

## SECTION 4 BUSINESS AND ECONOMIC DEVELOPMENT

### A. Introduction and Statement of Goals

Radnor is a highly desirable location for office and retail development due to its transportation accessibility, proximity to highly educated workers, and wealthy residents. Located along the Main Line, Radnor Township has a strong socioeconomic base, and the demographic strength of neighboring communities further boosts commercial demand in Radnor. Few suburban communities enjoy Radnor's locational advantage, with direct links to Lancaster Avenue, I-476, and Route 320, as well as quick access to the Schuylkill Expressway and Pennsylvania Turnpike.

#### 1. Goals and Objectives

Discussions with Radnor's planning task force and business focus group, along with field observations, point to a series of goals, issues, and strategies to improve business conditions and districts in the township. Below is a listing of Business and Economic Development Goals, followed by the objectives to accomplish the Goals. These are repeated at the end of this section along with specific Recommended Actions.

##### Goals

*Protect and enhance the character and mix of uses in Wayne as a special town center.*

*Protect and enhance the smaller commercial districts in the Township, including Garrett Hill and other neighborhood districts along Conestoga Road.*

*Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*

*Maintain the Township's commercial tax base to provide a balanced contribution for the finance of local public service needs.*

##### Objectives

1. *Provide adequate public parking in the Wayne Business District to serve businesses, other visitors, and commuters.*
2. *Improve the pedestrian environment in the Wayne Business District to make the area more attractive for shoppers.*
3. *Maintain and improve the mix of stores in the District to assure that the area remains a restaurant center, that it continues to provide needed basic services for Township residents, and that it expands the range of apparel and other shopping goods available.*

4. *Expand and enhance public spaces and cultural activities available in the Wayne Business District.*
5. *Assure that upper floor spaces in the Wayne Business District are reserved for residential use.*
6. *Strengthen the Garrett Hill district as a pedestrian-oriented neighborhood convenience district.*
7. *Assure that payments or services in lieu of taxes are provided by institutions utilizing their facilities for unrelated revenue generating purposes to compensate for the use of community transportation facilities and other infrastructure.*

## **2. U.S. Census Data**

Radnor's per capita income in 2000 was \$39,813, compared to \$25,040 for Delaware County, which ranked as the third wealthiest county in the state after Montgomery and Chester counties. Median household income for Radnor in 1989 was \$51,695. Correlated to this solid economic base, Radnor is well known for its quality school district. These factors make Radnor attractive for employers seeking educated workers, businesses looking to locate near disposable income, and families seeking quality schools. As a result, more than 25,000 jobs are located in the township – a total greater than the number of adults living in Radnor.

The township is home to over 1,520 businesses, which in 2000 generated more than \$1.2 billion in gross revenues and \$4.1 million in local business taxes. Almost one-fifth of these business-generated taxes went directly to the township's general fund. Commercial properties, assessed at \$961 million, make up 34 percent of the township's total property assessment.

In terms of employment located within the Township (this data is based on jobs located within the particular jurisdiction rather than for the residents living within the jurisdiction), DVRPC has recently prepared employment forecasts to Year 2025. Table 4-1 includes actual 1990 employment counts, together with 1997 employment estimates in addition to employment forecasts or projections from 2000 to 2025. Radnor statistics are remarkable with 28,446 jobs in 1990 increasing to 29,078 jobs by 1997 and to 36,350 by 2025, in impressive 23.4 percent increase. In an absolute sense, there currently is almost one job for every resident in Radnor, regardless of age. Few communities enjoy such a ratio. The projection, if accurate, indicates that employment growth will be robust, even as population projections have leveled. Perhaps most interesting is that the Radnor proportion of total Delaware County employment is already at a very high 12.4 percent or about one-eighth of total County jobs. Based on DVRPC's projections, Radnor's share increases to 13.5 percent by 2025. Clearly, Radnor Township has become a very important employment base for all of Delaware County, and even the region, although Lower Merion's more than 40,000 jobs and Tredyffrin's nearly 30,000 jobs also rank these municipalities clearly as significant centers of employment.

**Table 4-1. Employment Projections/Forecasts for Radnor Township and Neighboring Municipalities\* (DVRPC, 1999)**

	1990	1997, est.	2000	2025	2000-2025 difference	Percentage
Haverford	14,428	14,147	13,980	12,880	(1,100)	-7.9%
Marple	9,866	11,432	11,840	15,300	3,460	29.2%
Newtown	7,195	7,825	8,090	10,990	2,900	35.8%
Radnor	28,446	29,078	29,450	36,350	6,900	23.4%
Delaware Co.	230,459	234,406	236,330	269,890	33,560	14.2%
Easttown	5,418	6,190	6,200	5,700	(500)	-8.1%
Tredyffrin	25,206	28,625	29,200	35,000	5,800	19.9%
Chester Co.	197,752	224,178	230,350	289,000	58,650	25.5%
Lower Merion	42,889	43,596	42,850	41,950	(900)	-2.1%
Montgomery Co.	457,501	485,435	491,200	567,700	76,500	15.6%

\* Defined as At-Place Employment (i.e., jobs located within Radnor Township, etc.)

Most of Radnor’s businesses are centered around Wayne, but five of the township’s 10 largest mercantile taxpayers are located in the St. Davids Square shopping center. The largest real estate taxpayer is the 1.4 million square foot former Wyeth Ayerst office campus in St. Davids, which was purchased in spring 2001 by the Rubenstein Group for more than \$200 million.

Because of its commercial growth over time and healthy fiscal grounding, Radnor Township in recent years has placed an emphasis on controlling expansion of office and retail uses while preserving open space and residential areas. Radnor’s biggest office and retail competition comes from either end of Lancaster Avenue, heading west into Tredyffrin Township and east toward Rosemont and Bryn Mawr.

### 3. Radnor Commercial Districts

The bulk of Radnor’s commercial activity and image is focused on downtown Wayne. The pedestrian-oriented Wayne business district, shown in Figure 4-1, is defined by Aberdeen Avenue to the east, the middle school on South Wayne Avenue to the south, Bloomingdale Street to the west and the railroad tracks to the north.

One notable feature of downtown Wayne is that it is one of the few communities on the Main Line with a major cross street (Wayne Avenue) perpendicular to its main business route (Lancaster Avenue). This asset allows for Wayne to build upon its recent growth and further diversify its retail and commercial mix. While high volume along Lancaster Avenue generates exposure for businesses in downtown Wayne, heavy traffic can serve as a deterrent, especially for Radnor residents farther from the town center who might instead shop in nearby districts such as Bryn Mawr.

Radnor also has an array of smaller commercial districts that add to the township’s character, shown in Figure 4-2 below. Commercial uses continue to the east and west of the Wayne business district along Lancaster Avenue in a more auto-oriented pattern. More woven into Radnor’s residential areas are neighborhood commercial districts at Garrett Hill and along Conestoga Road.

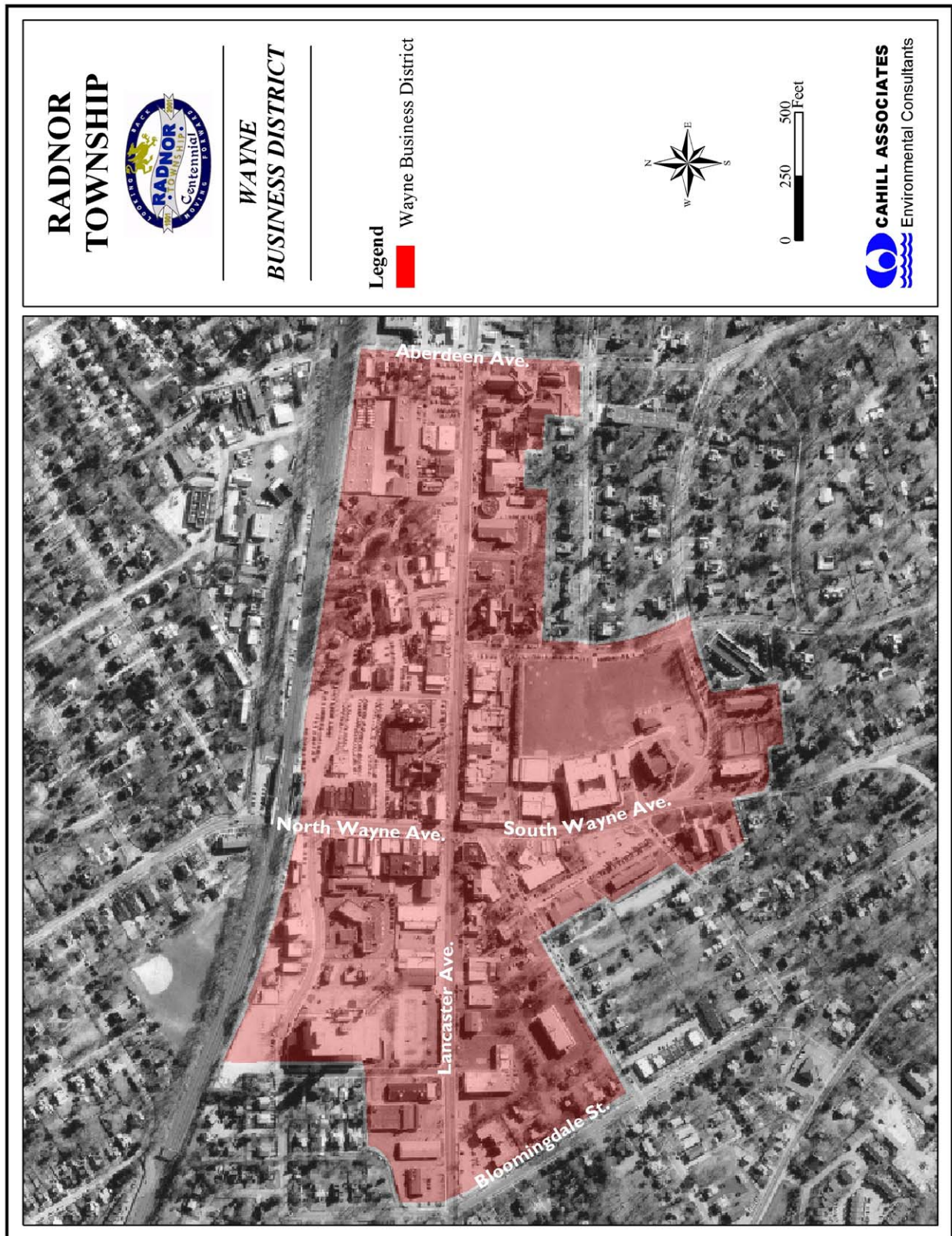


Figure 4-1. Wayne Business District



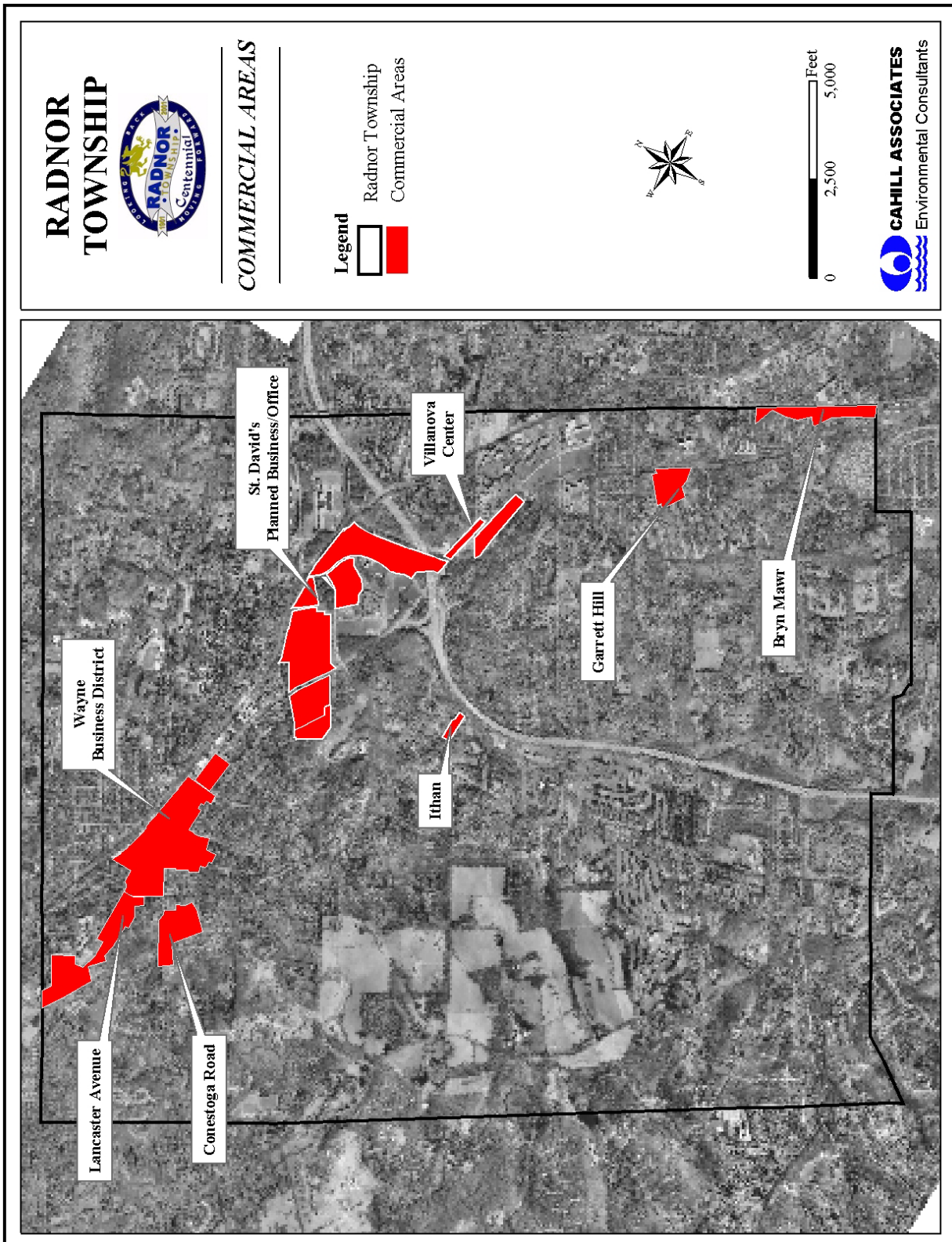


Figure 4-2. Commercial Areas in Radnor Township

The Wayne business district has a walkable core that stretches between Louella Court and Bloomingdale Street along Lancaster Avenue. Wayne Avenue, in particular north of Lancaster, has become more of a pedestrian shopping district in recent years. Beyond this center, Lancaster Avenue transitions into more automobile-oriented retail and office uses. Heading west from Wayne Avenue, the pedestrian streetscape of the town center shifts to diagonal parking set off from the main road by concrete barriers. Heading east along Lancaster from Wayne’s main intersection, the physical character of changes somewhat abruptly to pull-in parking lots in front of stores beyond Louella Court. This change is largely due to setback ordinances that have affected newer development beyond the historic core.

#### **4. Trends in the Wayne Business District**

Radnor’s commercial core in Wayne has experienced significant change in recent years. The retail mix has shifted more toward restaurants and specialty retail. Wayne has seen a notable surge in food and beverage establishments and entertainment uses, along with a loss of local businesses not surviving past one generation. With this activity, commercial rents have gone up, and some national retail chains, such as Anthropologie and the Gap, have moved in. Throughout these changes, Radnor largely has maintained its uniqueness as a human-scale downtown where shoppers can run errands and enjoy a fair diversity of retail.

North Wayne Avenue has experienced significant new development, especially restaurants. While this key street at the core of the business district has grown markedly in the past five years, opportunities remain to strengthen retail and commercial uses.

### **B. Business and Economic Development Goals, Issues, and Strategies**

Discussions with Radnor’s planning task force and business focus group, along with field observations, point to a series of goals, issues, and strategies to improve business conditions and districts in the township.

#### **1. Wayne Business District**

The following economic development analysis will focus primarily on downtown Wayne, while a latter section will address neighborhood commercial districts. The scope of this analysis was limited, however, and Radnor may benefit from further studies about parking in downtown Wayne, the pedestrian environment, and the use of a Main Street coordinator, among other issues.

***Goal 1: Protect and enhance the character and mix of uses in Wayne as a special town center***

#### Parking

Parking within the Wayne Business District is limited, but adequate overall, according to a January 2001 parking study of the district. Still, during periods of peak demand, a parking deficit sometimes exists at the District’s core. Recommendations from the 2001 parking study that apply to business activity in Wayne include:

- **Encourage relocation of long-term parking to the western areas.**

- **Increase parking rates in central locations, possibly with a digital meter program.**
- **Implement a parking guide sign program to increase awareness of parking in the western area, and offer public parking in the AT&T lot.**
- **Develop a master plan for parking to guide growth and assist with implementation of additional parking.**

Parking is more difficult during the day, especially at lunch. But there is concern that current resources will soon be unable to handle evening demand and hinder further restaurant growth in Wayne. One way to deal with the parking impacts of Wayne’s recent restaurant boom would be to lower zoning densities for eating establishments, thereby distributing parking-intensive restaurants more evenly across the town. The township also should continue to encourage the use of parking cross-easements between businesses located in downtown Wayne.

While current demand does not justify construction of a multi-level parking facility or acquiring parcels for additional surface parking, these options should be reevaluated if there are significant changes to parking supply or demand. In anticipation of increased future demand, the township should begin to consider structured parking options in Wayne. Two sites adjacent to the “town commons” developments proposed in the comprehensive plan have been identified as potential locations. One location would be next to the current middle school on South Wayne Avenue; another structure could be developed on North Wayne Avenue at the site of the present surface lot. Both developments could include retail components.

The significant expense of such parking structures would require the investigation of subsidies, some of which might be available due to the train station’s proximity. While concern exists about the potential community and financial impacts of structured parking in Wayne, the township should consider more formal study of this option.

Beyond parking supply issues, Wayne faces challenges with parking organization, management, and safety. Parking can be a logistical challenge along Lancaster Avenue, with high-speed traffic and pull-in spots impairing driver and pedestrian safety. Safety concerns increase along Lancaster Avenue beyond the Wayne town center with a series of dangerous parking lot driveways. The limited number of pull-in spots in front of the stores along Lancaster is part of an ongoing conflict between merchants who want easy parking access in front of their stores and transportation officials who seek to increase safety and traffic flows via off-street parking. A more consistent orientation of on-street parking along Lancaster Avenue should be encouraged for safety and design purposes. The township recently replaced its parking directional signage, but a need remains for maps that orient pedestrians within the larger Wayne business district.

An important player in business district development and parking issues is Wayne Presbyterian Church, which owns many of the lots behind the church and has a stake in several remaining vacant downtown parcels. The church is considering expansion plans that would create more demand and reduce the area devoted to parking.

*Objective 1.1: Provide adequate public parking in the Wayne Business District to serve businesses, other visitors, and commuters.*

**Strategic Parking Initiatives**

- **Consider recommendations from the 2001 Wayne parking study.**
- **Promote the use of parking cross-easements between businesses.**
- **Create an on-street parking plan for the Business District.**
- **Encourage a consistent orientation of on-street parking along Lancaster Avenue.**
- **Upgrade parking directional signage.**
- **Lower restaurant zoning densities and distribute parking-intensive restaurants.**
- **Create a parking coordination/management entity.**
- **Study needs and costs for structured parking**

*Pedestrian environment*

Heavy traffic and high speeds along Lancaster Avenue often make it unfriendly to pedestrians and retail customers. In particular, getting across Lancaster can prove difficult, with a lack of signals to accommodate pedestrian crossing. Traffic speeds tend not to be enforced, increasing accident rates and hurting local businesses. Sidewalks along Lancaster Avenue provide little buffer between traffic and pedestrians.

In addition these safety concerns, noise and congestion detract from the pedestrian experience in an otherwise pleasant town center setting – especially north and east of the main Wayne Avenue intersection. The stopping and starting of trucks at corners often dramatically lessen the quality of the pedestrian shopping experience.

The inconsistency of the Wayne Business District’s sidewalk network further discourages pedestrian activity. Open parking fields serving businesses along Lancaster Avenue often interrupt sidewalks and expose pedestrians to conflicts with traffic at these uncontrolled accesses. The township should consider a variety of improvements to increase sidewalk continuity, including reconstruction of sidewalks with consistent surfacing, and texturing and landscaping to eliminate the frequent changes in grade and sidewalk widths.

*Objective 1.2: Improve the pedestrian environment in the Wayne Business District to make the area more attractive for shoppers.*

**Strategic Pedestrian Environment Initiatives**

- **Use parking, plantings, landscape aisles, and other streetscape amenities to protect pedestrians from traffic, vehicular noise and fumes.**



- **Improve the sidewalk network in the Wayne Business District through more consistent design.**
- **Explore the feasibility of a signalized pedestrian crossing along Lancaster between Aberdeen Avenue and Louella Court, as well as other mid-block crossings.**

### Retail mix

An inventory of current retail businesses in Radnor indicates a fairly healthy mix to serve local residents and attract shoppers from outside the township. A catalog of stores present in the Wayne Business District, in smaller Radnor Township commercial areas, and elsewhere along Lancaster Avenue in Radnor is detailed in Appendix E (available at the Radnor Township Building). This data shows that Wayne has become increasingly attractive as a restaurant and shopping goods destination.

While Wayne has benefited from this trend, it must recognize that maintaining a healthy retail mix is a delicate balance. A by-product of Wayne's expanding restaurant and shopping goods activity has been rising rents and a reduction in the availability of basic convenience stores and service operations that have difficulty meeting higher rent requirements. Given Wayne's location and recent retail trends, it needs to protect these types of businesses that make Wayne function as a community main street as well as a shopping destination. This requires explicit coordination among individual Wayne businesses, property owners, and organizations such as the Wayne Business Association.

Wayne has several opportunities to expand and diversify its retail base. There is strong potential to increase retail uses on streets perpendicular to Lancaster such as Louella Court. With its median park and walkable scale, Louella is prime for an upgrade with more valuable stores to make it a pedestrian shopping destination within Wayne. The connection between the Wayne train station to the business district via North Wayne Avenue also could be strengthened. Finally, ground floor offices on prime blocks of Lancaster and Wayne avenues break up the pedestrian flow and should be converted to retail businesses where possible.

Attracting a critical mass of retail stores and shoppers to downtown Wayne depends significantly on creating a sense of place. Traveling along Lancaster Avenue, currently it is difficult for the uninitiated driver or shopper to know where the center of the Wayne business district is until they reach the main intersection. The dense, pedestrian-oriented center flows into auto-oriented uses on its edge, creating confusion about where Wayne begins and ends. The use of gateway design elements or stronger identifying visual symbols can help give downtown Wayne a more clear identity. While the clock at Lancaster and Wayne avenues currently serves as a central symbol, it tends to be obscured by activity and traffic at the main intersection.

***Objective 1.3: Maintain and improve the mix of stores in the District to assure that the area remains a restaurant center, that it continues to provide needed basic services for Township residents, and that it expands the range of apparel and other shopping goods available.***

### **Strategic Retail Mix Initiatives**

- **Monitor the availability of basic services and encourage landlords to maintain space for convenience and service businesses.**
- **Employ a “Main Street” manager to coordinate Business District activities and provide an information clearinghouse on available properties.**
- **Support additional retail development by upgrading retail uses on Louella Court and other off-Lancaster locations.**
- **Encourage conversion of ground floor office uses on prime blocks of Lancaster Avenue and Wayne to retail.**
- **Promote a variety of retail uses along North Wayne Avenue to strengthen the link between the train station and Wayne center.**
- **Improve the identity of the Wayne as a shopping destination by:**
  - **creating a stronger visual symbol at the intersection of Lancaster and Wayne,**
  - **strengthening the district gateways along Lancaster Avenue at Bloomingdale and Louella Court.**

### **Town Commons and Promenade**

With downtown Wayne’s high level of retail and office activity, its lack of a public gathering space is notable. The need for a plaza or park for Radnor residents, resting shoppers, and business district workers has existed for a long time. Such a space would provide community focus, a sense of public space, and activity in Wayne’s core. It should be centrally located and highly visible, and be used explicitly to enhance cultural activities in downtown Wayne.

Two sites that might be used as new “town commons” are located at the current North Wayne Avenue parking lot and at the existing middle school site on South Wayne Avenue (if the middle school is reconstructed to the south). These town commons would be high-activity areas and meeting locations, with landscaping and built features such as lighting standards, furniture, and possibly sculpture. A third possible location for public space would be at the southwest corner of Lancaster and Wayne avenues in front of the bank and old library. This site already has a modest green strip that could be expanded.

Another transformation is possible along North Wayne Avenue, where the current broad road could be converted into a European-style allée or promenade. For the road length, North Wayne Avenue would become two separated one-way lanes, with a landscaped pedestrian strip in the middle. This design could accommodate parallel or angled parking on both sides of the one-way lanes. Such a concept would have a dramatic effect on the North Wayne community and its users, improving both its pedestrian quality and business profitability.

*Objective 1.4: Expand and enhance public spaces and cultural activities available in the Wayne Business District.*

**Town Commons and Promenade Initiatives**

- **Create “town commons” at the existing parking lot on North Wayne Avenue, along the southwest quadrant of the intersection of Lancaster and Wayne Avenues, and possibly at the current Middle School site along South Wayne Avenue.**
- **Develop a “promenade” vision for North Wayne Avenue.**

**Residential Uses**

The walkable nature of the core Wayne Business District is a major component of its success. The mix of apartments above stores and their proximity to the train station adds to the pedestrian and mixed-use environment that lends vibrancy to downtown Wayne. A way to further promote this residential-commercial mix would be to assure that upper floor spaces in the Wayne Business District are reserved for residential use. Such a mixed-use strategy would be less parking intensive than commercial uses on both upper and lower floors since peak parking demand for residential uses is at night, while peak commercial demand occurs during the day.

*Objective 1.5: Assure that upper floor spaces in the Wayne Business District are reserved for residential use.*

**Strategic Residential Uses Initiative**

- **Adjust zoning to eliminate parking requirements for upper floor residential uses in downtown Wayne.**

**2. Other Commercial Districts**

Radnor has several small neighborhood commercial districts throughout the township adjacent to residential areas. Several are located along Conestoga Road at intersections with West Wayne Avenue, Ithan, Garrett Avenue, and Haverford Road on the border of Bryn Mawr. These four districts have a total of 23 businesses and are dominated by convenience goods and services (see Appendix E). These districts have four full-service restaurants, five limited-service restaurants, two convenience stores, two bars, and four laundromats. Residents aim to maintain the strength of these districts while preventing their encroachment on existing residential areas, especially north of North Wayne Avenue and along Conestoga.

***Goal 2: Protect and enhance the smaller commercial districts in the Township, including Garrett Hill and other neighborhood districts along Conestoga Road.***

Garrett Hill is the largest of the neighborhood commercial districts, with 11 businesses, and is the only one susceptible to detailed development analysis. With its assets, Garrett Hill could be strengthened as a pedestrian-oriented neighborhood convenience district. A physical barrier to upgrading the district is the gas station at Conestoga Road and Garrett Avenue, which detracts

from the pedestrian character of the district. The district would be improved by mixed-use development with ground-floor retail and upper-floor apartments, and increased parking.

***Objective 2.1:** Strengthen the Garrett Hill district as a pedestrian-oriented neighborhood convenience district.*

**Strategic Garrett Hill Initiatives**

- **Rezone to prohibit gas stations and other auto-related businesses.**
- **Promote multi-story mixed-use buildings by adjusting zoning to eliminate parking requirements for upper floor residential uses.**
- **Encourage zero-front setbacks in any new development.**
- **Provide a community/shopper parking lot.**
- **At the auto repair site, develop a multi-story mixed use building with retail, condos, and parking in the rear.**

***Goal 3:** Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*

The main concern in areas near the I-476 interchange is limiting the expansion of commercial zoning near the highway interchange to reduce congestion and increase safety in the area. Villanova University has expressed interest in purchasing some of these small strip developments at the edge of its campus.

**3. Business Development Policy**

Because of its commercial growth over time and healthy tax base, Radnor Township in recent years has placed an emphasis on controlling expansion of office and retail uses while preserving open space and residential areas. At the same time, expanding and maintaining commercial uses where appropriate is crucial to the fiscal health of the Township.

***Goal 4:** Maintain the Township’s commercial tax base to provide a balanced contribution for the finance of local public service needs.*

Radnor’s strong commercial base is a major component of the Township’s overall fiscal stability. The township aims to maintain this base to provide a balanced contribution for the finance of local public service needs. One way for the Township to shore up Radnor’s commercial base would be to seek payments or services in lieu of taxes from institutions that utilize their facilities for unrelated revenue generating purposes. This would compensate the Township for use of community transportation facilities and other infrastructure for special events held by institutions such as Villanova University.

**Objective 4.1:** *Assure that payments or services in lieu of taxes are provided by institutions utilizing their facilities for unrelated revenue generating purposes to compensate for the use of community transportation facilities and other infrastructure.*

### **C. Recommended Actions**

#### **Goals**

*Protect and enhance the character and mix of uses in Wayne as a special town center.*

*Protect and enhance the smaller commercial districts in the Township, including Garrett Hill and other neighborhood districts along Conestoga Road.*

*Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*

*Maintain the Township's commercial tax base to provide a balanced contribution for the finance of local public service needs.*

#### **Objectives**

1. *Provide adequate public parking in the Wayne business district to serve businesses, other visitors, and commuters.*

##### **Recommended Actions: Parking**

- **Consider recommendations from the 2001 Wayne parking study.**
  - **Promote the use of parking cross-easements between businesses.**
  - **Create an on-street parking plan for the Business District.**
  - **Encourage a consistent orientation of on-street parking along Lancaster Avenue.**
  - **Upgrade parking directional signage.**
  - **Better manage restaurant zoning densities in order to distribute parking-intensive restaurants.**
  - **Create a parking coordination/management entity.**
  - **Study needs and costs for structured parking.**
2. *Improve the pedestrian environment in the Wayne Business District to make the area more attractive for shoppers.*

**Recommended Actions: Pedestrian Environment**

- Use parking, plantings, landscape aisles, and other streetscape amenities to protect pedestrians from traffic, vehicular noise and fumes.
  - Improve the sidewalk network in the Wayne Business District through more consistent design.
  - Explore the feasibility of a signalized pedestrian crossing along Lancaster between Aberdeen Avenue and Louella Court, as well as other mid-block crossings.
3. *Maintain and improve the mix of stores in the District to assure that the area remains a restaurant center, that it continues to provide needed basic services for Township residents, and that it expands the range of apparel and other shopping goods available.*

**Recommended Actions: Retail Mix**

- Monitor the availability of basic services and encourage landlords to maintain space for convenience and service businesses.
  - Employ a “Main Street” manager to coordinate Business District activities and provide an information clearinghouse on available properties.
  - Support additional retail development by upgrading retail uses on Louella Court and other off-Lancaster locations.
  - Encourage conversion of ground floor office uses on prime blocks of Lancaster Avenue and Wayne to retail.
  - Promote a variety of retail uses along North Wayne Avenue to strengthen the link between the train station and Wayne center.
  - Improve the identity of the Wayne as a shopping destination by:
    - creating a stronger visual symbol at the intersection of Lancaster and Wayne;
    - strengthening the district gateways along Lancaster Avenue at Bloomingdale and Louella Court.
4. *Expand and enhance public spaces and cultural activities available in the Wayne Business District.*

**Recommended Actions: Town Commons and Promenade**

- Create “town commons” at the existing parking lot on North Wayne Avenue, along the southwest quadrant of the intersection of Lancaster and Wayne



**Avenues, and possibly at the current Middle School site along South Wayne Avenue**

- **Develop a “promenade” vision for North Wayne Avenue.**
5. *Assure that upper floor spaces in the Wayne Business District are reserved for residential use.*

**Recommended Actions: Residential Uses**

- **Adjust zoning to eliminate parking requirements for upper floor residential uses in downtown Wayne.**
6. *Strengthen the Garrett Hill district as a pedestrian-oriented neighborhood convenience district.*

**Recommended Actions: Garrett Hill**

- **Rezone to prohibit gas stations and other auto-related businesses.**
  - **Promote multi-story mixed-use buildings by adjusting zoning to eliminate parking requirements for upper floor residential uses.**
  - **Encourage zero-front setbacks in any new development.**
  - **Provide a community/shopper parking lot.**
  - **At the auto repair site, develop a multi-story mixed use building with retail, condos, and parking in the rear.**
7. *Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*
8. *Assure that payments or services in lieu of taxes are provided by institutions utilizing their facilities for unrelated revenue generating purposes to compensate for the use of community transportation facilities and other infrastructure.*