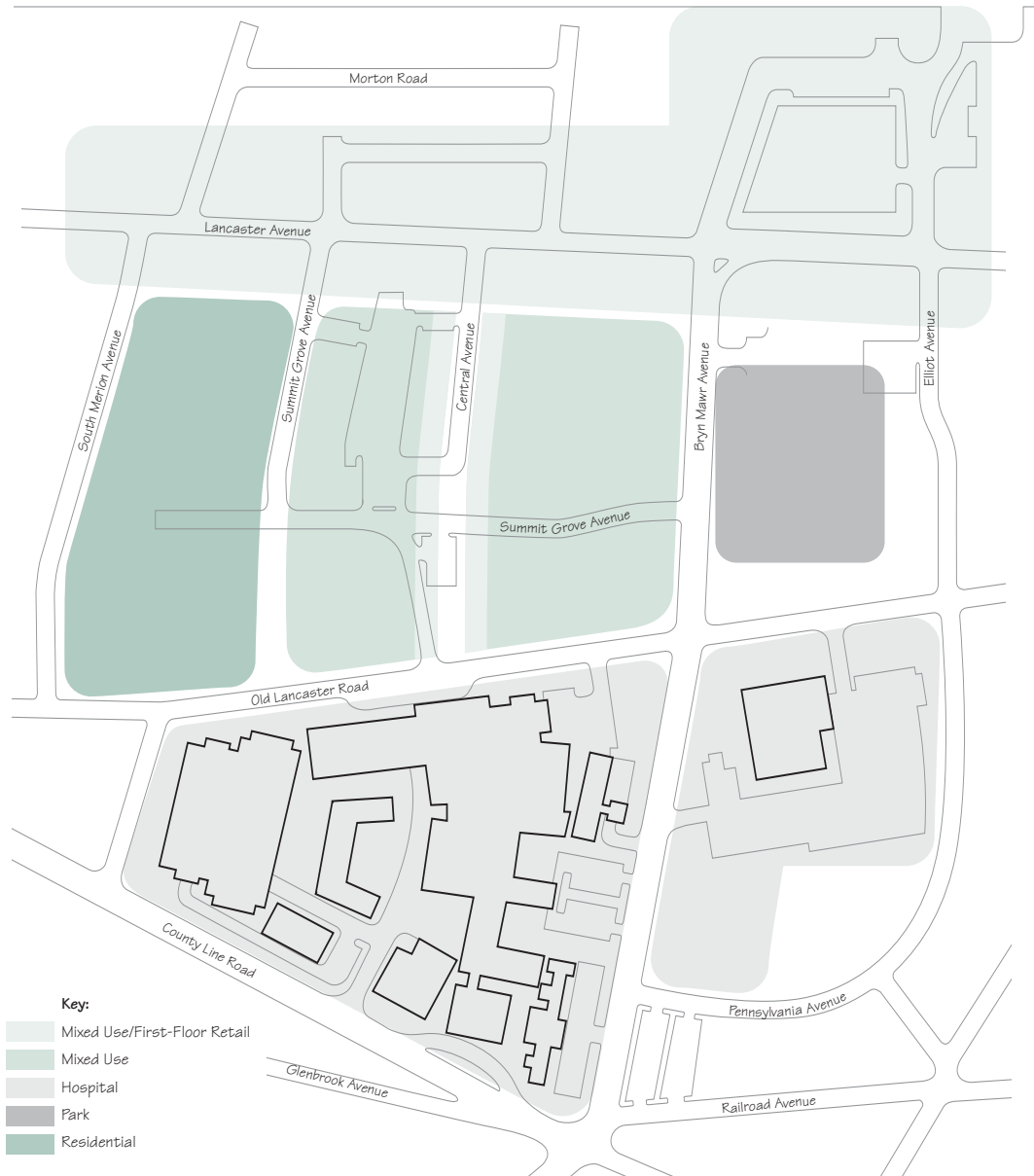
Other Areas

The HOK plan addressed other areas of the village minimally or not at all. The Lancaster Avenue commercial district was beyond the scope of the plan, and HOK offered few specific details for it. The HOK plan also did not address the town square, Ludington Library/Bryn Mawr Park, and the Merion Avenue area.

Lancaster Avenue

The panel believes that a master plan for the study area should focus on Lancaster Avenue, to emphasize the existing commercial core and the adjacent supporting areas that are the true village of Bryn Mawr. The plan should provide a clear framework for development that is based on key streets, focal points, and a mix of uses. A high-quality pedestrian environment should be de-

The panel's land use recommendations.



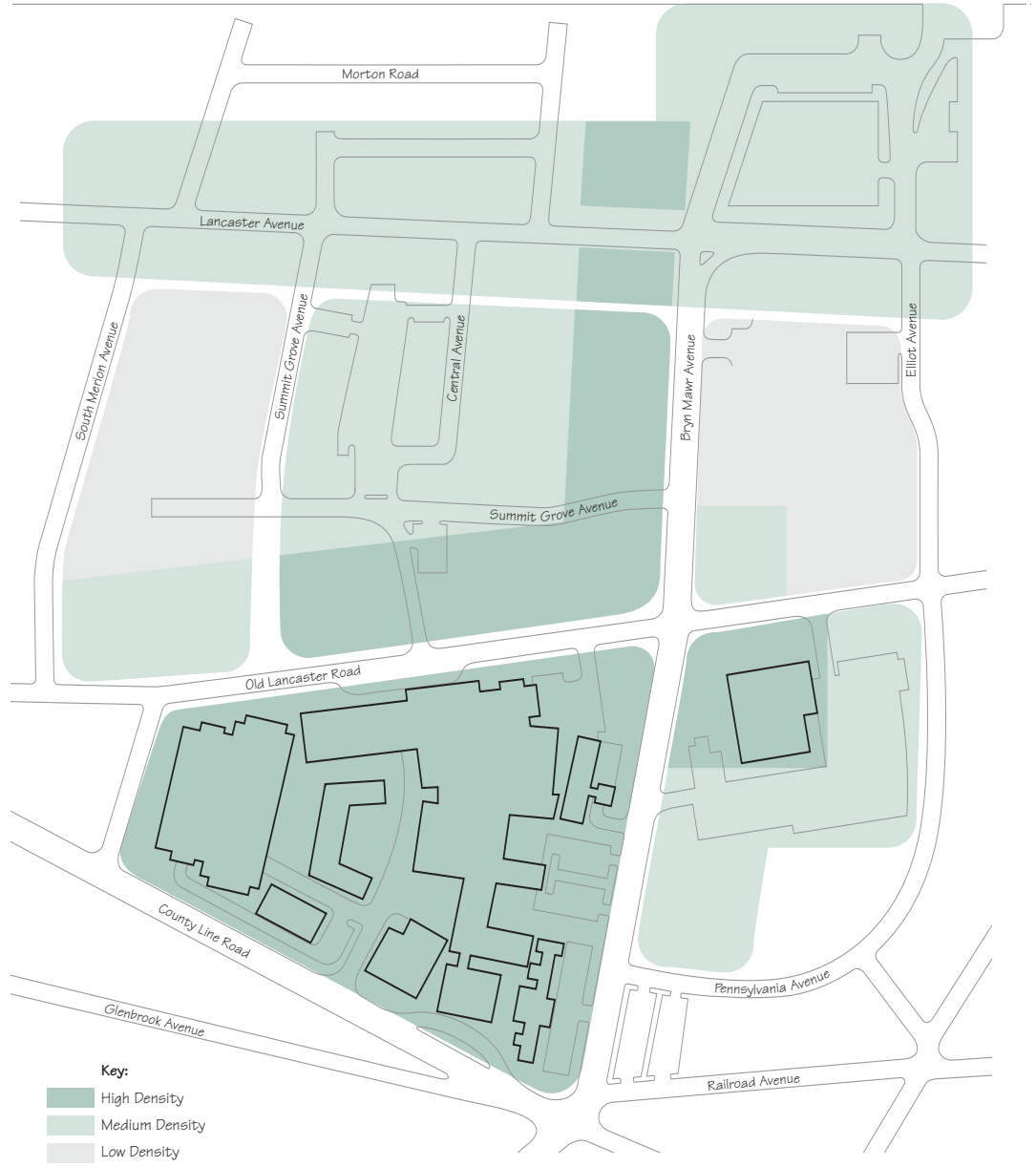
signed for the business district. Linkages between Lancaster Avenue and the hospital should be strengthened with wayfinding signage, street furniture, landscaping, and improved signaling. Historic buildings should be protected, and design guidelines should be established so that new development is built in accordance with the character of the village. Design guidelines should address architecture, streetscape elements, and

signage. A review process should be established to enforce the guidelines.

Town Square

The Lancaster Avenue business district would benefit from the development of a town square adjacent to the train station, serving as a strong focal point for the business district and for township residents. The panel suggests using the

The panel's density recommendations.



northern portion of the site as a town center anchored by an upscale grocery store such as Whole Foods. Other retail facilities could include an ice cream parlor and other neighborhood-serving shops. The southern portion of the site should be reinstated as a public green.

An underground parking structure below the Town Square site could serve the new uses as well

as the existing retail district and train station. These combined facilities would create a natural gathering place for public events such as seasonal festivals, art exhibits, crafts fairs, and so forth, and would be an excellent amenity for commuters arriving by train. The design of the town square should strive to strengthen pedestrian connections to the train station and the business district.

It also should create a strong identity for the community of Bryn Mawr.

Bryn Mawr Park/Ludington Library

Currently, there is little reason for anyone to go to the park. The township should consider what kinds of amenities would make the park a real destination and an amenity for library visitors. The lackluster playground could be augmented, and more extensive landscaping could be installed, providing an active recreational area, which would contrast with the more passive green space proposed for the town square.

Transportation and Parking Plan

The panel recommends a three-tiered transportation and parking plan. First, the township's updated comprehensive plan should include a transportation component that identifies the overall needs of the transportation system, including traffic, parking, transit, and pedestrians. The comprehensive plan's traffic and parking study should focus on key corridors like Lancaster Avenue, key intersections like the intersection of Bryn Mawr Avenue with Haverford Road/County Line Road, and an overall assessment of the adequacy of parking within the township. Because of the magnitude of the study area, a detailed analysis that addresses the specific impacts of the hospital or the adjoining expansion area should not be included in the comprehensive plan. The township undertook a comprehensive parking study in 2001, and this can be used to establish the existing conditions section of the updated comprehensive plan. The comprehensive plan should address the changes implemented since 2001 and identify the long-term impacts associated with the future land use plan.

Second, as the hospital and realty corporation fine-tune their improvement plans, specific traffic and parking plans should be developed to identify the impacts of these improvements and recommend mitigation measures. A single study should evaluate both areas. The traffic element should address the redevelopment's impact on traffic flow along Lancaster Avenue, Bryn Mawr Avenue, County Line Road, and the major intersections along these corridors. The parking element should document the parking demand that will be created by new development/redevelopment, the anticipated resulting deficit in the existing supply, and the recommended parking needed to accommodate the demand.

Third, a Founders Bank Building site traffic and parking impact assessment should be conducted. The implementation of the Phase I medical office

building development is expected to occur prior to the completion of the township's comprehensive plan or the detailed assessment of the hospital expansion area. A detailed traffic and parking impact study of this site should focus on the access points onto Bryn Mawr Avenue and Old Lancaster Road and the intersection of these two streets.

Existing Traffic Conditions

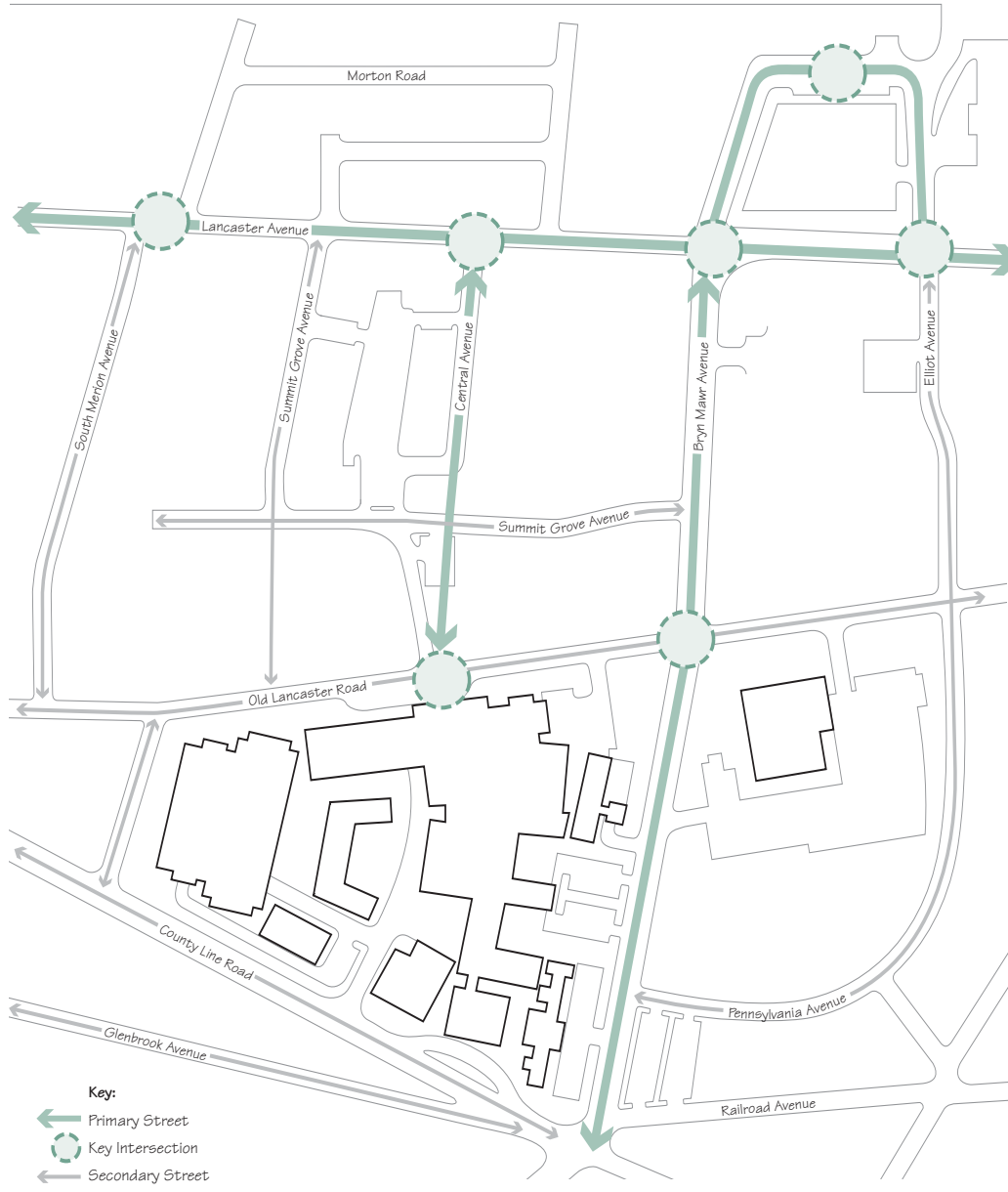
The township, businesses, residents, the hospital, and the general public expressed universal concern that there is an existing traffic problem in the study area, specifically along Lancaster Avenue. Opinions differ, however, as to what constitutes a problem. Some people expressed concerns about their inability to drive along Lancaster Avenue without stopping at nearly every traffic signal, while others commented that Lancaster Avenue operates as a fast pipeline that restricts pedestrians from crossing. In addition, the traffic study conducted by Orth Rogers & Associates for the hospital's plans indicates that most of the study area intersections and the Lancaster Avenue corridor as a whole operate acceptably during peak hours when evaluated from a "level-of-service" or delay perspective.

Traffic Opportunities

Several intersections and corridors have been identified as needing improvement by prior studies, in discussions with interested parties, or through the panel's observations. The following is a noninclusive summary of these locations and potential improvements. It should be noted that these improvements do not override the findings of the detailed traffic impact study.

- *County Line Road/Haverford Road/Bryn Mawr Avenue intersection.* This intersection currently operates unacceptably during peak hours because of the lack of left-turn lanes, multiple legs,

The panel's circulation recommendations.



and angled approaches. The traffic study—as part of the larger redevelopment plan—should recommend strategies to improve the operation and safety of the intersection. At a minimum, the intersection should provide left-turn lanes on Haverford Road/County Line Road. The study also should evaluate realigning Bryn Mawr Avenue to the west to eliminate the existing skew and/or relocating the Glenbrook Av-

enue intersection with County Line Road further to the west, to provide a 90-degree intersection. There are significant right-of-way constraints at the intersection, and acquisitions may be required to accommodate the necessary improvements.

- *Bryn Mawr Avenue corridor.* An opportunity exists to enhance the operation and aesthetics



The panel has identified several intersections along Lancaster Avenue that could be upgraded to improve traffic flow.

of the Bryn Mawr Avenue corridor with a median and left-turn lanes. The Orth Rogers & Associates study evaluated restricting on-street parking and providing a two-way left-turn lane along Bryn Mawr Avenue to improve efficiency and safety. The panel recommends maintaining the existing on-street parking and constructing a raised landscaped median between County Line Road/Haverford Road and Lancaster Avenue. The redevelopment along Bryn Mawr Avenue provides an opportunity to obtain the anticipated right-of-way as part of the overall plan.

- *Old Lancaster Road intersection with Central Avenue.* Although the plans for the hospital expansion area may undergo significant revisions, the Old Lancaster Road intersection with Central Avenue is expected to remain a critical pedestrian linkage between the hospital and the expansion area. The intersection should include features such as textured pavement, a raised intersection, or a roundabout that slows traffic and promotes the pedestrian connection.
- *Central Avenue approach to Lancaster Avenue.* There are about 20 feet of roadway (from the face of one curb to the face of curb opposite) on Central Avenue at Lancaster Avenue, which currently operates with one-way traffic. If Central Avenue is to be redeveloped, the intersection should be evaluated to determine whether two-way traffic can be accommodated in the 20-

foot roadway, whether left turns to and/or from Central Avenue should be permitted, and if the remaining sidewalk width provides a usable and appealing pedestrian linkage between the proposed hospital expansion area and the existing business district.

- *Lancaster Avenue corridor.* Although the traffic problem along Lancaster Avenue may be a problem of perception rather than an actual traffic problem, even a perceived problem can deter potential business district patrons. The comprehensive plan and Bryn Mawr Hospital traffic studies need to recommend improvements to address this issue. Traffic on Lancaster Avenue has declined from 20,100 vehicles per day in the late 1970s (according to the township's 1979 comprehensive plan) to 9,800 vehicles per day currently (based on the Orth Rogers & Associates traffic study). Although roadway capacities vary considerably depending on factors such as the percentage of turns, access control, and parking maneuvers, it is reasonable to say the four-lane Lancaster Avenue is operating at less than one-half its capacity and a three-lane roadway (two-way traffic with a left-turn lane) or a two-lane divided roadway could accommodate the existing traffic. Both options would provide opportunities to enhance pedestrian crossings with a median refuge and separate left-turn traffic with exclusive turn lanes. However, significant changes to the cross section of Lancaster Avenue would be very difficult to effect. Because it is designated as U.S. Highway 30, it is under the jurisdiction of the Pennsylvania Department of Transportation, and the corridor has four-lane continuity for miles in either direction. Other potential improvements include minimizing direct driveway access to Lancaster Avenue, providing for left-turn lanes at select intersections, and restricting turns at select intersections. The panel notes that although a closed-loop signal system recently was installed to improve traffic progression along the corridor, the timing plans have not yet been implemented; traffic counts to prepare the timings will be collected after the Lancaster Avenue utility work is completed. Upon implementation of the new signal timings,

the corridor is expected to operate with fewer delays and stops.

Existing Parking Conditions

Parking within the study area consists of on-street spaces—both free and metered—plus public and private surface lots and the hospital's parking structure. Recently completed parking studies address parking within the township (the 2001 township report) and within the proposed hospital expansion area (the 2002 Walker Parking Consultants report). When total peak demand is compared with the total supply of parking within Bryn Mawr, the parking supply appears to be adequate. The existing parking supply, however, lacks a cohesive wayfinding system, is comprised of on-street meters and several disjointed lots, and includes several locations that operate at or above capacity. The parking system therefore does not operate as well as the specific occupancy numbers suggest. The panel concurs that Bryn Mawr Hospital does not have adequate parking within walking distance of the hospital campus.

Parking has long been a concern for the Bryn Mawr village study area; it was identified as an issue in both the 1937 and 1979 comprehensive plans. The redevelopment of the study area can provide the opportunity to enhance the supply and operation of parking in the study area.

Parking Opportunities

The panel identified the following opportunities to improve the parking situation within the Bryn Mawr village study area:

- *Short-term needs.* As noted above, the hospital has an immediate need for an additional 500 parking spaces. The panel recommends providing these additional spaces in concert with the proposed medical office buildings on the Founders Bank Building site. Two levels of parking should be provided below the buildings, with the remaining spaces contained in an above-grade structure east of the existing building. This proposed structure would abut existing and proposed residences, and its exact location and architectural features need to recognize and support this transition.



- *Hospital expansion area parking structures.* The HOK plans show one or more parking structures in the expansion area. These structures are needed to provide adequate parking for hospital employees, other employees of the new commercial development, residents, the expansion area's new retail and office patrons, and patrons of existing Lancaster Avenue businesses.
- *Hospital expansion area on-street parking.* The on-street parking shown on the HOK plans will provide convenient short-term parking for retail and restaurant patrons.
- *Hospital medical office buildings.* To minimize the massing of above-ground parking structures, all medical office buildings in the area should provide as much below-grade parking for their tenants and patrons as possible.
- *Parking authority.* The panel recommends implementing a parking authority for the township. This authority should be responsible for the administration, planning, financing, development, and operation of the township's entire parking system, including on-street meters, surface lots, and potential parking structures.
- *The redevelopment of the Town Square site.* The panel believes that the Town Square site (sometimes called "lot seven") is a critical redevelopment parcel. The site currently provides approximately 200 parking spaces and, as dis-

Bryn Mawr Hospital has an immediate need for 500 additional parking spaces.

cussed previously, the redeveloped site should continue to include parking for commuters using the train station, for Lancaster Avenue businesses, and for the proposed redeveloped town square retail uses. The majority of the parking should be provided below grade to allow for a village square green space and retail development.

- *Parking pricing.* Although parking often is perceived as a free service, especially in suburban communities, providing parking structures, surface lots, or even on-street parking comes at a cost. The proposed parking authority, in cooper-

ation with local business leaders, will need to select one of the many options available to fund the capital operating costs of the parking system. In addition, there are many creative ways to financially support the parking system without deterring retail and restaurant patrons. Parking fees should recognize those established in adjacent communities, but should not be dictated by them. The rates should be set in a way that provides convenient, short-term parking for retail and restaurant customers while also encouraging long-term parking in the structures.

Development Strategies

The panel recommends development strategies for the Bryn Mawr village study area that respond to Bryn Mawr Hospital's immediate and long-term needs in ways that also meet the needs of the broader Bryn Mawr and Lower Merion Township community.

Bryn Mawr Hospital's Immediate Needs

The panel understands that Bryn Mawr Hospital has an immediate need for 120,000 square feet of additional medical office space and 500 parking spaces. This development is important to help retain certain medical practices and provide adequate parking for existing and new patients and employees. The panel recommends that the hospital immediately move forward to plan 120,000 square feet of medical office space as an addition to the Founders Bank Building site, also known as Block B.

The hospital also should plan and develop 500 parking spaces, located in two levels below grade, under the medical office buildings, with additional, adjacent surface parking. To shield the neighborhood from the visual impact of development on Block B, new townhouses should be developed along the west side of Pennsylvania Avenue in a style consistent with existing housing on the east side of the street. The panel understands that Block B is mostly zoned commercial, which permits medical offices. Lower Merion Township should consider giving the hospital special accommodations to permit the expeditious development of this property.

Bryn Mawr Hospital's Long-Term Needs

Long-term needs encompass the hospital expansion area. Bryn Mawr Hospital has acquired much of the property in the expansion area, which is bounded by Lancaster Avenue, Old Lancaster Road, Bryn Mawr Avenue, and Summit Grove Av-

enue. The hospital wants to redevelop this area into a mixed-use project with retail, medical office, other office, and various types of residential uses. Citizen groups and local business owners have expressed significant interest in the plans for this area. Development issues raised by the hospital's proposal include transportation, parking, infrastructure, urban design, and the appropriate mix of retail and office tenants and types of housing.

Because of the significant land use issues raised by the hospital's larger plan, the panel proposes that Bryn Mawr Hospital submit its properties in the expansion area to review by a comprehensive plan effort to be undertaken by Lower Merion Township and a steering committee that would be composed of major stakeholders in the study area, including citizen groups, the hospital, and the township. This proposal will be covered in more detail in the Implementation section of this report.

By submitting its proposal for the expansion area to the comprehensive plan process and steering committee review, the hospital would agree not to take any action with respect to its property for a period of 24 months. At the end of an initial review period, if plans for the area have not been completed, the hospital would have the option of extending the review period or removing its property from further review. The panel envisions the educational institutions in the area playing a significant leadership role in managing the steering committee and comprehensive plan process, as described in greater detail in the Implementation section.

The panel understands that Bryn Mawr Hospital ultimately will sell its property in the expansion area to a professional real estate developer, who will construct the project. The hospital should consider placing a "right to buy back" clause on the deal if construction does not commence within 24 months after the property sale, or if the subsequent owner plans a significant departure from



Bryn Mawr Hospital is a major employer and important community institution.

the development plan approved under the comprehensive plan.

As part of this process, the township should consider implementing a business improvement district (BID). Although Lower Merion Township initially would fund the BID, over time the financial burden would be shared by businesses in the BID area. The BID would be managed by an executive director, and would be responsible for planning, marketing, special events, and street and sidewalk treatments.

As discussed in the Planning and Design section, the master plan for the study area should include design guidelines, permitted land uses, and a signage ordinance to guide the style and quality of uses. In addition, the plan should take into account connecting visual and transportation links to the R5 and R100 rail stations.

Bryn Mawr Hospital Redevelopment

Bryn Mawr Hospital has significant plans for redevelopment of the trapezoid. These plans have

not been fully defined, but appear to involve removing several buildings, adaptive use of other existing buildings, and approximately 400,000 square feet of new construction. These plans raise significant issues, including transportation, parking, and infrastructure planning.

The panel recommends that the hospital begin the planning process for this redevelopment by considering its impact on the surrounding community. In particular, the hospital should consider redeveloping the Garrett House into a community for seniors, with both independent and assisted-living facilities.

Bryn Mawr Parking Facilities

Significant parking demands in the Bryn Mawr village study area are not being met by Bryn Mawr Hospital, Lower Merion Township, or business and residential owners. The panel recommends that a parking authority for the entire township be formed to serve its commercial districts. As a catalyst to capitalizing the parking authority, Bryn Mawr Hospital should consider contributing its garage in the trapezoid to the authority. In return, the hospital would take back a subordinate promissory note. The parking authority would have the authority to issue tax-exempt revenue bonds and levy reasonable parking fees, as well as fees on commercial properties in the study area that do not provide on-site parking. The panel recommends that parking fees be charged only during weekday business hours, thus encouraging people to patronize the commercial district's businesses in the evenings and on weekends.

Implementation

It is important to prepare a sector plan for the Bryn Mawr village study area. It is equally important to ensure that the goals and recommendations of the plan ultimately are implemented for the benefit of Bryn Mawr's residents. The sector plan recommendations will provide more certainty and predictability to the community as the township considers the appropriateness of new development. The principles of transit-oriented development will serve as a useful guide for the community and developers.

The process of preparing a sector plan should be inclusive. Residents and business leaders, the hospital administration, the colleges, and township officials and staff are important stakeholders whose views must be carefully considered if the plan is to be truly reflective of community goals, aspirations, and needs. The implementation plan recommended in this report takes into account the roles of all stakeholders.

The Bryn Mawr Community

Bryn Mawr residents maintain a strong history of community service and activism. The sector plan approval process should reflect the community's many interests. Toward this end, the panel makes the following recommendations for community involvement. Residents and business owners should:

- Take an active role in the development of a sector plan;
- Volunteer to serve on the sector plan steering committee charged with advising township commissioners on plan issues and recommendations; and
- Participate in community discussions and public hearings.

Bryn Mawr Hospital

Bryn Mawr Hospital provides excellent health care and strives to make available state-of-the-art facilities to carry out its mission. While prior expansions of the hospital have occurred, continued population growth, advances in medical science requiring more extensive facilities, and the desire of medical practitioners to locate their offices close to the hospital result in the need for further expansion. The critical debate for the community is how the needed expansion can be accommodated without significantly altering or adversely affecting the community. The hospital expansion proposal is controversial in that it involves a number of issues of concern to the community. One issue is the hospital's purchase of private property for uses other than hospital-related activities. Some stakeholders question whether the hospital should be in the business of commercial and residential development.

Another issue important to the community is the lack of supporting analysis to measure the effects of the expansion on the Bryn Mawr village study area. The residents have seen no traffic studies that would assure them that the roads will not be adversely affected, nor have they seen information that would justify the commercial and residential components of the project and the need for publicly financed and managed parking garages. The effects of the project on the transportation system are of particular concern. The number of potential vehicular trips created by the project and their impact on nearby intersections raises questions about the need for transportation infrastructure improvements including roadways, sidewalks, pedestrian crossings, and signalization.

The hospital's public forums to discuss the project with the community appear to the residents to be one sided, with no real desire on the part of the hospital to consider public input. It is one thing to reject a suggestion, but anyone who presents an



Township leaders must develop a strategy to allow the hospital to meet its needs without adversely affecting the community.

idea or raises a concern should be entitled to specific feedback, including an explanation of the pros and cons of the suggested action. In this respect, the community feels that communication between the hospital and citizens has been ineffective. These issues should be balanced with the fact that the hospital is Bryn Mawr's largest employer and contributes significantly to the economic well-being of the community.

The panel makes the following recommendations to address these issues:

- The hospital should take into consideration the views of all stakeholders, so that all of these views can be explored to the benefit of the larger community.
- The hospital should rethink its public relations approach and retain an outside public relations firm to establish an effective communication strategy and working relationship with the community.
- The hospital should engage in dialogue with the community prior to the formal submission of development applications to the township. Under current procedures, the panel understands that the hospital would submit a special exception application to the township for staff review prior to the township zoning board's public hearing and decision.

- Alternatively, if the hospital delays its project until a sector plan is approved, the MUST Ordinance is enacted, and the hospital land is classified under the new overlay zone, then the hospital's application for development would not be decided by the zoning board but, instead, by the township commissioners after review by its staff and the township planning commission.
- The hospital's first-phase expansion—which is limited to medical office buildings with some parking garages located across Bryn Mawr Avenue from the hospital—should be allowed to proceed under current special exception procedures and processes.
- The hospital's second, mixed-use phase of expansion—which is located north of Old Lancaster Road and includes medical offices, general office space, retail/commercial development, and housing—should be delayed until the township commissioners take action on a sector plan, enact the MUST Ordinance, and rezone the property.

Educational Institutions

Several internationally acclaimed colleges and private schools, as well as a highly regarded public school system, enhance the quality of life in Bryn Mawr. The students attending these schools have benefited from the opportunities provided by the community's businesses and services. In addition, students have the opportunity to participate in a range of community activities. A number of community residents have expressed pride that they attended local colleges and then decided to remain residents of Bryn Mawr, further contributing to its success. Many members of the colleges' faculty and staff live in Bryn Mawr and support the activities of the community.

The colleges represent a valuable resource that will continue to contribute to the community's viability, augmenting its image as a good place to live, work, and enjoy cultural amenities. These institutions also contribute significantly to the community's economic viability and quality of life. The community and the colleges should cooperate in the following ways to realize better working relationships:

- Colleges should encourage students, faculty, and staff to participate in community activities;
- College representation should be included on the sector plan steering committee;
- The township should create a liaison program through the colleges to facilitate community-wide discussion and information exchange on a variety of issues; and
- Colleges should maintain the Community Foundation program, which was established to provide financial support to the township to help offset the costs of services provided to the colleges by the township.

The Township

The township is responsible for providing necessary planning expertise in both the development of a sector plan and the implementation of a MUST overlay zone. The plan should clearly identify land uses, recommended densities, and delineate appropriate building heights and design guidelines that will ensure that future development will be compatible with the existing and planned development in the study area. In addition, the plan should recommend implementation procedures and processes intended to create a more attractive community that can better utilize its transit facilities. The panel makes the following recommendations regarding the township's role:

- The township must assume the responsibility of taking effective actions to assure the successful implementation of the sector plan.
- The township is accountable to the citizens of Bryn Mawr and other communities in the township for the success of the overall plan development and implementation processes. Its primary responsibility is to ensure an open and inclusive public process in which all stakeholders are able to participate and be heard.
- The township manager is responsible for directing township staff to work collaboratively with stakeholders and developers to implement the township's plans, policies, and procedures.



- The township needs to carefully examine the need for a parking authority and a BID. These programs will require careful analysis by the township concerning fiscal and tax implications, as well as long-term maintenance and management requirements.

The MUST Ordinance

The MUST (Mixed-Use Special Transit) Ordinance is being considered as a means of creating a new overlay zone in the R5 and R6 corridors adjoining transit stations in the township to accommodate higher-density, mixed-use, transit-oriented development that fosters greater economic viability while bringing pedestrian activity and a sense of community. It recognizes the importance of public transit as a viable alternative to the automobile by permitting appropriate densities and a mix of land uses within walking distance of transit stops while, at the same time, providing sufficient off-street parking both within and adjacent to the MUST district.

During the panel's interviews, citizens expressed concern that the MUST Ordinance is primarily intended to facilitate the hospital's proposal for commercial and residential development with parking structures. This does not appear to be the case, because the township has stated that the MUST Ordinance is intended to facilitate redevelopment of designated transit station areas— which are outside the hospital's expansion area—and applies

The panel recommends establishing a business improvement district (BID) to provide development and maintenance guidelines and maintain the streetscape in Bryn Mawr's business district.

only to commercially zoned property. The panel believes that the township should consider the MUST Ordinance only if the sector plan is amended to recommend areas suitable for transit-oriented development. The panel could not reach consensus on further recommendations regarding the MUST ordinance.

Higher-density mixed-use development within the Bryn Mawr village study area requires the incorporation of sound land use planning principles and design concepts as identified in the Planning and Design section of this report. Such principles and concepts should be incorporated into a sector plan for the study area. The community must be assured that transit-oriented development at the right locations with proper controls will benefit the community and will help implement the long-term community vision. The concept of transit-oriented development near transit stations is appropriate, but the township must determine the extent and scope of such development, as well as the procedures and processes for implementation.

A Business Improvement District

In order to ensure that the retail core is developed and maintained in a manner that is attractive and functional for both businesses and residents, the township must consider establishing a business improvement district. A BID will provide guidelines for the construction and maintenance of approved streetscape features—including streets, sidewalks, street trees, benches, and other amenities typically located between the curb and building facades—and typically provides for the long-term maintenance of these features. Many BIDs incorporate “safe teams” to assist the public and provide a measure of security for the benefit of businesses and residences. The panel’s interviews, however, indicate that such security efforts may not be warranted for Bryn Mawr’s business district, where safety has not been an issue. Both a parking authority and a BID normally require special taxing districts or other means of financing to provide revenue and financial support for these important public activities.

Conclusion

The panel has attempted to address the issues presented by the township. In addition, the panel has made its own observations.

Bryn Mawr has many strengths from which to draw. The community is conveniently located in a highly desirable suburban corridor, with transit in place. Educational institutions bring a wealth of amenities and opportunities to Bryn Mawr. The local housing stock is varied and the commercial core includes many local business owners who care about the community's future. Bryn Mawr's citizens are highly articulate and are engaged in the issues facing the community.

Sector plans and a comprehensive plan both must be created. Design standards must be developed that will create and protect community standards. Traffic and parking issues have been identified and the panel has proposed solutions, including instituting a public parking authority to develop and control strategically placed new parking.

Bryn Mawr offers market potential in a number of sectors. Of those, the most notable are medical office, retail, and residential development. New medical office space can and should be developed to support Bryn Mawr Hospital. Such development will add to daytime street life and will, in turn, support the retail district. Demand exists for a strengthened retail district, which will further revitalize the downtown. In terms of housing, de-

mand exists for a wider variety of housing stock to meet the needs of an aging population as well as young people forming new households.

Phased development, starting at the Founders Bank Building site, can protect most interests while the township garners consensus for future development. It is critical that all stakeholders—citizens, the township and other community leaders, and hospital representatives—stand behind this proposal and make it a first step toward the revitalization of Bryn Mawr. Once this occurs, a task force-driven sector plan can be developed to determine how much of what kind of development should take place where, and what should happen next to develop downtown Bryn Mawr. Early steps should include recapturing the town square as a public green space with complementary development so that a true identity for Bryn Mawr can begin to be restored.

All constituents can begin to join together through the steering committee to plan Bryn Mawr's future while nurturing the institutions that are so important to maintaining a high quality of life. The panel believes that Bryn Mawr will reach its full potential. Residents, businesses, and other stakeholders deserve nothing less.

About the Panel

Byron R. Koste

Panel Chair
Boulder, Colorado

Koste joined the University of Colorado (CU) Real Estate Center as its first director in 1996. He came to the center from Westinghouse Communities, Inc. (WCI), a wholly owned subsidiary of Westinghouse Electric, where he held a variety of financial and managerial posts, culminating in his appointment as president in 1992. At WCI, Koste was chiefly responsible for the development of the company's Florida west coast operations, including Pelican Bay, Bay Colony, and Pelican Marsh in Naples; Pelican Landing in Bonita Springs; and Gateway in Fort Myers.

In 1989, Koste was awarded the Order of Merit, Westinghouse's highest honor bestowed upon an employee for distinguished service to the company and the community. He received the 2002 ULI Pathfinder award from ULI's Southwest Florida District Council for his pioneering efforts in establishing high-quality master-planned communities in that region.

Koste received his bachelor of arts degree, with majors in economics and fine arts, from Dickinson College in Carlisle, Pennsylvania, and a master of business administration from Duquesne University in Pittsburgh. He also graduated from the Executive Program at Stanford University.

Koste is a member of the board of directors and the executive committee of the Philharmonic Center for the Arts at Pelican Bay, a trustee of Dickinson College, past chair of ULI's Environmental Council, past chair of the ULI Colorado District Council, and a member of the board of directors of the Colorado chapter of the National Association of Industrial and Office Properties (NAIOP).

Suzanne H. Cameron

Washington, D.C.

In late 1998, Cameron began her consultancy, Cameron & Company, to meet the strategic and market positioning needs of the real estate industry. This consultancy links her 30 years of experience in visionary strategic planning and marketing management in the community development process with notable business partners providing comprehensive business support to achieve the value uplift needed for sustainable profitability.

For ten years, Cameron utilized her experience as a broker and a director of marketing to improve sales at Sea Pines Plantation, Hilton Head, South Carolina, by identifying and exploiting new markets. Later, as a project manager, she implemented many innovative positioning concepts and new product initiatives. Subsequently, as vice president at Disney/Arvida communities in Florida, she leveraged the Disney/Arvida equity and market position to achieve measurably enhanced customer preferences as well as increased sales and profitability for this regional resort and residential community development company.

As senior vice president of marketing, with a portfolio exceeding \$2 billion in mixed-use, residential, and resort real estate assets nationwide, Cameron brought her innovations in residential and resort community development to Mobil Corporation's real estate and land development business and established a vertically integrated national marketing and sales program to leverage Mobil's valued equity, maximize customer awareness, and increase margins and revenues.

Cameron has taught real estate resort/community development, strategic planning, and integrated brand marketing strategies at the University of California at Berkeley and for the Urban Land Institute, and continues to publish and lecture na-

tionwide. Since 1976, she has been an active contributor within ULI, where she currently sits on the Recreational Development Council and is a member of various task forces and committees.

Joseph R. Davis

Wheaton, Maryland

Davis recently became director of the Montgomery County Redevelopment Program. He currently is assigned to the Wheaton Redevelopment Project, a multiyear effort by the Montgomery County government to help revitalize downtown Wheaton, a major retail center located approximately 3.5 miles north of Washington, D.C., that is one of four designated central business districts in the county. The goal of the redevelopment project is to rejuvenate downtown Wheaton into a vibrant downtown center with a balanced, urban mix of residential, office, and retail uses.

Davis leads a team of professional and administrative staff who work with developers and new businesses interested in opportunities in downtown Wheaton. The team also assists existing businesses looking to expand or enhance their operations, as well as businesses that must be relocated or are displaced as a result of ongoing redevelopment activities. Davis is responsible for marketing and administering the Wheaton Enterprise Zone, a tax credit incentive program enacted by the state of Maryland to help new and expanding businesses to grow. The program offers property tax and employment tax credits to qualifying businesses for new construction and for adding new employees in the downtown.

Davis recently retired from the Maryland–National Capital Park and Planning Commission, where he served in a variety of planning positions in both Montgomery and Prince George’s counties. He holds a master’s degree in social science from the University of Northern Colorado and a bachelor’s degree in political science and geography from Florida State University. He is a member of the Urban Land Institute and serves on the Executive Committee of ULI’s Washington District Council.

Pat Hawley

Brookfield, Wisconsin

Hawley has more than 12 years of project management experience specializing in traffic analysis and parking and transportation planning. His areas of expertise include corridor studies, traffic impact studies, roundabout studies, traffic safety studies, parking studies, and signalized and stop sign–controlled intersection capacity analyses. He has managed large, multidisciplinary project teams on complex projects, including the recently completed planning study for the 272-mile freeway system in southeastern Wisconsin.

Hawley has served on the board of directors of the Wisconsin section of the Institution of Transportation Engineers for the past four years and is its current past president. He also is a member of the Transportation Research Board’s access management committee and the Wisconsin Department of Transportation’s roundabout design guide committee.

Hawley has taught Marquette University’s introduction to transportation engineering course for three years, and also teaches several short courses through the University of Wisconsin at Madison, including courses on parking studies, parking site design, roundabout planning, and the transportation impacts of land development. He regularly speaks at local and national conferences on a variety of transportation and parking topics.

Hawley received his bachelor’s degree in civil engineering from Marquette University and his master’s degree in civil engineering from Texas A&M. He is registered as a professional engineer in Wisconsin and has his Professional Traffic Operations Engineer registration.

Joanne Milner

Salt Lake City, Utah

Milner is the community relations, program and facilities manager at Horizonte Instruction and Training Center, a nontraditional high school in Salt Lake City serving nearly 10,000 students a year, including youths, teen parents, adults,

refugees, and new Americans learning English as a second language. She is a former Salt Lake City Council member and a three-term member of the Utah State House of Representatives.

In addition to serving as an Inner-City Adviser for the Urban Land Institute, Milner serves on the Utah Advisory Committee for the National Commission on Civil Rights. She is a member of the board of directors of the National Conference for Community Justice (formerly the National Conference for Christians and Jews). A noted community advocate, Milner has voluntarily produced a weekly public affairs radio program, *Perspective*. She holds a master's of public administration degree and a bachelor's degree in communications/public relations from the University of Utah. She is coauthor of the *Utah State Fare Cookbook*, which promotes the state's cultural diversity through cooking and traditional family recipes.

Paul Moyer

Alexandria, Virginia

Moyer, the director of operations and senior associate for EDAW, Inc., has more than 15 years of experience as a senior planner and urban designer. A recognized expert in navy planning, base reuse planning, master planning, and community revitalization, he currently is preparing a regional land management plan for the U.S. Navy's Mid-Atlantic Region that addresses the navy's existing and future land needs, including its relocation of activities from St. Julians Creek, Virginia.

Moyer's experience in base reuse planning includes the preparation of several studies for projects in Suffolk, Virginia; Bermuda; Silver Spring, Maryland; Anniston, Alabama; and South Weymouth, Massachusetts. He also has been involved in an extensive number of community revitalization projects, including two corridor studies in Hampton Virginia, a revitalization plan for Lee Highway in the city of Fairfax, Virginia, and downtown action plans for the city of St. Louis and the District of Columbia.

Richard L. Perlmutter

Rockville, Maryland

Perlmutter founded Argo Investment Company in 1996. The firm currently is developing several retail and office projects in the Washington, D.C., metropolitan area. Since its inception, Argo has acquired or developed more than 2 million square feet of Class A office, urban retail, and residential space. The firm currently is developing Downtown Silver Spring, a 1.2 million-square-foot mixed-use redevelopment project in Montgomery County, Maryland. The project—which includes 500,000 square feet of urban retail space, 100,000 square feet of civic uses, 200,000 square feet of Class A office space, a 170-room hotel, 170 luxury apartments, public plazas, and multilevel parking structures—represents a public/private commitment of more than \$320 million. All phases are completed, under construction, or will be under construction shortly.

As senior vice president of South Charles Realty, a division of Bank of America, Perlmutter was responsible for managing its troubled real estate portfolio. From 1990 to 1996, he completed more than 500 transactions valued at \$1.5 billion. During his tenure at Bank of America, Perlmutter developed Milestone, a master-planned community with 1 million square feet of suburban office space, 1 million square feet of community and big-box retail space, and more than 2,000 residential units. The project was completed in 1996.

Perlmutter began his real estate career with Oxford Development Corporation, where he developed more than 3,000 apartments along the Eastern Seaboard from 1984 to 1990. Upon graduating from law school in 1981, Perlmutter became counsel to the U. S. Senate Committee on Commerce, Science, and Transportation and also served as attorney/adviser to the U.S. Commerce Secretary. He completed undergraduate study in environmental design at the School of Architecture and Planning of the State University of New York at Buffalo and graduate study in urban planning at the School of Architecture and Urban Design of the University of California at Los Angeles.

Perlmutter is active in community and professional organizations. He is a member of the Executive Committee of ULI's Washington District Council; past president of the board of directors of Green Acres School; member of the board of directors of Carl M. Freeman Associates, master-planned resort, golf, and retail developers; and chair of the board of directors of the Bethesda Center of Excellence, a U.S. Whitewater Canoe & Kayak Team training center.

Marc Shaw

Washington, D.C.

Shaw is a registered architect and senior associate in the Washington, D.C., office of Einhorn Yaffee Prescott, Architecture & Engineering P.C. His 26-year career has produced an affection for acute and mental health care environments, education and research facilities, and the people who use them. Shaw's work focuses on projects that require a challenging integration of user needs, community desires, and technological requirements. His hands-on experience ranges from master planning, programming, and working with community and government groups through building design, development of construction documents, construction administration, and post-occupancy evaluation.

Shaw currently is lead medical planner and executive project manager for the District of Columbia's new Saint Elizabeth's Hospital. The 293-bed facility will integrate recovery-based forensic and civil psychiatric programs in a new facility. Shaw also is working with MedCentral College of Nursing to develop a master plan and implement construction of the college's new campus. His past experience includes work with the National Hospital for Orthopedics and Rehabilitation, Shepard Pratt Health Systems, George Washington University, and multiple state and federal government entities.

Shaw has practiced architecture with Einhorn Yaffee Prescott since he joined the firm when its Washington, D.C., office opened in 1989. He is a faculty member of the firm's corporate university, EYP/U, which was awarded the 2003 American Institute of Architects Continuing Education System Award of Excellence. He received his bachelor of science in architecture from the University of Virginia School of Architecture and has been a registered architect for more than 20 years.

David C. Slater

Reston Virginia

Slater has been with Hammer, Siler, George Associates since 1972. He has been responsible for a range of economic development, development management, housing program, and real estate market studies. Before 1972, he worked for the Knoxville, Atlanta, and Baltimore metropolitan planning agencies and the American Planning Association. He taught real estate economics at the University of Virginia Graduate School from 1981 to 2002.

Slater has presented papers at more than 30 conferences of the American Planning Association, the National Association of Installation Developers, the American Society for Public Administration, the Maryland Association of Counties, and the International Economic Development Council. He is the author of the "green book" on management of local planning published by the International City/County Management Association.

Slater holds a master of regional planning degree from the University of North Carolina at Chapel Hill, a BS degree in city planning from Michigan State University, and an AS degree in pre-engineering from St. Clair County (Michigan) Community College.