

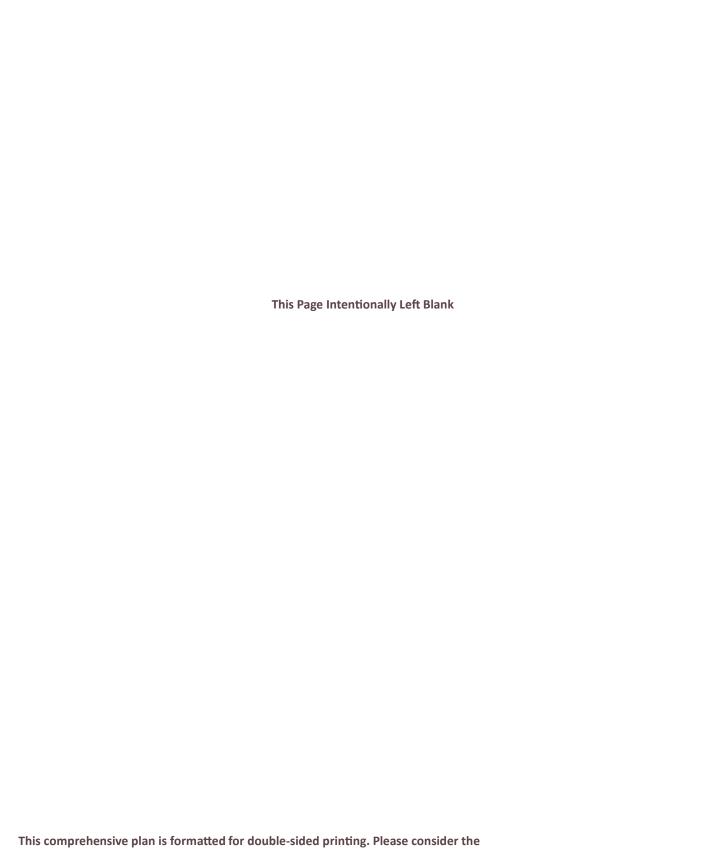
Delaware County 2035

The Land | The People | The Places

Land Use Policy Framework Plan







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RESOLUTION OF DELAWARE COUNTY COUNCIL WITH RESPECT TO THE DELAWARE COUNTY 2035, THE FRAMEWORK OF THE DELAWARE COUNTY COMPREHENSIVE PLAN

WHEREAS, the Pennsylvania Municipalities Planning Code (Act 247 of 1968, as amended and hereinafter the "MPC") requires that every county in the commonwealth adopt a comprehensive plan, which plan shall consist of, among other basic elements, a plan for land use; and

WHEREAS, the MPC further requires that a county comprehensive plan shall establish broad goals and general criteria to guide municipalities in the preparation of their comprehensive plans and land use regulations; and

WHEREAS, agencies of the Commonwealth are required to rely upon a county comprehensive plan when approving certain grants and permits, and to give priority consideration to applications for assistance for projects consistent with the comprehensive plan of the County; and

WHEREAS, the Delaware County Planning Department has prepared *Delaware County* 2035 as the framework and land use component of said comprehensive plan; and

WHEREAS, the Planning Department has fulfilled public participation requirements on Delaware County 2035 and incorporated comments in the plan where appropriate; and

WHEREAS, pursuant to the requirements of the MPC, the Delaware County Planning Commission has reviewed Delaware County 2035 and recommends County Council adopt the plan as the Delaware County Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED by Delaware County Council that the Delaware County 2035 plan is hereby adopted as the Delaware County Comprehensive Plan.

Approved November 27, 2013.

Anne M. Coogan County Clerk

Acknowledgements

Special recognition and appreciation are extended to the following organizations and individuals who contributed their time, energy, and ideas to the preparation of this plan.

Delaware County Council

Tom McGarrigle, Chairman Mario Civera, Jr., Vice Chairman Colleen P. Morrone John P. McBlain David J. White

County Executive

Marianne Grace

Delaware County Planning Commission

Thomas J. O'Brien, AIA, Chairman Thomas J. Judge, Vice Chairman Kenneth J. Zitarelli, Secretary Kathy A. Bogosian Robert Boland Lorraine Bradshaw Patrick L. Patterson William C. Payne James Stewart

Interim Planning Director

Linda F. Hill

Past Planning Director

John Pickett, AICP*



Project Manager

Andre Lennertz, AICP

Managing Associate

Melanie Wilson, AICP



Acknowledgements Con't

Delaware County Planning Department

Justin Dula, AICP, Manager Rebecca Ross, AICP, Principal Planner Yinka Adesubokan, Associate Planner Steven Boucher, Planning Intern* Julie DelMuto, Manager

Ron Aquilino, Data & Systems Coordinator Zachary Barner, Planner Steven Beckley, AICP, Senior Planner Doris Cusano, Administrator Dennis DeRosa, Manager Charles Doyle, Review Specialist Gus Frederick, Planning Intern* Patricia Gift, Planning Technician Sam Haber, Principal Planner Jill Hall, Principal Planner Karen Holm, Manager Louis Hufnagle, Senior Planner Alex John, Planner Ginny McIntosh, Planner Joe Russo, Planner* Daniel Seaton, GIS & Information Specialist Thomas Shaffer, Manager Michael Swidrak, Planner Anne Wolfe, GIS Coordinator

*Past DCPD employees

In Memoriam

John Pickett, P.E., AICP

This plan is dedicated to the memory of John E. Pickett, who served as Director of the Delaware County Planning Department for 28 years. John was a tireless advocate for Delaware County and continually sought to use sound planning principles to move the County towards a bright and prosperous future.

"As a society, we need to learn to grow, develop, and live in a sustainable manner, so that future generations have the resources they need to continue to prosper." ~ John E. Pickett 1944-2013

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How to Use This Framework Plan

Delaware County 2035 is a unique document that undertakes the ambitious task of uniting a variety of planning and policy initiatives throughout the County. Thus it is worth taking a little time to understand its structure and intent.

Framework Plan Structure

This document is composed of four parts:

Chapter 1. Introduction

The first part of the plan provides a background and demographics for Delaware County, the planning process, how to use the framework plan, and the trends and information influencing the County.

Chapter 2. County Profile

The second part of the framework plan, organized into the Land, the People, and the Places, includes an analysis of the key existing conditions in Delaware County. The first two sections, the Land and the People, include the key issues and background information for a variety of planning issues. The final section of the County Profile, The Places, presents a Community Framework Map, organizing places into groups with similar assets and needs.

The Land

- A Range of Housing Options
- Natural Resources Protection
- Historic and Cultural Resources
- Quality Community Services and Facilities
 - Health Care
 - Higher Education
- Utilities

The People

- Demographics
 - Aging in Place
 - Race, Ethnicity, and Diversity
- Energy
- Employment

The Places

DCPD intends to support growth in the County through the celebration of community character, that is, the sum of essential qualities that makes each neighborhood and municipality a



A Message from the Executive Director

Welcome to Delaware County 2035! This Framework Plan is a guide for public decision-making. Specifically, the County's elected and appointed officials will use the plan to evaluate future proposals or policy changes to ensure that their decisions are consistent with shared countywide goals. Furthermore, the plan provides guidance to landowners and developers on what is appropriate in their communities.

This plan represents the efforts of a broad range of contributors working together to craft a vision for the future of Delaware County. We are a dynamic County made up of a diverse group of citizens, united by the value we place on our unique communities. We hope this plan inspires both individuals and communities to support our goals and grow together as a County.

distinct place. The planning areas are:

Character Areas

- Mature Neighborhoods
- Growing Suburbs
- Open Spaces
- Greenways

Central Places

- Urbanized Centers
- Town Centers
- Neighborhood Centers
- Activity Corridors

Chapter 3. Land Use Framework

The third chapter details the prioritized objectives, policies, and actions that County and municipal decision makers can take to address their common issues and challenges. The recommendations are presented for each of the eight place types listed above.

Chapter 4. Appendix of Links

The fourth and final section of this document contains links to additional materials that clarify and contextualize the planning process. Sources for all maps and figures throughout this document can also be found in the Appendix of Links (see page L-36).

Framework Plan Intent

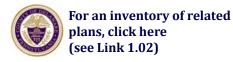
Delaware County 2035 consists of a central, Land Use Policy Framework Plan (this document), and a number of related, interconnected, but more detailed component plans. Some of these component plans — addressing additional planning-related elements within the County — have already been or are in the process of being developed, such as the County Bicycle Plan and the County Open Space Plan . Others will be developed subsequent to the adoption of this document, but use the same framework and build off of the Land Use policies laid out here.

The comprehensive plan is non-regulatory in nature, but it does express the critical policies of the County's residents, professional planners, and municipalities. The County's powers are limited to suggesting refinements to local actions that reflect countywide interests. The plan does not stand alone and can only be effective when supported by the key implementation measures (outlined in Chapter 3) in partnership with local municipalities.

When viewing the plan in an electronic format, click on any link in the text or sidebars to jump to the referenced page or open a website.



For a glossary of terms used throughout the plan, click here (see Link 1.01)



When viewing the plan in an electronic format, click on the title bar on the bottom of any left-hand page to jump back to the Table of Contents.



Chapter 1. Introduction



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Chapter 1. Introduction

Delaware County 2035 establishes an overall vision for the future of Delaware County. The comprehensive plan sets policies for development, redevelopment, conservation, and economic initiatives. It provides the County's 49 municipalities with a framework for the strategic use of public resources to improve the quality of life for all residents.

Introducing Delaware County

Delaware County is located in the southeast corner of Pennsylvania, just southwest of the City of Philadelphia. It is bordered by Chester, Montgomery, and Philadelphia Counties in Pennsylvania; Gloucester County, New Jersey; and New Castle County, Delaware. The County has played an important role in the development of the region, state, and Nation for more than 300 years. From its original inhabitants to its earliest settlers, and from its industrial expansion to the World Wars, the County has been at the forefront of America's history.

According to the 2010 U.S. Census, Delaware County has roughly 560,000 people. The County's home rule charter, adopted in May 1975, authorizes it to determine its own governmental structure and what services to provide, as well as to amend its own charter and to exercise any power or perform any function not denied by the state constitution or the General Assembly. Delaware County is comprised of 49 local municipalities that govern themselves, with the Borough of Media serving as the county seat since 1851.

Delaware County encompasses roughly 191 square miles (122,256 acres) with 186 square miles of land and 5 square miles of water. It is the second smallest county in the Philadelphia region after Philadelphia County. With more than 66% of its land area developed, however, it is the second most densely developed county in the region, and is the 5th most populous county in the state.

In addition to its population and economic diversity, mobility is one of Delaware County's most important assets. The Philadelphia International Airport (PHL), located in Tinicum and Philadelphia; Interstates 95 and 476 (also known as the Blue Route); Southeastern

Montgomery County City of Philadelphia Chester County Camden County, toucester County New Jersey New Castle County, State of Delaware nem County New Jersey

Figure 1: Regional Context

Sources for all maps and figures throughout this document can be found in the Appendix of Links (see page L-36) Pennsylvania Transportation Authority (SEPTA) surface routes, light rail, and regional rail; Amtrak routes; numerous active ports along the Delaware River; and an extensive network of trails are all integral to bringing people together and products and resources to the region and the world.

The Delaware River plays a major role in attracting new residents and industry from around the world. At its shore lie key assets, including the region's historic and industrial centers. Farther north and west, the County has a more suburban and even rural character. The County boasts beautiful parks and world-class institutions of higher learning.

The Need for a Plan

There is a need to find ways that will enable the County's residents to build a strong and efficient economy, which respects the tradition of livable, affordable, and sustainable communities. Delaware County 2035 represents a call to action in response to the challenges facing the County. With this Framework Plan, Delaware County Council and the Delaware County Planning Commission seek to unite the efforts of the public, private, and corporate residents of the County to find real solutions to challenges and revitalize its communities, ease traffic congestion, and protect the environment.

Delaware County 2035 is the County's comprehensive planning policy plan. It brings together previous planning efforts, such as the *Delaware* County Open Space Plan, and current revitalization and preservation strategies that will guide municipalities, developers, preservationists, and others in setting priorities for where and how the County should prosper during the first third of the 21st century.

Municipalities Planning Code (MPC) Requirements

Delaware County 2035 serves as a tool to assist the County and its 49 municipalities in promoting the public interest through the broad spectrum of day-to-day decision making. Under Act 247 (the MPC), Article III requires that a comprehensive plan provide the basic framework for municipal planning within the Commonwealth. As defined by Act 247, a County comprehensive plan is "...a land use and growth management plan...which establishes broad goals and criteria for municipalities to use in preparation of their comprehensive plan and land use regulations." The MPC also requires that municipal comprehensive plans be generally consistent with the County comprehensive plan. To ensure this consistency, the MPC requires that the County consider amendments to its plan when municipal comprehensive plans are amended and vice versa.

It is important to note that the final decisions relative to planning and

zoning remain the responsibility of municipal officials. The County's powers are limited to suggesting refinements to local actions that reflect the goals and objectives of *Delaware County 2035*, thereby promoting the countywide interests. Local documents such as an official map, a zoning ordinance, a subdivision and land development ordinance, and a capital improvements program are the legally enforceable measures that support and implement municipal comprehensive plans. This, in turn, assists in the implementation of the policies of Delaware County 2035.



For additional information about the MPC and specific requirements, click here (see Link 1.03).

Delaware County 2035 Planning Process



Figure 2: The Planning Process

Phase 1 - County Profile, Inventory and Analysis

The first stage of this comprehensive planning process was an analysis of the current and future state of the County. To accomplish this, DCPD conducted a Municipal Comprehensive Plan Policy Audit which compiled and analyzed local planning documents to provide the bottom -up prioritization of issues and an analytical foundation for county-level policy making.



Phase 2 - Land Use Framework

Upon review of the existing data and conditions, DCPD developed a framework for the County Profile and Land Use Planning elements. This framework relied heavily upon the individual municipal comprehensive planning efforts as well as feedback from local and County officials, stakeholders, and County residents.

Phase 3 - Public Involvement

To receive public input and adopt the County Profile and Land Use Planning elements, the following steps have been undertaken:

- The Delaware County Planning Department (DCPD) posted plan updates to its webpage.
- DCPD hosted a series of public information meetings.
- DCPD and Delaware County Council conducted a public hearing for each planning element proposed for adoption.

Phase 4 - Develop Policy Framework

After integrating the results of the public outreach phase, DCPD finalized the policy framework.

Phase 5 - Plan Adoption

As the final plan took shape, DCPD coordinated with all 49 municipal governing bodies to achieve their endorsements of *Delaware County 2035*'s objectives and strategies.

Phase 6 - Future Elements & Updates

This Land Use Policy Framework is only one element of the entire comprehensive plan. While it covers the key policy elements required by the MPC, it by no means provides the level of detail necessary to address other critical planning areas. Thus additional "Component Plan" elements are being developed to build on the objectives and policies of this central document. Additionally, policy and strategy effectiveness will be periodically monitored and updated to ensure that *Delaware County 2035* remains current.

Chapter 2. County Profile



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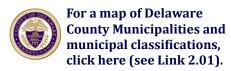
Chapter 2. County Profile

The Land, The People, The Places

This chapter provides an overview of the Land, the People, and the Places that shape the County today and influence what it can become in the future.

The Land

Delaware County is located in the greater Philadelphia region and consists of 49 municipalities: 27 boroughs, 21 townships, and one city. Municipalities in the eastern portion of the County exhibit urban characteristics heavily influenced by their proximity to the City of Philadelphia, while western municipalities retain rural and agricultural character. Municipalities in the north and center have a suburban or small town feel, while municipalities in the south generally have a more industrial landscape.

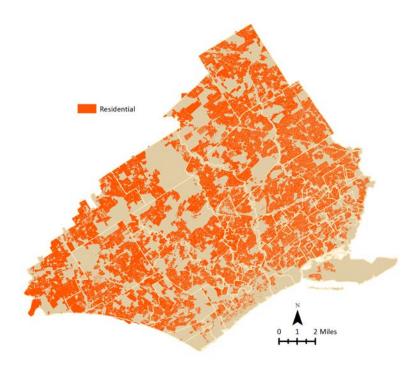


Delaware County's 122,256 acres have diverse landscape characteristics. Land use activity in Delaware County is largely comprised of residential uses (44%), most of which is single-family residential development. Nearly a quarter (23%) of land is in open space. Employment centers and infrastructure each use about 15 percent of the land in the County. About 3,294 acres of the County's total area are waterways and preserved marsh.

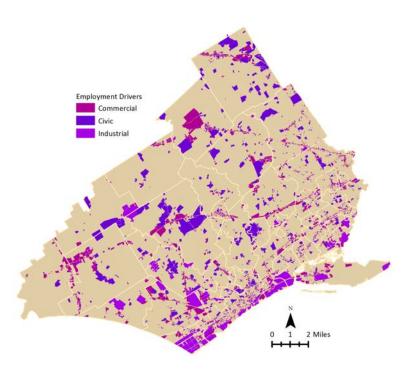
Land Use Activity	Acres	Percent of Land*
Residential	53,964	44%
Single Family Detached	47,825	39%
 Single Family Semi-detached/Attached 	4,368	4%
 Multi-family/Apartment 	1,689	1%
 Other housing types 	82	<1%
Open Space	28,716	23%
 Protected Open Space & Woodlands 	16,903	14%
 Undeveloped Land 	4,721	4%
• Recreation	4,614	4%
• Cemetery	1,519	1%
 Agriculture/Farmland 	887	1%
Employment Drivers	18,835	15%
Civic & Institution	7,922	6%
Commercial	6,548	5%
• Industrial	4,365	4%
Infrastructure	17,447	14%
• Transportation	16,525	14%
• Utility	922	1%
Total Land Area	118,962	

Table 1: Land Use Acreages*Percent totals may not add to 100 due to rounding.
Source: DCPD Land Use layer

Figure 3: Graphic Profile of Land Uses

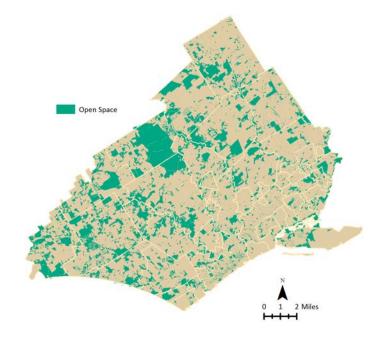


Residential: 44 percent of County land area is comprised of residential uses. This represents a 5.6 percent increase since 1995 and a 16.4 percent increase since 1980.

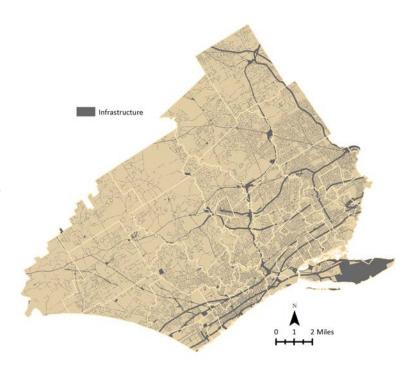


Employment Drivers: 15 percent of County land area is comprised of employment drivers, including business districts, commercial corridors, offices, civic uses, institutions, and industrial uses.

Open Space: 23 percent of County land area is comprised of open space, including parks, recreation areas, protected open space, woodlands, undeveloped land, cemeteries, and agricultural fields.



Infrastructure: 14 percent of County land area is comprised of public and private infrastructure, including the multi- modal transportation network, utility systems, and the Philadelphia International Airport.





A Range of Housing Options

Housing in Delaware County consists mostly of single-family detached homes. A large percentage of the housing stock is also single-family attached, in the form of twin and row homes. Approximately 23 percent of the County's housing was built during the post-World War II housing boom. Just over ten percent of the County's housing was built since 1990. Over the past decade, more multi-family units were built than any other housing type. National trends show increasing demand for multifamily housing continuing.

Housing Characteristics

- Nearly 25 percent of housing stock was built prior to 1940.
- The median year homes were built is 1955.
- Median housing value has increased by 120 percent since 1990.
- Although the number of occupied housing units increased between 2000 and 2010, the percentage of occupied units decreased.

Table 2: Housing Characteristics

Characteristics	2000	2010	% Change
Total Housing Units	216,978	222,902	2.7%
Total Occupied Housing Units	206,320	208,700	1.2%
Owner-occupied	71.9%	70.5%	-1.9%
Renter Occupied	28.1%	29.5%	5.0%
Vacancy Rate	4.9%	6.4%	30.6%
Housing Stock†			
Single-Family, Detached	44.1%	45.3%	2.6%
Single-Family, Attached*	31.4%	27.8%	-11.5%
Multi-family/Apartments	24.1%	26.6%	10.2%
Other housing types	0.3%	0.3%	2.3%
Median Housing Value	\$128,800	\$243,400	89.0%

[†] indicates that the data is based on estimates rather than 100% count.

Source: US Census Bureau

^{*} Single-Family, Attached includes Semi-detached houses, commonly known as twins.

Natural Resource Protection

The preservation of natural resources is essential to the health of Delaware County and the region. The County contains 28,716 acres of recreational land and open space, including over 800 acres of agricultural land. The 2011 Natural Heritage Inventory for Delaware County identified 36 Natural Heritage Areas with varying levels of significance. As one of their many benefits, these lands can infiltrate rainwater, helping to control stormwater and thus minimize flooding.

Quick Facts:

- Tyler Arboretum, at 650 acres, is one of the largest and oldest arboretums in the nation.
- The John Heinz National Wildlife Refuge at Tinicum contains the last 200 acres of tidal marsh in Pennsylvania and is the resting and feeding area for more than 300 species of birds.
- The 220 acre Crum Woods is one of the most mature native forests in the County and is used as an educational resource.
- Ridley Creek State Park encompasses over 2,606 acres of woodlands and meadows, allowing visitors to enjoy a variety of recreational opportunities throughout the year, including excellent angling.



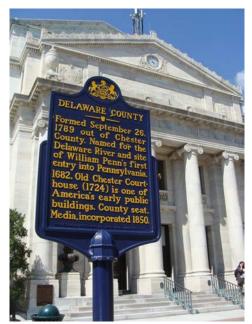




Figure 4: Watersheds

A watershed, also known as a drainage basin, is an area of land from which rain and snowmelt drains into a waterbody such as a wetland, stream or lake. Watersheds vary in size from large river basins of several square miles to small pond basins of a few acres. Most watersheds are part of larger watershed. The majority of the watersheds in Delaware County are part of the Delaware River watershed, which in turn drains to the Delaware Bay. Watersheds do not follow municipal, county or state boundaries.

Land use activities within a watershed may impact the water quality of local creeks. Therefore, the County, along with several watershed groups and the Conservation District, takes a proactive role in protecting natural resources within Delaware County's major watersheds.



Historic and Cultural Resources

Delaware County has a rich history which shaped the quality of its communities. Important American events and movements have occurred in the County. Its broad narrative includes stories of commerce, residential life, and industrial development.

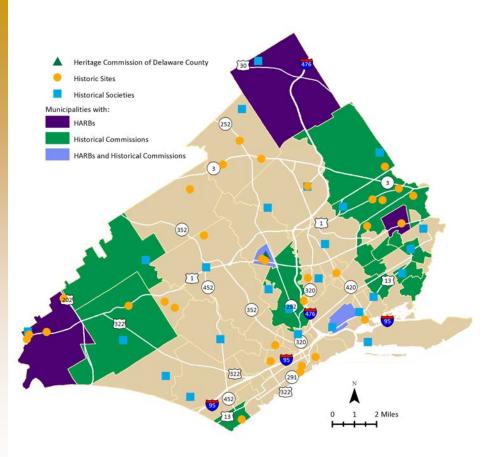
Quick Facts:

- Delaware County has over 20,000 public and private historic resources, including 37 known prehistoric sites and 2,700 potential archaeological sites.
- The majority of publicly accessible historic sites are 17th, 18th, and 19th century homes of Quaker, Swedish, or English settlers.
- Historic themes which could be interpreted at publicly accessible sites throughout the County include engineering and transportation, African-American heritage, and 19th century government and industry.
- Long Point Wildlife Sanctuary in Rose Valley Borough contains the last remnants of the Minguas Indian Trail.
- Between 1830 and 1865, the County served as a route for the Underground Railroad.

Figure 5: Historic Sites and **Organizations**

Within Delaware County, there are approximately 61 public historic sites and societies, five historical architectural review boards (HARBs), and 14 historical commissions. The historic sites and organizations own sites, manage municipally owned historic buildings, collect materials and objects, create archives, and in some cases, have become the de facto local preservation organizations in their municipality. Twelve (12) nonprofit cultural organizations have formed since 2000.

The HARBs are made up of municipally appointed individuals who, in accordance with state enabling legislation, possess a variety of skills (i.e., architects, realtors, local historians, etc.). The historic commissions in Delaware County are municipal bodies comprised of local historians and activists that are appointed by local elected officials.



Quality Community Services and Facilities

Delaware County has an extensive network of community services and the facilities infrastructure to support them. This includes public health and human services, emergency services, public libraries, and higher education institutions. Each one of these services is critical to the health and welfare of residents. The provision of many of these services can be the responsibility of local governments, regional authorities, or private companies.

Quick Facts:

- There are 17 public school districts and 73 private schools in the
- There are 28 public libraries located throughout the County.
- There are 50 fire departments and 35 police departments in the
- The Delaware County Department of Intercommunity Health Coordination operates one of 15 Regional Emergency Medical Services Offices.

Health Care

The County's public health and primary care infrastructure includes seven hospitals:

- **Community Hospital of Chester**
- Crozer-Chester Medical Center
- **Delaware County Memorial Hospital**
- Riddle Memorial Hospital
- Springfield Hospital
- **Taylor Hospital**
- Mercy Fitzgerald Hospital

Higher Education

Higher education is an important sector of Delaware County's economy. The fourteen (14) schools below employ nearly 8,700 faculty and staff and educate over 43,500 students. In addition to providing jobs, Delaware County's institutions of higher learning also graduate thousands of young professionals who choose to remain in the County after they earn their degrees, and include:

- The American College
- Cabrini College
- **Cheyney University**
- **Delaware County Community College**
- Eastern College
- **Haverford College**
- **Neumann University**

- Penn State-Brandywine Campus
- Pennsylvania Institute of Technology
- **Swarthmore College**
- Villanova University
- Widener University
- Williamson Free School of Mechanical Trades
- Valley Forge Military Institute & College



Utilities

Customers can shop for electric power providers and compare prices and renewable energy options through the PUC website: http://www.papowerswitch.com.

PECO Energy is the electric utility provider in Delaware County and continues to provide service to the electric infrastructure under the oversight of the Pennsylvania Public Utility Commission (PUC). Pennsylvania started to deregulate electricity with the passing of the Electricity Generation Customer Choice and Competition Act of 1995, but it was not until December 31, 2010 that rate caps on electricity expired.

Centralized, professionally operated water systems provide the benefits of public health and safety protection. Most Delaware County communities receive their water from Aqua Pennsylvania or Chester Water Authority. Existing developed areas should not develop standalone water systems in areas where adequate systems already exist. Sewerage is managed by several regional or municipal authorities or maintained on site in low density, large lot developments. Whenever new development occurs, that development should utilize existing facilities where services are available.

Transportation

Delaware County features an extensive network for transporting people and goods, including:

- Roads: The County's hierarchal roadway system includes Interstate Highways, freeways, and principle arterials.
- Air: A majority of the Philadelphia International Airport (PHL) is located in the County. It is one of the largest economic engines in the region, generating more than \$14.4 billion in spending and providing more than 141,000 jobs. In 2011, PHL accommodated 30.8 million passengers and handled more than 430,000 tons of cargo and mail.
- Public Transit: The Southeastern Pennsylvania Transportation
 Authority (SEPTA) is the sole provider of fixed-route public transit.
 With the exception of the City of Philadelphia, SEPTA has more
 public rail transit routes serving or partially serving Delaware County
 than any of the five counties it serves. CSX is a leading supplier of
 rail-based freight transportation in North America and has a major
 rail line that traverses the southern part of the County.



Delaware County prepared a Public Transportation Map & Guide with detailed information on SEPTA Routes within the County, which is available both in print and on its website (click here).

Figure 6: Major Transportation Routes





For a more detailed map of transportation resources in the County, click here (see Link 2.02).

Key SEPTA Projects in Delaware County

- Extension of the Media-Elwyn Regional Rail line to Wawa
- Construction of structured parking at 69th Street Terminal
- Secane Station Relocation
- West Chester Pike Rapid Bus service
- Expanding ADA accessibility
- Transportation Oriented Development (TOD) examples:
 - Chester Transportation Center
 - Marcus Hook
 - Millbourne

SEPTA Expansion Projects affecting Delaware County

Norristown High Speed Line Extension to King of Prussia



For more detail on these SEPTA projects, click here (see Link 2.03).

Major Transportation Routes of Delaware County

Interstate Highways

- I-95
- I-476

Other Freeways/Expressways

• US Route 1

Other Arterials

- US Route 1
- US Route 13
- US Route 30
- US Route 202
- US Route 322
- PA Route 3
- PA Route 291
- PA Route 320
- PA Route 420
- PA Route 252
- PA Route 352
- PA Route 452
- Lawrence Road (SR 1020)
- MacDade Boulevard (SR 2006)
- Springfield Road (SR 2009, 1013)
- Baltimore Pike (SR 2016)
- Garrett Road/Bishop Avenue (SR 2019)
- State Road (SR 2026)

Regional Rail

- Airport
- Media/Elwyn
- Paoli/Thorndale
- Wilmington/Newark

Trolley

- Route 11
- Route 13
- Route 101
- Route 102

High Speed Rail

- Norristown High Speed Line
- Market/Frankford Elevated Line

The People

Delaware County has a diverse and growing population. A notable trend is the growing immigrant population, which, similar to the rest of the nation, is favoring suburban areas over cities. In addition, the population is "aging in place" with long-time residents remaining in the County.

Table 3: Population Characteristics

Characteristics	Delaware County	Region (5 County)	Pennsylvania	US
Total Population	558,979	4,008,994	12,702,379	308,745,538
Male	47.9%	48.1%	48.7%	49.2%
Female	52.1%	51.9%	51.3%	50.8%
Median Age	38.7 yrs	38.8 yrs*	40.1 yrs	37.2 yrs
Population 65 Years and Over	14.3%	13.5%	15.4%	13.0%
Population Under 18 Years	23.3%	23.1%	22.0%	24.0%
Race				
White	72.5%	66.5%	81.9%	72.4%
Black	19.7%	22.3%	10.8%	12.6%
Hispanic or Latino	3.0%	7.4%	5.7%	16.3%
Asian	4.7%	5.4%	2.7%	4.8%
Other	1.1%	3.6%	2.6%	7.3%
Average Household Size	2.57	2.57*	2.45	2.58
Single Person Household	27.6%	28.6%	28.6%	26.7%
• Single Person 65 years & older	11.0%	10.2%	11.4%	9.4%
• Family households with children	30.1%	28.6%	26.9%	29.8%
Foreign-Born†	9.8%	10.1%	5.8%	12.9%
Educational Attainment (Pop. 25+)†				
Less than High School Graduate	8.6%	11.9%	11.6%	14.4%
Bachelor's Degree or Higher	34.7%	34.3%	27.1%	28.2%
Labor Force Participation (Pop. 16+)†	65.9%	64.6%	63.0%	64.4%
Median Household Income †	\$59,125	\$64,851*	\$49,228	\$50,046

^{*} indicates that the figure represents a regional average.

Source: US Census, 2010

[†] indicates that the data are based on estimates rather than 100% count.

Demographics

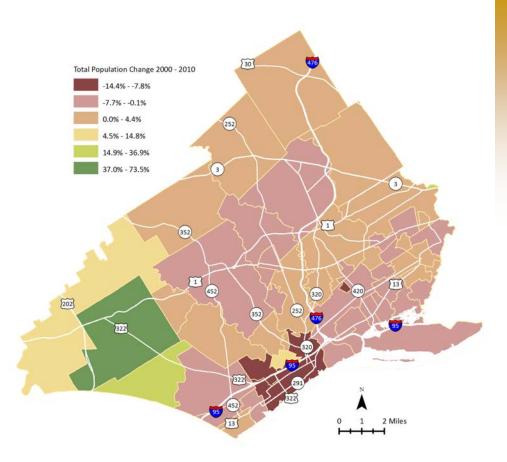
Delaware County accounts for approximately 14 percent of the four million people residing in the five-county Southeastern Pennsylvania region. In 1950, Delaware County was the most populous suburban county in the region, and its population peaked during the 1970s. While the 1980s and 1990s saw declining numbers, the County grew 1.5 percent over the past decade. This growth mirrors regional and national trends of people moving to places of character.

Population Characteristics:

- Peak population in 1970 was 603,456.
- Population in 2010 was 558,979.
- Fifth most populous county in Pennsylvania.
- According to DVRPC Forecasts, population in 2035 will be approximately 569,982, representing an almost 2% growth rate over the next 25 years.



Figure 7. Municipal Population Change 2000-2010



Although the County experienced net growth over the 10 year period from 2000 to 2010, that growth did not occur evenly across all municipalities within the County. Some areas lost population, while most communities experienced slow or modest growth. The biggest population gains were concentrated in the western half of the County.

Table 4: Aging

Age Range	Population Census 1990	Population Census 2000	Population Census 2010	Growth Rate 1990-2000	Growth Rate 2000-2010
Total	547,651	550,864	558,979	0.6%	1.5%
50 to 54	24,238	33,926	43,688	40.0%	28.8%
55 to 59	25,301	25,971	37,708	2.6%	45.2%
60 to 64	28,600	20,619	29,668	-28.0%	43.9%
65 to 69	28,501	20,377	21,361	-28.5%	4.8%
70 to 74	22,057	21,676	15,962	-1.7%	-26.4%
75 to 79	16,090	19,675	14,898	22.3%	-24.3%
80 to 84	10,171	13,073	13,629	28.5%	4.3%
85 older	8,113	10,868	13,876	34.0%	27.7%

Source: US Census Bureau

Aging in Place

The 2010 census already indicates that the 55-59 cohort has increased 45 percent in the past ten years, foreshadowing an increasing wave of Delaware County seniors who will require increased investment in heath care and social services.

Pennsylvania's senior citizens are aging in place while the Commonwealth has traditionally lost younger people with college degrees. This phenomenon can challenge the fiscal strength of state and local governments since it generally leads to a higher demand for health services by older residents without the benefit of infusing the tax base with young high-earning workers.

However, this trend is not as strong in Delaware County. While the percentage of the population 65 years and older is 14.3 percent compared to 13.0 percent nationally, it is not as high as the statewide figure of 15.4 percent.



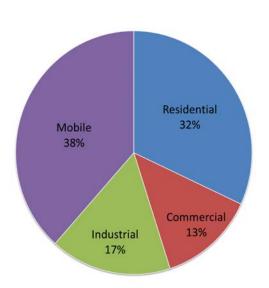
Race, Ethnicity, and Diversity

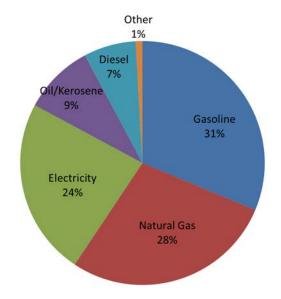
Delaware County's racial and ethnic diversity represents both a challenge and an opportunity for the revitalization of the County. Foreign-born residents in Delaware County grew to 9.8 percent of the population, an increase from 6.7 percent from 2000 to 2010. Over the same period, the County's share of the region's foreign-born population dropped. Immigrants generally require more community services than the rest of the population, but they also contribute significantly to the dynamism of the regional economy. As Delaware County's demand for services to immigrants will continue to increase, the County will need to address issues of equity as it sets policy goals for providing economic opportunities for all its residents.

Energy

Figure 8: Energy Consumption by Use

Figure 9: Energy Consumption by Fuel Source





Delaware County residents and businesses are more aware than ever of the role energy plays in land use, transportation, the environment, and the economy. In response, the County is committed to using less energy through improved technology to power its facilities. It is also promoting energy efficiency, alternative energy sources, and green building design standards. Energy conservation provides cost savings that enable the County to invest more money in its communities.

Quick Facts:

- Delaware County Council appointed an Energy and Environmental Advisory Board to identify and recommend energy-saving techniques and best practices for County operations.
- Delaware County created a ground-breaking Municipal Energy Management Toolbox to educate and guide municipalities, businesses, and residents.
- Delaware County is participating in the Delaware Valley Regional Planning Commission's efforts to inventory and monitor greenhouse gas emissions, which will help the County and region measure energy savings and environmental impacts.
- The Metropolitan Caucus, a coalition of Commissioners and Council members from Delaware, Bucks, Chester, and Montgomery Counties and the Mayor of Philadelphia, are implementing EnergyWorks, a comprehensive energy solutions program for home and commercial building owners.
- Delaware County consumes 75.9 trillion British thermal units (BTUs) of energy annually.
- Mobile uses (transportation) consume more energy than any other sector.
- Residents are the second largest group of energy users, consuming nearly one-third of the County's annual energy requirement.



Table 5: Top Five Employment Sectors

Employment Sectors *	
Health Care and Social Assistance	17.08%
Government	11.17%
Retail Trade	10.18%
Manufacturing	7.07%
Accommodation and Food Services	6.55%

Source: Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis.

^{*} Based on number of jobs in 2012.



For a listing of the largest employers and an expanded list of top sectors, click here (see Link 2.04).

Employment and Economic Development

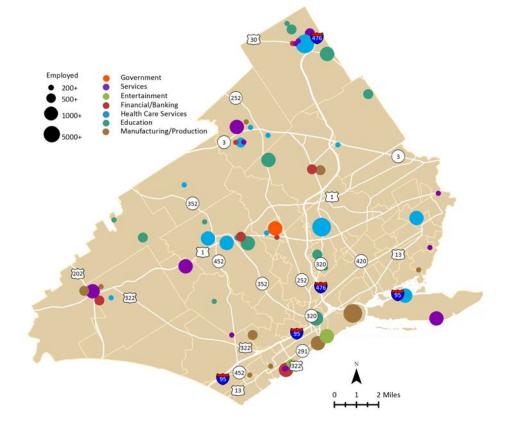
Delaware County features a strong and diverse economy. Employment centers are spread throughout the County, but are particularly concentrated along the Delaware River, Interstate 476, and the Route 1 corridors. As with much of the Delaware Valley region, the County has shifted from a historically manufacturing-based economy to one increasingly centered on the health care and service sectors. Resources and efforts from various regional actors will be required to address job readiness and job transitions as manufacturing jobs decrease and other sectors replace them. There are a variety of organizations working in and around Delaware County on economic development issues and initiatives.

Quick Facts:

- 65.3 percent of persons 16 and over are in the labor force.
- There are over a dozen central business districts in the County –
 each having a distinct identity and contributing to sustainable living and modern business development.
- 5,000 new jobs are anticipated in Delaware County by 2035 according to DVRPC Forecasts.

Figure 10: Employment Centers*





^{*}Employment centers with multiple locations or dispersed employment are mapped at the location of the headquarters.

Delaware River Waterfront Development

The Delaware County Coastal Zone extends 12 miles along the Delaware River through 13 municipalities. This zone is part of Pennsylvania's 112-mile-long Delaware Estuary coastal zone, which contains islands, marshes, and tidal tributaries. In the mid-19th century, the County's coastal zone became highly industrialized, producing goods that were exported around the world, including shipping vessels and locomotives. At the turn of the 20th century, more than a third of the County's population lived in the coastal zone. It continued as a powerful industrial complex and contributed significantly to the country's needs during both World Wars.

Today, efforts are underway to revitalize the coastal zone's unique aesthetic, environmental, cultural, and recreational resources. While continuing to serve the County's trade and manufacturing economies, municipalities within the coastal zone are also increasing connections to the river for residents, improving waterfront access, and renewing obsolete industrial areas with new uses. The Coastal Zone Task Force established in 1995 and comprised of municipalities, businesses, and interested stakeholders within the coastal zone – is assisting with the revitalization process. For example, the Task Force helped to develop the Delaware County Route 291/13 Industrial Heritage Parkway and Greenway Landscaping and Signage Guidelines. This document provides important recommendations concerning visual and physical amenities that will help with continuity along the Route 291/13 corridor.

Several noteworthy economic development projects are underway along the Delaware River that will serve as significant economic engines for the County and region. These include the implementation of the East Coast Greenway (ECG) and developments along the waterfront. The ECG is a proposed bicycle and pedestrian route extending the entire length of the Atlantic Coast, but which also connects to local residential areas. The County is working with the ECG Alliance to implement the greenway between the Delaware state line and Tinicum Township.

The creation of the multi-modal Riverwalk along with an infusion of public and private development – such as the Wharf at Rivertown, the Philadelphia Union's PPL Park soccer stadium, the Ridley Marina, and Harrah's Chester Casino & Racetrack – are transforming the waterfront into a regional destination. These new recreational amenities will improve residential property values, promote tourism, and increase business in nearby commercial corridors.



Figure 11: Delaware County Costal Zone

The Places

Delaware County 2035 builds on the current planning principles and goals of the region and the County's 49 diverse municipalities. In order to meaningfully organize these long range planning policies, the diverse place types of the county have been grouped and categorized.

Delaware County 2035 organizes its landscape into Character Areas and Central Places. The County has four Character Area types, which are broad areas with similar development patterns and characteristics. Most communities have a spectrum including all four Character Areas and any individual location includes characteristics of multiple Character Areas. The four types of Character Areas are: Mature Neighborhoods, Growing Suburbs, Greenways, and Open Space.

There are also four types of Central Places; all are community focal points that reinforce or establish a sense of place and character. The four types of Central Places are: Urbanized Center, Town Centers, Neighborhood Centers, and Activity Corridors.

Character Areas

Mature Neighborhoods

- Underlying areas that are established and have realized most of their population, employment growth, and infrastructure build-out.
- Some are stable and thriving with affordable housing, access to transit, and a strong community identity.
- Some are experiencing population losses and deteriorating infrastructure systems.
- Over time, the prevalence of Mature Neighborhoods is moving toward the western boundary of the County.
- Revitalization opportunities exist in a variety of scales and locations.

Growing Suburbs

- Underlying areas that have undeveloped or agricultural land remaining and are experiencing or are forecast to experience population growth.
- Mostly residential with primarily single-family detached housing.
- Typically located in western Delaware County.

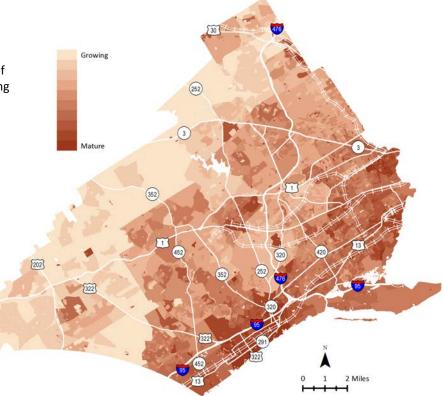
Open Space

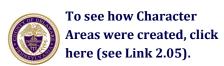
 Underlying area that either remains in a natural state or is used for agriculture; free from intensive development for residential, commercial, industrial or institutional uses.

Figure 12: Character Areas

Mature and Growing Neighborhood Spectrum:

Delaware County includes the full spectrum of development from mature neighborhoods to growing suburbs. No one municipality is fully developed or completely growing, so a variety of economic, development, population, and housing criteria were used to show these common development patterns.





Open Space and Greenways: Open space, protected land, and the priority greenway networks are areas that also relate to the underlying land use. These vital areas are protected to ensure continued quality of life for County residents. Proposed Greenways Protected Open Spac • Open space can be publicly or privately owned and may include: forest land, water bodies, wetlands, steep slopes, undeveloped coastal lands, cemeteries, parks, preserves, golf courses, abandoned railroad beds, and utility property.

As detailed in the <u>Greenway Plan for the</u>
<u>Darby Creek Watershed</u> (2010),
Delaware County identifies five main
types of greenways:

- Greenspace connections (including conservation greenways and recreation greenways)
- 2. Road-based greenways
- 3. Transit-oriented greenways
- 4. Water trails (also called blueways)
- 5. Combinations

Greenways

- A linear system of connected natural and man-made elements that function together for public benefit.
- As vegetated buffers, greenways can protect natural habitats, improve water quality, and reduce the impacts of flooding in floodplains.
- Proximity and access to Greenways has an impact on quality of life.

Central Places

Urbanized Center

- A medium-to-large scale community consisting of a multiple street central business district surrounded by mature residential neighborhoods.
- Land uses are mixed and consist of a range of scales and density.
- Well-connected street grid network, sidewalks, and mass transit.
- Transit-oriented developments may exist around regional rail lines and bus ways.

Examples: 69th Street (Upper Darby/Millbourne), Chester City, Darby, Lansdowne, Media, Wayne

Town Center

- A small-scale community consisting of one main street or town square surrounded by neighborhoods.
- Land uses are mixed and mostly consist of small-scale, low-intensity businesses, services, and cultural resources that serve the community.
- Residential fabric typically consists of medium-size blocks with a range of building types, including apartments and single-family residences, promoting a walkable environment.
- Transit-oriented developments may exist around regional rail lines and bus ways.

Examples: Boothwyn, Concordville, Havertown, Marcus Hook, Morton, Newtown Square, Parkside, Ridley Park, Swarthmore

Neighborhood Center

- An area at an intersection of roads and/or commuter rail/bus lines surrounded by neighborhoods.
- Typically has definable focal point and/or a mix of commercial, retail or civic uses.
- Often a walkable destination.

Has a unique history or sense of a community within the larger neighborhood setting.

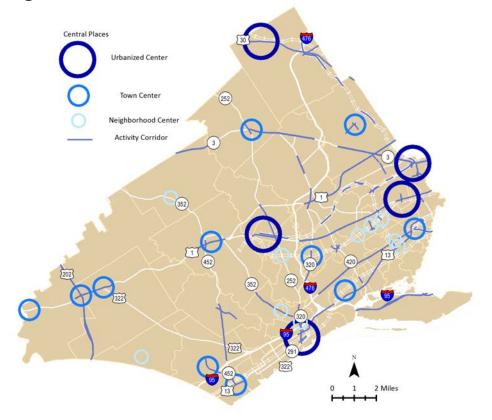
Examples: Aldan, Aronimink, Aston Mills, Booths Corner, Chadds Ford, Collingdale, Gradyville, Secane, Sharon Hill, University Crossing (Chester), Wallingford

Activity Corridor

- A linear-shaped place flanking major transportation corridors or highway interchanges with intense development and where public transport facilities, mixed land uses, and people are centrally focused.
- Varied width, density, and design depending on the local context and underlying character.
- A variety of retail, social, and employment opportunities integrated with high density residential functions.
- Although some are auto-centric, activity corridors can become more walkable, connect to neighborhoods, and include attractive streetscapes.

Examples: Highway Routes 1, 3, 13, 202, 252, 291, 320, 352, 452, and 491; Trolley Lines 101, 102, 11, and 13; Norristown High Speed Line





This is a sample mapping of Central Places, which include Urbanized Centers, Town Centers, Neighborhood Centers, and Activity Corridors. The map does not include all of the County's Central Places, since municipalities identify their own versions of the place types in their own comprehensive plans. The examples mapped here are simply intended to show the general distribution of Central Places in the County.

The Community Framework

Delaware County 2035 is guided by the Community Framework Map. This map illustrates a broad representation of desired development patterns throughout the County and provides a framework for local communities and their decision making relative to growth and development. The Community Framework Map is not a land use map; the County's Future Land Use map is shown on page 35. While a variety of land uses can be found in each of the community categories, the focus is on the overall development patterns and landscape characteristics.

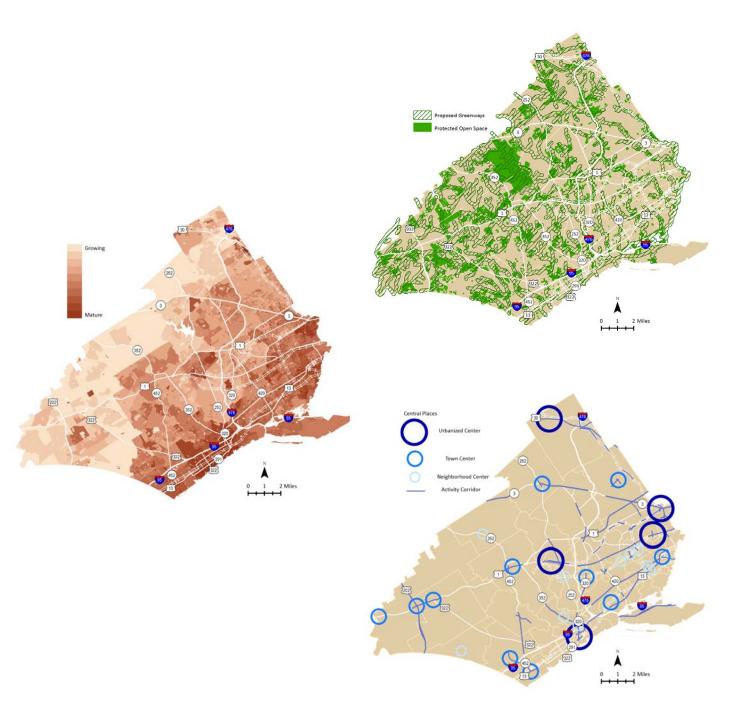
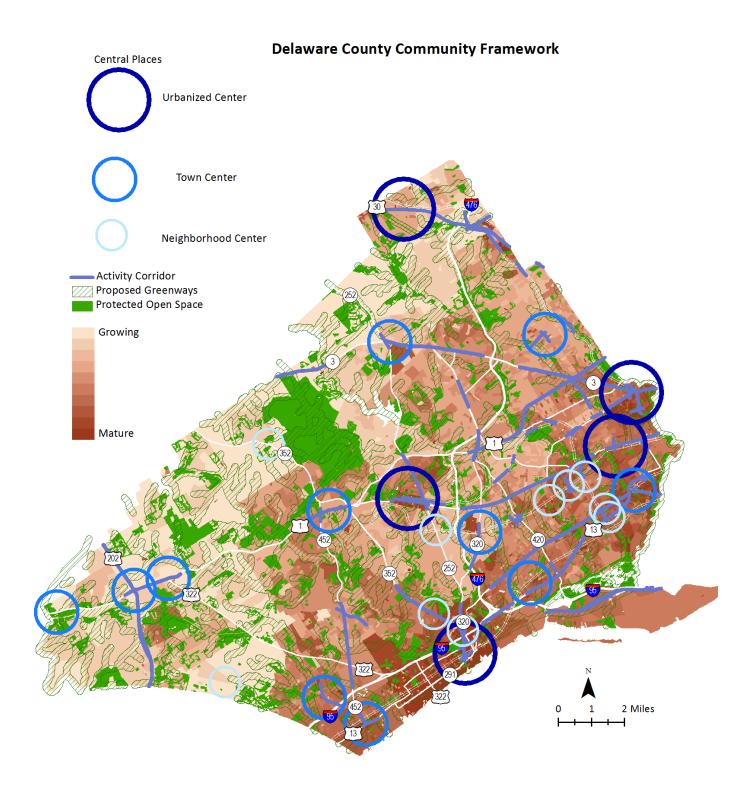


Figure 14: Community Framework Map

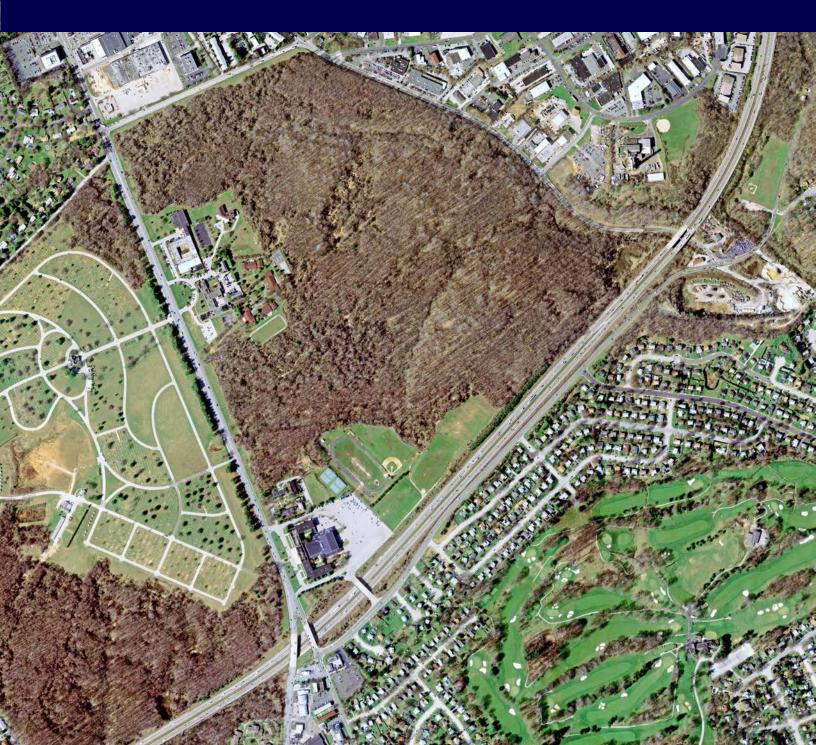




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Chapter 3. Land Use Framework



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Chapter 3. Land Use Framework

Land use is the foundation of *Delaware County 2035*. This element is organized around the County's Places identified in the Community Framework Map. In addition, this element is prefaced by a countywide goal and followed by objectives, policies, and general action plan strategies based on the following place-making themes:

- **Sustainable Development Patterns**
- **Multi-modal Transportation**
- **Range of Housing Options**
- **Community Investment and Revitalization**
- **Multi-municipal Partnerships**
- **Quality Community Facilities**
- **Historic and Natural Resource Protection**
- **Smart Energy Choices**
- **Healthy Lifestyles**
- **Community Character**
- **Regional Economic Development**



For more on the placemaking themes and how they were developed, click

here (see page 39).

The policies under each place-making theme are applicable to all the places within the County and support the policies specific to each place type.

The policies for each place type should guide municipalities looking to craft land use policies in agreement with the County plan.

Land Use Planning Goal: To preserve and enhance the existing diversified mix of land uses and provide for orderly and coordinated development that sustains a high quality of life.

Future Land Use

Delaware County currently contains a diverse mix of land uses as detailed in Chapter 2. The future land use map aims to provide a visual aide to assist in identifying responsible and creative development and redevelopment opportunities.

Due to the fact that Delaware County is largely built-out, the future land use policies of the County focus largely on infill development, particularly around centers. Well-designed redevelopment can be spurred by key transportation and other infrastructure improvements. By highlighting centers and planned infrastructure improvements, the future land use map helps municipalities and the County focus redevelopment efforts to these places. Infill within the desired character of the community is usually appropriate in developed areas of the County, though there may be particular opportunities to add open space in already developed areas.

For those areas which are not currently built out, communities can make plans to create responsible development adjacent to existing activity corridors or centers. Other undeveloped areas of high scenic, environmental, recreational, or agricultural value should be preserved in their undeveloped or minimally developed state to ensure they continue to serve as resources for the County and its residents.

The Future Land Use map demonstrates these principles and provides support to the Countywide Land Use Planning Goal as well as the Objectives and Policies found on the following pages.

The Future Land Use Map identifies the following areas:

- Land Use
 - Proposed Greenways
 - Protected Open Space
 - Unprotected Open Space
 - Conservation Priority Areas
 - Infill Development
 - Potential Development Areas
- Planned Transportation Improvements
 - Transit
 - Bicycle & Pedestrian
 - Streetscape
 - Highway
 - Signal & Intelligent Transportation Systems (ITS)
 - Bridge Repair & Replacement
 - Intersection Improvements
- Central Places

undeveloped areas of high scenic, environmental, recreational, or

Conservation Priority Areas are

agricultural value that should be preserved in their undeveloped or minimally developed state to ensure they continue to serve as resources for the County and its residents, as identified by municipalities in their comprehensive plans.

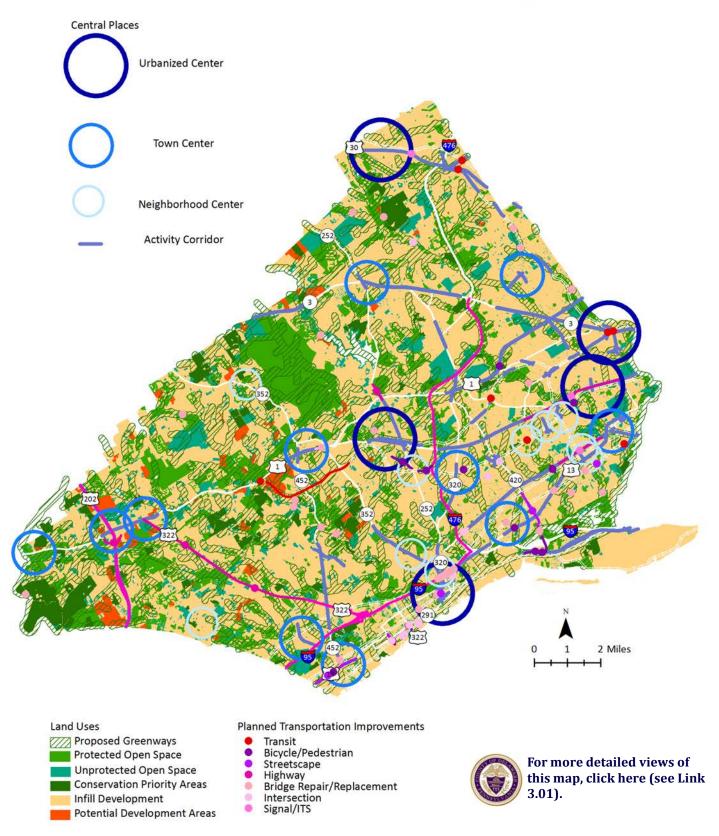
Infill Development can, but doesn't necessarily, involve a change of type or density of land use. It may also include the development of open space on land that was previously developed.

Potential Development Areas are

sites identified as appropriate for more intensified land use; usually deemed appropriate for built growth by a community due to their proximity to existing transportation and utility infrastructure.

Figure 15: Future Land Use Map

Delaware County Future Land Use Map



Countywide

Objective

- LU 1 Create desirable places to live by ensuring that land resources are allocated for uses that will achieve the following:
- Accommodate and enhance established community character and planned growth;
- Support viable transportation and infrastructure systems;
- Include a range of housing options;
- Protect natural and historic resources;
- And provide for adequate community facilities.

Policies

Sustainable Development Patterns



Multi-modal Transportation

LU 1.2 Coordinate multi-modal transportation planning with land use and infrastructure planning to ensure a full range of safe and efficient services to accommodate future growth and maintenance requirements. Increased cross-commuting patterns, regional transportation planning, and state-level maintenance of roadways require regional coordination to occur.

Range of Housing Options

LU 1.3 Support land uses that provide for a range of housing types for all income levels within the County and each municipality. Promote inter- local governmental agreements that promote a regional approach to affordable housing countywide.

Community Investment & Revitalization

LU 1.4 Support development and revitalization efforts that work in concert with other community programs, plans, and infrastructure improvements.

Multi-municipal Partnerships

LU 1.5 Facilitate partnerships among municipalities to support the planning and design of unified development and revitalization efforts while working to provide community facilities and services most effectively.



Quality Community Facilities

LU 1.6 Promote design and land use that minimizes the need for new community facilities while encouraging quality community facilities that support growing and mature communities. Utilize existing infrastructure and utilities to allow for more effective provision of services. Promote use of sustainable construction and development practices when new facilities and infrastructure are required.

Historic & Natural Resource Protection

Protect and restore historic, natural, and cultural LU 1.7 resources.

Smart Energy Choices

LU 1.8 Promote energy efficiency improvements, encourage alternative sources of energy in appropriate locations, and support the development of green technology businesses and educational opportunities in the region.

Healthy Lifestyles

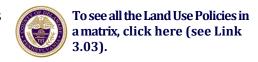
LU 1.9 Promote healthy lifestyles by enhancing recreational and active transportation facilities and improving parks and public access to the natural environment.

Community Character

LU 1.10 Promote context-sensitive planning and design that supports desired community character.

Regional Economic Development

LU 1.11 Continue to work with economic development agencies and the Chamber of Commerce to capitalize on local economic development opportunities in the County.



Countywide

Action Plan

Delaware County will partner to encourage...

- **LU 1a** Providing technical assistance to municipal projects that maximize implementation of the goals, objectives, and policies of *Delaware County 2035*.
- **LU 1b** Providing continued assistance to municipalities with the inventory of appropriate development areas and resources that should be protected, as consistent with the goals, objectives & policies of *Delaware County 2035*.
- **LU 1c** Identifying and advocating for projects that concentrate funding for major infrastructure and service improvements in Delaware County's Central Places.
- **LU 1d** Developing design guidelines illustrating sound planning and design principles for the variety of community types that exist throughout the County.
- **LU 1e** Acting as a clearinghouse of resources related to the goals, objectives, and policies of *Delaware County 2035* to assist municipalities in implementation and training.
- **LU 1f** Continuing to inform municipalities and residents about strategies for conserving energy and encourage municipalities to include energy conservation strategies in their comprehensive plans.
- **LU 1g** Incorporating preservation and enhancement of natural resource areas and stormwater management retrofit as part of the development and redevelopment process.
- **LU 1h** Continuing to aid municipalities in identifying their historic and cultural resources and provide assistance to municipalities on ways to plan for their protection consistent with *Delaware County 2035*.

Place-making Themes

Delaware County's place-making themes outlined on page 33 were derived from the themes in the Municipal Plan Audits (see Link 1.04); they represent recurring recommendations from municipal comprehensive plans and are the general goals for improvement in every place level. These themes are only listed explicitly in the Countywide Policies to avoid redundancy, but all of the subsequent policies for the other character areas and central places also relate to these themes.

Delaware County's place-making themes are:

- Sustainable Development Patterns development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This also includes development which can be adapted for future uses and focuses on development around existing centers.
- Multi-modal Transportation a connected transportation system that supports pedestrians, public transit, bicycles, and motor vehicles.
- Range of Housing Options providing quality housing for people of all income levels, physical abilities, and family size. This includes housing of varying sizes available at various price points and with different types of ownership.
- Community Investment and Revitalization focusing investments on existing communities and infrastructure within each municipality; recognizing that our existing communities have provided valuable places to live, work, and shop for generations and should be valued for their importance within the region.
- Multi-municipal Partnerships municipalities can partner on a variety of projects at a variety of levels from informal information sharing to formalized joint contracting. Working with neighboring communities allows for efficiencies of scale and coordinated development across municipal lines.
- Quality Community Facilities municipalities strive to maintain strong community facilities which include both publicly and privately maintained facilities, and to make use of existing facilities and services in developed areas where possible before expanding into areas that do not currently have those facilities provided. Adopting a "Fix-it-first" policy conserves resources and ensures that the pace of development does exceed the ability of the community to support it.
- Historic and Natural Resource Protection preserving historic and natural assets within the County's landscape that have recreational, visual, cultural, environmental, or economic benefits.
- Smart Energy Choices includes retrofitting existing buildings, encouraging energy efficient construction, promoting green technology businesses, promoting energy related workforce training, and encouraging alternative energy where appropriate.
- Healthy Lifestyles promoting a built environment and programs that encourage active transportation and recreation, and make provisions for access to healthy food options for all citizens.
- **Community Character** it is important to plan new construction within the context of existing landscapes and development while recognizing that with the growth of our region new development will in fact change the landscape of the County. New development and redevelopment should fit in with the existing or desired character of the community.
- Regional Economic Development promoting long term and sustainable economic goals that help boost Delaware County's position in a global future.

Character Areas refer to the underlying broad areas with similar development patterns and characteristics. The four types of Character Areas are: Mature Neighborhoods, Growing Suburbs, Greenways, and Open Space.

Character Areas are described in detail in Chapter 2, on page 24.

Character Areas

Mature Neighborhoods

Objective

LU 2 Encourage compatible land use, redevelopment, and revitalization that will protect the stability and enhance the character of mature neighborhoods.

Policies

- **LU 2.1** Encourage appropriate infill development intensity and mix of land uses relative to the existing and planned uses for the surrounding areas.
- **LU 2.2** Promote transit use, and support improvement of existing transit stops to promote the revitalization of surrounding areas.
- **LU 2.3** Encourage the preservation and rehabilitation of existing housing stock to improve the stability and character of neighborhoods.
- **LU 2.4** Facilitate revitalization by promoting public and private investment and coordinating community programs and infrastructure improvements.
- **LU 2.5** Support adaptive reuse, infill development, and brownfield redevelopment appropriate to the surrounding character.
- **LU 2.6** Help sustain quality infrastructure systems and community facilities.
- **LU 2.7** Protect and restore historic and cultural resources to encourage revitalization and enhance community character.
- **LU 2.8** Promote economic development efforts in mature areas that build on existing assets.

Mature Neighborhoods

Action Plan

Delaware County will partner to encourage...

LU 2a Continuing to support Revitalization Action Plan initiatives.

LU 2b Advocating the use of Smart Growth principles at the municipal level.

LU 2c Working to establish Main Street/Elm Street-type programs in mature communities through partnership with municipalities.

LU 2d Encouraging multi-municipal planning efforts, including cooperative service agreements or other programs, where fragmentation encumbers municipalities' ability to meet the goals of *Delaware County 2035*.

LU 2e Continuing to assist mature neighborhoods with the inventory of where development is appropriate and what resources should be protected as consistent with the goals, objectives, and policies of *Delaware County 2035*.

LU 2f Developing a "Mature Neighborhoods" design guide illustrating sound planning and design principles with a focus on maintaining and reinforcing community character.

LU 2g Working with municipalities to develop incentives for the redevelopment of vacant properties in a manner consistent with *Delaware County 2035*.



Character Areas

Growing Suburbs

Objective

LU 3 Encourage context-sensitive design and sustainable development and redevelopment.

Policies

- **LU 3.1** Encourage development that is both compatible with existing and future land uses and consistent with community character.
- **LU 3.2** Promote the expansion of transit opportunities and provide pedestrian and bicycle facilities along existing roadways and in new developments.
- LU 3.3 Direct all development to areas with existing and planned infrastructure capacity.
- **LU 3.4** Support land preservation efforts to enhance quality of life and increase economic opportunities.
- **LU 3.5** Encourage quality community facilities commensurate with growth.
- **LU 3.6** Encourage innovative design techniques, such as cluster development and conservation design, which protect open space, historic sites, and environmental resources.
- **LU 3.7** Within new neighborhoods and schools, encourage and provide facilities for walking and biking to school to reduce the need for busing.

Growing Suburbs

Action Plan

Delaware County will partner to encourage...

LU 3a Advocating the use of Smart Growth Principles in municipal ordinances and comprehensive plan updates.

LU 3b Assisting municipalities in creating incentives for developers to integrate *Delaware County 2035* goals, objectives, and policies.

LU 3c Assisting municipalities in creating an inventory of lands most suitable for new development, as well as areas for conservation priorities.

LU 3d Developing a "Growing Suburbs" design guide illustrating sound planning and design principles with a focus on creating livable communities.

LU 3e Coordinating land use planning efforts between partners and providers to ensure consistency with County plans and programs related to expansion and upgrades to infrastructure.



Character Areas

Open Space and Greenways

Objective

LU 4 Preserve, connect, and expand greenways and open space to protect natural and historic resources, and promote healthy lifestyles.

Policies

- LU 4.1 Encourage land use decisions and development of design guidelines that protect natural resources.
- LU 4.2 Maximize multi-modal connections to promote a locally and regionally interconnected transportation, trail and greenway network.
- LU 4.3 Help to establish connectivity between residential areas, open space and greenways.
- LU 4.4 Support resources and programs that protect, maintain, enhance, and expand open space and greenways.
- LU 4.5 Promote municipal and multi-municipal planning programs that encourage coordination with conservation groups to integrate land use planning with natural resource conservation.
- LU 4.6 Protect and enhance the quality and quantity of water resources through the use of stormwater control measures and riparian buffers, and implement floodplain regulations to protect residents and property from flooding.
- LU 4.7 Identify and promote open space preservation and conservation techniques that protect natural resources such as natural areas, historic landscapes, vistas, farmland, soils, and wetlands.
- LU 4.8 Encourage preservation of open spaces in developed areas for passive neighborhood uses, visual relief, scenic value, and buffering purposes.
- LU 4.9 Encourage incorporation of open space and environmental principals into new development.

Open Space and Greenways

Action Plan

Delaware County will partner to encourage...

LU 4a Developing a prioritized list of criteria for evaluating land being considered for preservation and/or recreation.

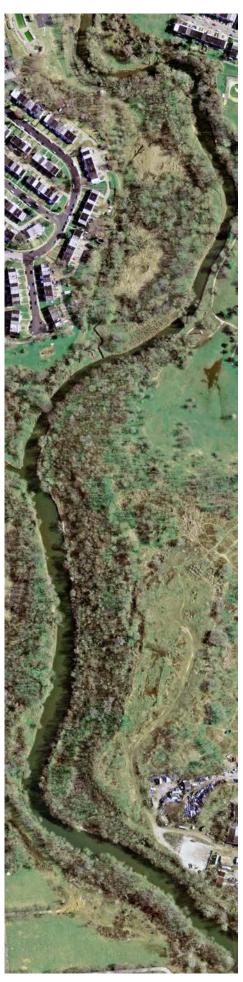
LU 4b Developing, adopting and implementing an open space and greenway plan that identifies types of open spaces to be protected as well as a potential greenway network for connecting residents with parks, schools, and other public spaces.

LU 4c Developing and adopting an official County Open Space and Greenways Map.

LU 4d Preparing and promoting a toolbox of resources containing open space preservation and conservation techniques for protecting natural resources.

LU 4e Working with municipalities and others to create a countywide trail system.

LU 4f Supporting programs that coordinate the protection of open space and historic resources.



Central Places

Urbanized Center, Town Center, Neighborhood Center

Objective

LU 5 Improve land use compatibility and accommodate population growth, institutions, services, and culture to strengthen economic competitiveness. One series of policies and actions is presented for Urbanized Center, Town Center, and Neighborhood Center since they share a common objective.

Policies

- LU 5.1 Encourage infill development and redevelopment compatible in use, scale, and intensity.
- LU 5.2 Support revitalization initiatives that improve transit connections and encourage transit-oriented development.
- LU 5.3 Encourage residential housing opportunities in commercial districts to promote a variety of activities within Centers.
- LU 5.4 Encourage excellence in urban design to create a pedestrian-friendly environment.
- LU 5.5 Support multi-municipal planning to direct growth to the County's existing Centers.
- LU 5.6 Support existing and encourage new community facilities in Centers.
- LU 5.7 Preserve historic resources to maintain and enhance the identity and viability of Centers.

Urbanized Center, Town Center, Neighborhood Center

Action Plan

Delaware County will partner to encourage...

LU 5a Targeting support to regularly updating and implementing Revitalization Action Plan initiatives.

LU 5b Working to establish Main Street-type programs in traditional downtowns.

LU 5c Supporting coordination among municipalities with regional marketing efforts.

LU 5d Incorporating context-sensitive open space, shade trees, and improved stormwater management into center.



Central Places

Activity Corridor

Objective

LU6 Promote economic redevelopment and development, while preserving community character and improving accessibility.

Policies

- LU 6.1 Encourage mixed-use nodes at the intersection of arterial roads.
- LU 6.2 Encourage safe and efficient multi-modal transportation between neighborhoods and regional destinations.
- LU 6.3 Encourage new mixed use activities and development patterns compatible with the desired character for the corridor.
- LU 6.4 Promote multi-municipal planning programs that encourage coordinated development and redevelopment along activity corridors.
- LU 6.5 Protect cultural and historic resources, such as scenic neighborhoods and open space assets along corridors to serve as anchors and catalysts for new development and activities.

Activity Corridor

Action Plan

Delaware County will partner to encourage...

LU 6a Assisting municipalities in keeping Activity Corridors competitive and vital while improving them by shaping and guiding orderly development along corridors according to the principles of this plan to achieve a greater degree of cohesiveness within and across municipalities.

LU 6b Assisting municipalities in revitalizing and maintaining Activity Corridors by providing zoning techniques that can stimulate redevelopment on sites that are vacant or underutilized.

LU 6c Targeting support to Revitalization Action Plan initiatives.

LU 6d Encouraging a Complete Streets approach that is comprehensive, integrated, and compatible with neighboring land uses.



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Chapter 4. Appendix of Links



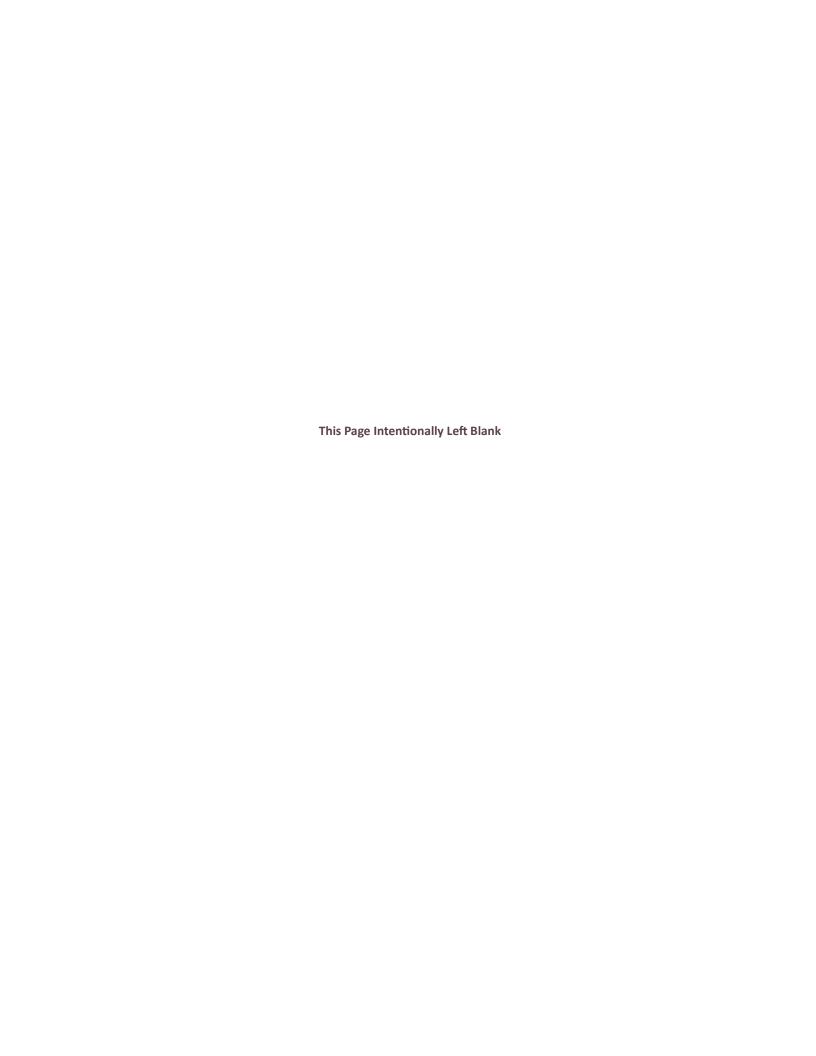


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Link 1.01: Glossary

AGRICULTURAL: Land developed with crops, pastures, orchards, tree farms, or other agricultural uses. The farmstead and associated buildings are also agricultural. Single or double lot split-offs with house are included in the agricultural classification.

BUFFER: Graduated mix of land uses, building heights or intensities designed to mitigate potential conflicts between different types or intensities of land uses; may also provide for a transition between uses. A landscaped buffer may be an area of open, undeveloped land and may include a combination of fences, walls, berms, open space and/or landscape plantings. A riparian buffer is located along a stream or other water body and contains plants appropriate to protecting water quality.

COMMUNITY CHARACTER: Those attributes of a community that make it unique, both in terms of the built environment and its population.

COMPLETE STREETS: A street designed and operated to enable safe, attractive, and comfortable access and travel for all users, including pedestrians, bicyclists, motorists, and public transport users of all ages and abilities.

CONSERVATION: The restoration, stabilization, management, and wise use of natural and heritage resources for compatible educational, recreational, aesthetic, agricultural, and scientific purposes or environmental protection.

CONTEXT-SENSITIVE DESIGN: The practice of taking into consideration the existing communities, character, and natural features in the design of built elements.

COMMUNITY FACILITIES AND SERVICES: Facilities and services for the benefit and use of the public; can be provided by public or private entities. Facilities refer to physical infrastructure, while services refer to the actions provided. Examples include utilities, libraries, education, and health care.

CORRIDOR: An uninterrupted path or channel of

developed or undeveloped land paralleling the route of a street, highway, or transit line.

DENSITY: Number of dwelling units (du) divided by the gross acreage (ac) of a site being developed in residential use; or, the number of dwelling units per acre (du/ac).

ENVIRONMENTAL IMPACT: Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's activities, products, or services.

FLOODPLAIN: Those land areas in and adjacent to streams and watercourses subject to periodic flooding. The 100 year floodplain has a one percent chance of flood occurrence in any given year.

GREENWAYS: A linear system of connected natural and man-made elements that function together for public benefit. These connections and the open spaces and other features that they connect, may be accessible to the public in the form of county or municipally owned parks and trails, or they may be owned privately with little or no public access.

HERITAGE OR HISTORIC RESOURCES: Structures, sites, and objects that reflect the prehistory and history of Delaware County.

INFILL: The use of land within a built-up area, typically for the reuse and repositioning of obsolete or underutilized buildings and sites. May involve a change of type or density of land use.

INTENSITY: The magnitude of development usually measured in such terms as density, floor area ratio, building height, percentage of impervious surface, traffic generation, etc. Also based on a comparison of a development proposal against the "carrying capacity" (i.e., environmental constraints or other conditions) of a specific land area to accommodate development without adverse impacts.

MIXED USE: A designation that permits a combination of uses within a single development or district. The development may contain a mix of office buildings, retail establishments, hotels, housing, and related uses.

MODE OF TRANSPORTATION: A type of transportation or means of getting from one place to another, including train, trolley, bus, bicycle, walking, motorcycle, car, and van. Multi-modal transportation refers to a connected transportation system that supports cars, bicycles, pedestrians, and public transit.

OPEN SPACE: Land and water features of the landscape that have not been developed for intensive human uses such as residential neighborhoods, business districts, or industrial sites. A variety of terms are used to describe different types of open space, including active open space (athletic fields, play areas), passive open space (scenic and natural parks), public open space (government-owned or controlled), and private open space (undeveloped and unavailable for public use). The term protected open space includes publicly owned open space, land owned by a land trust or conservation organization, land under a permanent easement or deed restriction, and homeowners association open space. Unprotected open space describes all other privately owned undeveloped land. Quasi-public open space, a subcategory of unprotected open space, covers school fields, institutional lands, cemeteries, and club recreation areas like golf courses and swim clubs.

NATURAL RESOURCES: Assets such as soils, woodlands, wetlands, and agricultural lands, along with hydrologic features such as rivers, lakes, and streams, that occur naturally within the County's landscape. This includes important habitat areas and the wildlife that they contain. Though sensitive to human disturbance, these resources have notable environmental, recreational, visual, and economic benefits, creating a needed balance between growth and their conservation.

REVITALIZATION: The renewal and improvement of older commercial and residential areas through any of a series of actions or programs that support and facilitate private and public investment. This community investment can include (but is not limited to) activities and programs designed to improve neighborhoods; strengthen existing businesses; attract new businesses; encourage

quality renovation and new construction; enhance public spaces and pedestrian amenities; ensure safe, efficient and convenient traffic flow; and contribute to the social and economic vitality of the area.

SMART ENERGY CHOICES: Using the most costeffective, long-term approaches to meet energy needs, while maintaining the lowest environmental impacts.

SUBDIVISION: The division by plat or deed of a piece of property into two or more lots, plots, tracts, parcels or other land divisions.

TRANSIT-ORIENTED DEVELOPMENT (TOD):

Compact, pedestrian and biking-friendly, mixed-use development containing medium-to-high density residential, office and retail uses within walking distance of certain rail transit stations.. Wellplanned TOD should incorporate good design principles and an appropriate mix of uses around rail transit stations to promote transit usage and create vibrant neighborhood centers at these locations.

URBAN DESIGN: An aspect of urban or suburban planning that focuses on creating a desirable environment in which to live, work and play. A welldesigned urban or suburban environment demonstrates the four generally accepted principles of design: clearly identifiable function for the area, easily understood order, distinctive identity, and visual appeal.

UTILITY: A service providing access to electricity, natural gas, water, sewage, or telecommunications. An organization that maintains the infrastructure for a public service; regulated under Title 52 (Public Utilities) of the Pennsylvania Code . Electricity and natural gas are deregulated in Pennsylvania.

WATERSHED: A land area, also known as a drainage basin, that drains, or "sheds" water to a particular stream or body of water.

WOODLAND: Forested areas of contiguous canopy or solid tree cover, woodlands, and natural lands.

WETLANDS: Land characterized by wetness for a portion of the growing season. Wetlands are generally delineated on the basis of physical characteristics such as soil properties indicative of wetness, the presence of vegetation with an affinity for water, and the presence or evidence of surface wetness or soil saturation. Wetland environments provide water quality improvement benefits and are ecologically valuable. Development activity in wetlands is subject to permitting processes administered by the PA Department of Environmental Protection and the U.S. Army Corps of Engineers.

UNIMPROVED LAND: Vacant land areas are areas that are undeveloped and not clearly wooded, nor agricultural, nor developed.

ZONING ORDINANCE: A document adopted by municipal governments that classifies all land into residential, commercial, industrial, planned development and/or overlay districts. It describes in detail the permitted density and uses allowed in each zoning district; and that lists the specific regulations that govern each land use.

Guide to Acronyms

DCPD Delaware County Planning Department

DVRPC Delaware Valley Regional Planning

Commission

ECG East Coast Greenway

HARB Historic Architectural Review Board

MPC Municipalities Planning Code

MPO Metropolitan Planning Organization

PHL Philadelphia International Airport

SALDO Subdivision and Land Development

Ordinance

SEPTA Southeastern Pennsylvania

Transportation Authority

Land Use Framework Terms

GOAL: A statement of a desired end-state or target. They are broad and relate to a specific element of the plan. A goal provides particular guidance for where the County should be in the future, and sets the tone for individual objectives for each element.

OBJECTIVE: A more refined, detailed version of the goal. Objectives relate directly to specific land areas and subjects, but are still fairly broad in their scope.

POLICY: A principle by which the County or its designated agency is guided in pursuit of goals, objectives, and the overall vision. Policies provide focused guidance on specific topics under the plan element headings. The policies tie the implementation of the plan to the goals and vision.

ACTION ITEM: A concise, implementable program or course of action for carrying out the objectives and policies. Action items may be undertaken by the County, municipalities, or a collaborative approach.

Link 1.02: Related County and Other Plans

Delaware County 2035 builds off of a strong base of plans, studies, and reports completed in Delaware County. These past projects and helped shape the creation of this document, which in turn will help shape future planning efforts.

- Delaware County Land Use Plan 2000 (1976): This plan comprehensively addressed development
 trends into the year 2000. It identified a dozen development cores and activity centers by evaluating
 highway and transit routes, population trends and forecasts, employment statistics, and public service
 levels. The plan promoted increased development patterns in the identified cores and activity centers
 as alternatives to sprawl. This plan was never officially adopted.
- **Delaware County Open Space, Parks and Recreation Study (1978):** This plan provided a comprehensive analysis and made recommendations for leisure time facilities, services, and programs for the County. It is presently being updated by DCPD.
- Planning Efforts at the Turn of the 21st Century: In the late 1990s and early 2000s, DCPD undertook a
 major comprehensive planning effort, producing a thorough comprehensive plan draft that was
 unfortunately never officially adopted. This effort included the following major initiatives:
 - Consensus-Building Workshops: In October 1999, DCPD held more than a dozen workshops throughout the County, with separate workshops for municipal officials and for other leaders of the community. Participants were chosen at the discretion of the governing bodies of all 49 municipalities. In total, the County met with 85 delegates representing approximately 35 of the County's 49 municipalities. Traffic related concerns were the most talked about issue. Participants felt that traffic degrades the County's quality of life and should be a high priority when planning for the future. Other recurring themes of the workshops dealt with the maintenance and extensions of public infrastructure, need for improved youth services and facilities, additional senior services, the reduction of high property taxes, and the conservation and creation of open space.
 - "Voice Your Choice" Questionnaire: In November 1999, a 3-page survey was distributed to County residents through local newspapers, public libraries, mailings to municipal buildings and public school districts, and an online version. A total of 140,000 paper questionnaires were distributed, and more than 4,500 returned, a response rate of 3%. The Countywide results of the questionnaire are listed in Appendix X. In summary, 89% of the respondents stated that the County is a "somewhat desirable" or "very desirable" place to live. By contrast, 65% believe that the County will become a "less desirable" place to live within the next 10 years.
 - Citizen Task Force Groups: After the results of the workshops and questionnaire were tallied in early 2000, they were provided to four separate citizen task force groups. Participants of these groups were identified through the workshops and supplemented by the County identifying residents with expertise in one of the four topic areas. These areas were housing, transportation, historic preservation, and land use/open space. Each group was provided a summary of the County's existing conditions and the workshops and questionnaire responses. Upon review of these materials, the groups refined the public's opinion into goals and objectives for the 2000 Comprehensive Plan draft.

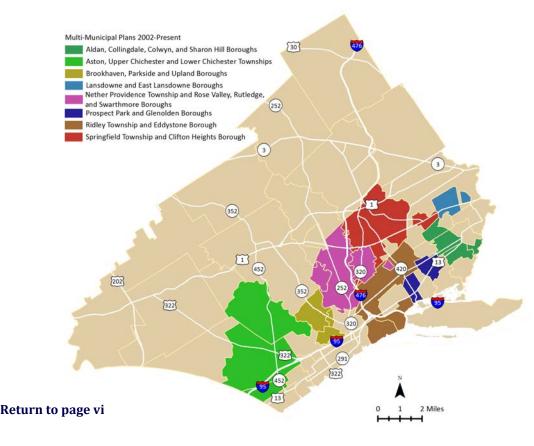
- Revitalization Program (2002): The Delaware County Council established the Revitalization Program (initially called the Renaissance Program) with the goal of assisting older, inner-ring communities located in eastern Delaware County in once again becoming attractive, livable, and economically viable communities. Twenty-nine municipalities containing nearly half of the County's population were divided into five Revitalization Planning Areas, and, with the assistance of private consultants, each area began the task of developing Action Plans that identified the most pressing needs of the area. The plans were officially adopted in 2003, and in each year from 2003 through 2007, Council allocated \$1 million in General Fund revenue to projects identified as high priority for a total allocation of \$5 million. More information on the Revitalization Program including the individual 2003 Action Plans can be found at www.co.delaware.pa.us/planning/countyregionalplanning/revactionplan.html.
- **Delaware County Bicycle Plan (2009):** This is a component of the draft updated Delaware County Comprehensive Plan and was officially adopted by County Council in May 2009. The main goal of the Plan is to encourage bicycling for transportation purposes and not just recreation and exercise. The Plan presents a series of objectives for bicycle transportation in addition to a roadmap to achieve its essential goal of improving acceptance of bicycling as a viable mode of transportation in the County. The identification of corridors for on-road improvement for bicycling is a central component of the plan. The Plan also provides guidance for off-road bicycle use on greenways and trails. The completed plan can be found at www.co.delaware.pa.us/planning/transportation/bikeplan.html.
- Natural Heritage Inventory of Delaware County (2011): The Natural Heritage Inventory of Delaware County, Pennsylvania contains information on the locations of rare, threatened, and endangered species and of the highest quality natural areas in the county. The completed Natural Heritage Inventory can be found at www.naturalheritage.state.pa.us/CNAI PDFs/Delaware CNHI Update 2011 WEB.pdf.
- Delaware County Open Space, Recreation and Greenway Plan (ongoing): The Planning Department is
 in the process of developing a new Open Space Plan that will be a component of the County
 Comprehensive Plan. It will contain objectives and strategies for countywide open space usage and
 conservation, and identify needs and opportunities to enhance the County parks system. The open
 space plan will also include a two-phase greenway plan; thus far the first phase for the Darby Creek
 watershed area has been completed.
- Municipal Energy Management Toolbox (2013): In recent years, due to rising energy costs and emergent concerns about the production of energy, Delaware County has undertaken an effort to develop an Energy Plan & Action Strategy for the County. It is widely acknowledged that land use patterns, transportation and land use relationships, and urban design all substantially influence energy consumption and have an impact on the choices made by individuals. Thus strategic planning on the part of county and municipal governments the entities responsible for making land use decisions can have a significant role in encouraging more energy efficient lifestyles among their constituents. This project is currently underway, and is being funded by a portion of the County's allocation of Energy Efficiency and Conservation Block Grant (EECBG) funds, provided through the American Recovery and Reinvestment Act (ARRA) of 2009.
- **Growing from Within, A Blueprint for Growth in Delaware County (2013):** This 10-year economic development strategy includes targeted efforts to give the County and businesses the competitive edge by igniting and fostering entrepreneurship, business expansion and location, and workforce development among all types of workers. Proposed strategies include creation of innovation corridors, attracting upscale retail outlets, green jobs, incubators for start-up business ventures, tax incentives, hosting developer summits, foreign trade zones, transit improvements and maximizing port facilities.

Municipal Comprehensive Plan Inventory: As part of the process for the development of Delaware
County 2035, an inventory of municipal comprehensive plans was taken to ensure availability of the
most up-to-date copy, in an electronic version if possible. This framework plan sought to build off these
municipal comprehensive plans which represent the extensive outreach efforts that have already been
undertaken in their development. An overview of the inventory of comprehensive plans as of the date
of this Plan are attached as Link 1.04.

Municipalities with Multi-municipal Comprehensive Plans:

- Aston, Upper Chichester, Lower Chichester
- Brookhaven, Parkside, Upland
- Rose Valley, Nether Providence, Swarthmore, Rutledge
- Springfield & Clifton Heights
- Lansdowne/East Lansdowne
- Ridley Township & Eddystone
- Aldan, Collingdale, Sharon Hill, Colwyn (Four Boroughs Comp Plan)
- Glendolden-Prospect Park (underway)

Figure L-1: Multi-municipal Comprehensive Plans



Link 1.03: Specific Requirements of the MPC

Act 247, generally known as the Municipalities Planning Code (MPC), authorizes the drafting of comprehensive plans in Pennsylvania to promote coordinated development and encourage consistency in land use regulation across and among municipalities. In accordance with Article III of the MPC, Section 301 (a), a plan "shall include, but need not be limited to, the following related basic elements:

- A statement of objectives...concerning...future development, including, but not limited to, the location, character and timing of future development;
- A plan for land use, which may include provisions for the amount, intensity, character and timing of land use proposed for residence, industry, business,...and other similar uses;
- 2.1 A plan to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality...; [and]
- A plan for movement of people and goods, which may include expressways, highways, local street systems parking facilities, pedestrian and bikeway systems, public transit routes, terminals, airfields, port facilities, railroad facilities and other similar facilities or uses."

As defined by Act 247, a county comprehensive plan is "...a land use and growth management plan...which establishes broad goals and criteria for municipalities to use in preparation of their comprehensive plan and land use regulations." The MPC also requires that municipal comprehensive plans be generally consistent with the county comprehensive plan. To ensure this consistency, the MPC requires that the county consider amendments to its plan when municipal comprehensive plans are amended and vice versa. Additional statemandated planning programs include stormwater management activities and the Sewage Facilities Planning Act (Act 537) requiring that county planning commission's review plans of proposed development and sewage facilities.



Link 1.04: Municipal Plan Audit

DCPD reviewed the municipal comprehensive plans for each of Delaware County's 49 municipalities. These Plan Consistency Reviews outlined the date of the comprehensive plan, as well as the plan's adopted policies, goals, and objectives. In addition, the plan consistency reviews included any special features and challenges that were identified within each municipality's plan.

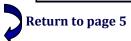
The municipal plan audit heavily influenced the draft goals, objectives, and policies for the *Delaware County* 2035 Land Use chapter. DCPD reviewed and summarized the adopted Land Use Element and Future Land Use map for each municipality to ensure that the County's draft Land Use policies, goals and objectives were not in conflict with policies that have been adopted at the municipal level.

To review all of the municipal plan audits, visit http://www.co.delaware.pa.us/planning/ countyregionalplanning/municipalplanreview.html.

The following table is a sample Plan Consistency Review for the Borough of Morton.

Table L-1: Sample Municipal Plan Review

Municipality	Morton
Comp. Plan	Comprehensive Plan for the Borough of Morton (pgs. 98-148 missing)
Date of Plan	January 15, 2003
Overall Vision Statement & Goals, Objectives and Recommendations	Pgs. 2-1 – 2-12
Contiguous Municipalities	Springfield, Ridley Township, Rutledge Center of Delco.; issues with Springfield with respect to Walnut Street pg. 6-6;
Themes	.36 sq. mi. – 70% residential, nearly fully developed, pgs. 1-1, 5-1; Compact, walkable community with different compatible uses near one another; Morton and Kedron Avenues intersection center of Borough pg. 2-7; farming to commuter suburbs, 3 distinct neighborhoods ("North, Central and South Morton") pgs. 7-1, 2; , intimate blocks pg. 3-4;
Challenges	Size of Borough and Dwindling tax revenue base pg. 1-10; Incompatible uses near one another pg. 1-3 and 1-9; Traffic pg. 1-8, 6-4; Conversion of single-family dwellings to apts and rooming houses, appropriate building stds. and code enforcement, pg. 1-3, 1-10, 5-22; underpass for Woodland/Kedron Ave. at the regional rail line, pg. 1-3, 6-5; Infiltration and inflow issues pg. 1-4; stormwater management issues pg. 1-4; deficient open space and public rec. facilities pg. 1-4; need for CIP pg. 1-4; Flooding pgs. 1-7, 4-5; elder-dominant if no outmigration pg. 3-11; no Welcoming signs pg. 6-8; no bicycling parking facilities pg. 6-12
Special Features	Incorporated in 1898 originally called Newtown after Isaac Newtown (sic) (this should be Newton) pg. 3-2; named after John Morton, signer of the Declaration of Independence and casted the deciding vote, pg. 3-3;transit- oriented village pg. 3-6; Balt. Pike northern boundary (E/W commercial thoroughfare) pg. 1-1 and SR420 N/S travel to I-95 pg 1-8; Regional Rail Media/Elwyn line pg. 1-3;
Other Plans & Studies	Comprehensive Plan (1973); DVRPC 2025 Transportation Plan (2001); Delaware County Act 537 Sewage Facilities Plan Update, Eastern Plan of Study; Soils Survey of Chester and Delaware Counties, Pennsylvania;



Link 1.05: Overall Policy Framework Objectives

Delaware County's diverse landscape, people, and places require a comprehensive planning process to set policies that provide adequate community facilities, sustain natural and cultural resources, and support opportunities for employment and growth.

Delaware County 2035, the County's first Comprehensive Plan, represents a call to action by County Council and Planning Commission. At their direction, the Delaware County Planning Department (DCPD) seeks to unite the efforts of public, private, and corporate groups and individuals to answer the challenges facing the County during the first third of the 21st century, such as:

- How do we accomplish growth, while maintaining Delaware County's outstanding quality of life?
- How do we retain the assets that make the County special?
- What are the aging infrastructure and community facilities that need to be renovated or replaced?
- What do we need to do to continue to support and encourage economic development opportunities which create jobs that support higher wages?
- How do we address the housing and community needs of an aging population?
- How do we leverage exceptional transportation infrastructure in support of community and economic goals?

The objective of this document is provide an overview of the unique communities that comprise Delaware County, specifically identifying key demographic trends and land use patterns. This baseline information will guide future land use planning, development, and stakeholder engagement through 2035.

Delaware County's objective is to provide its residents with the tools to collaboratively build strong municipalities through policies which respect and support their uniquely livable, affordable, and sustainable communities. It is important to note that the final decisions relative to planning and zoning remain the responsibility of municipal officials. The County's powers are limited to suggesting refinements to local actions that reflect the common issues, goals and strategies shared by municipalities countywide.

Link 2.01: Delaware County Municipal Classifications

In Pennsylvania, the "class" of a municipality is based on population and form of governance. Each Pennsylvania communities have the option to become incorporated under its own unique charter, commonly know as Home Rule. Except for Home Rule municipalities, the following definitions apply:

Borough: population under 10,000; governed by a mayor and three, five or seven-member council (depending on size).

First Class Township: population density greater than 300 people per square mile; governing body made up of elected commissioners – either five commissioners elected at large or one commissioner per ward if the township is divided into wards.

Second Class Township: population density less than 300 people per square mile; governing body composed of three supervisors who are elected at large; can a become First Class Township through popular vote.

Third Class City: population less than 250,000; commission form of government where mayor acts as commission chairman with four other elected council members.

Figure L-2 (below) shows Delaware County's municipalities by classification.

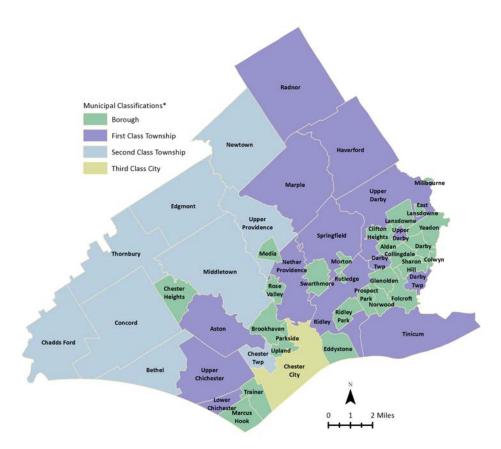
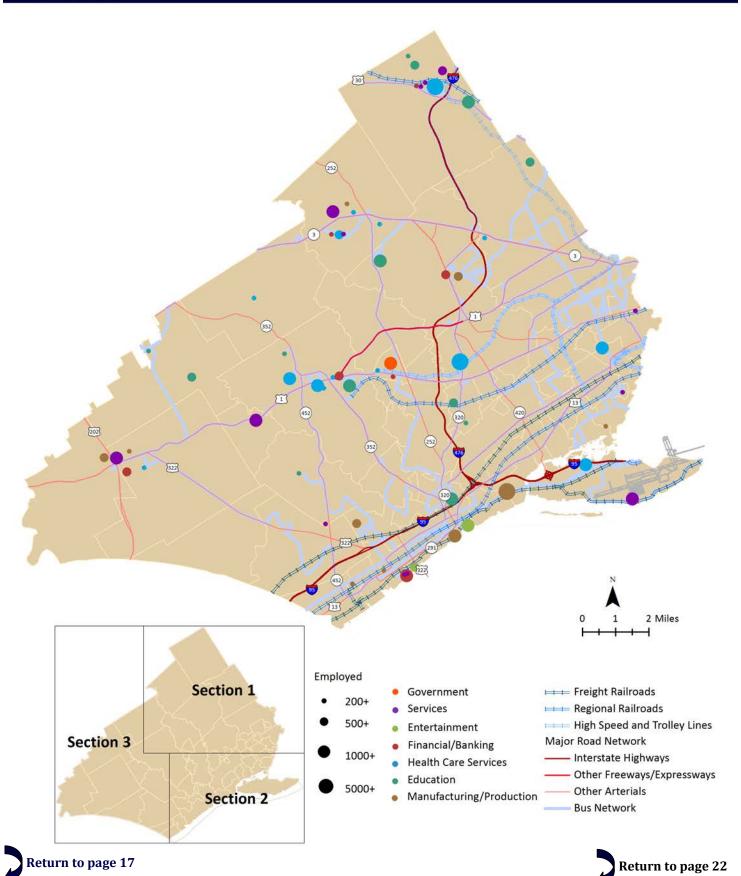
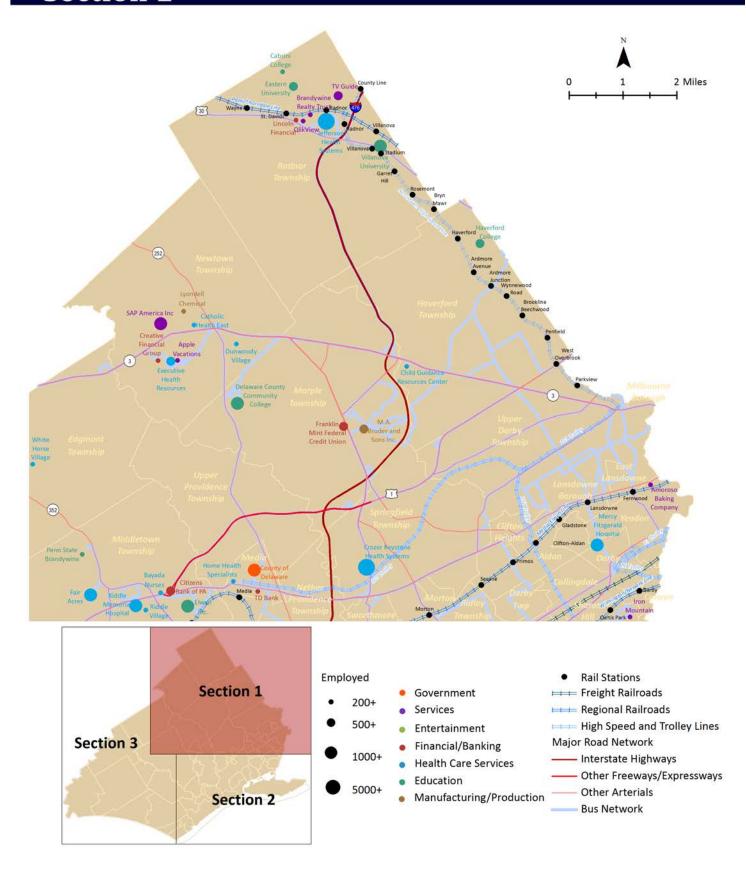


Figure L-2: Municipal Classifications

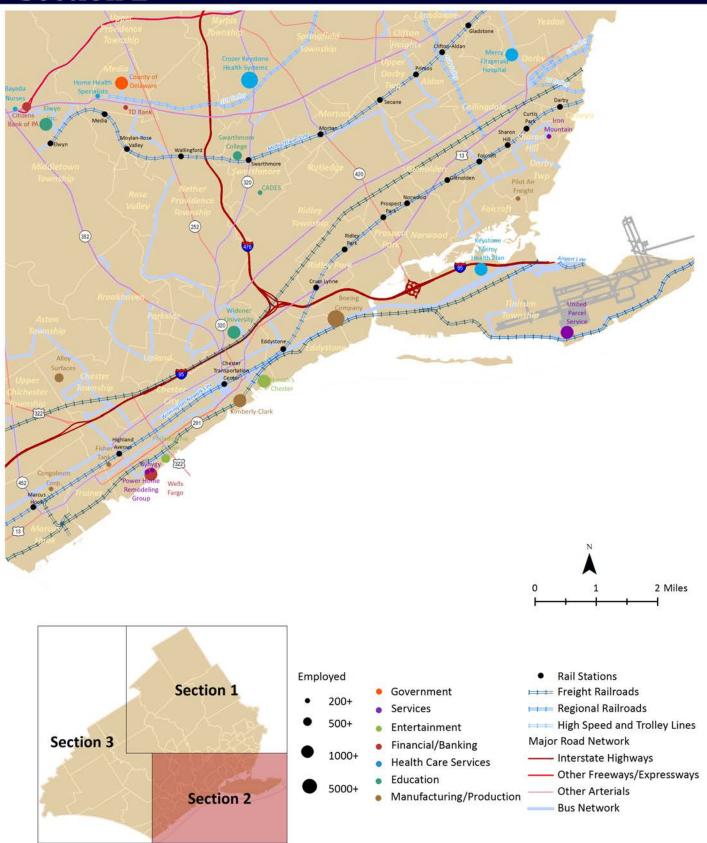




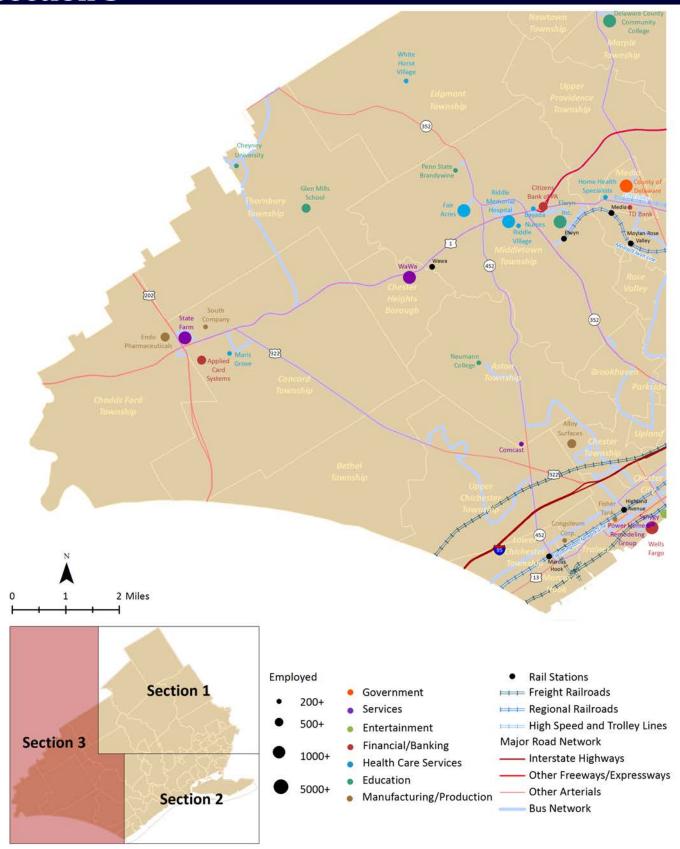
Employment Centers



Employment Centers



Employment Centers



Link 2.03: Key SEPTA Projects in Delaware County

- Extension of the Media-Elwyn Regional Rail line to Wawa: This project will restore service on the Media/Elwyn Regional Rail line from the existing terminus at Elwyn to the former Wawa station at Route 1 (Baltimore Pike), a distance of three miles. Service once extended to West Chester, but was terminated in 1986 because of deteriorating track conditions and low ridership. This project includes new track and catenaries, a parking garage at Wawa, and a new railcar storage/layover yard in Lenni. As a result of moving the storage yard from Media to Lenni, the Media station parking lot will be expanded.
- Construction of structured parking at 69th Street Terminal: The 69th Street Transportation Center is an intermodal transportation facility that serves as a terminus for SEPTA customers using the Market-Frankford Line, the Norristown High Speed Line, the Media-Sharon Hill Line and 17 SEPTA bus routes. SEPTA used earmark funds to advance and complete the design of the 69th Street Transportation Center Parking Facility project. Due to funding constraints, construction is now planned to move forward in phases. Phase I is site preparation and utility relocation and will cover site improvements including installation of a stormwater management system. Pending the availability of capital funds, Phase II includes the construction of a 425-space parking garage and improvements to pedestrian connections between the new garage and the existing building. The construction of this garage will provide for increased ridership on SEPTA routes serving the 69th Street Transportation Center. A portion of the new parking facilities will also serve retail customers during evenings and weekends.
- Secane Station Relocation: This project would relocate Secane Station away from the corner or North Avenue and Providence Road to a distance midway between North and Bishop Avenues in Upper Darby Township. This project would be phased to include a parking lot expansion with pedestrian access from Bishop and North Avenues and provide for the construction of ADA-accessible, high-level platforms. This project would provide the Media/Elwyn Line with its eighth ADA-accessible station while also eliminating the practice of boarding and alighting passengers while the train blocks vehicular and pedestrian traffic at the North Avenue and Providence Road intersection.
- West Chester Pike Rapid Bus service: West Chester Pike buses may carry the highest number of SEPTA riders in any suburban Philadelphia corridor that does not have regional rail service. DCPD is considering a number of possibilities to improve service in this area including dedicated busways, transit signal priority (TSP), park-and-ride lots, and express bus service.
- Expanding ADA accessibility: Villanova Station on the Paoli/Thorndale Line is programmed for a two-part construction phase to provide high level platforms and passenger shelters, rehabilitation of the pedestrian tunnel to be outfitted with ADA-accessible ramps and newer stairs, as well as improved and increased parking capacity at the station. This rehabilitation will increase the number of ADA-compliant stations on the Paoli/Thorndale Line to six stations, three of which would be located in Delaware County. Once completed, this would leave St. David's train station as the last station in need of ADA-compliance in the Delaware County section of the Paoli/Thorndale Line.

TOD examples:

• Chester Transportation Center: Chester City has undertaken numerous studies, including the recent "Chester Transportation Center and Economic Development Action Plan," to determine how to best utilize vacancy among its downtown parcels and spur economic development opportunities for the City. Many of these parcels could be classified as possible TODs due to their

close proximity to the station and Chester Transportation Center's high bus and rail ridership. The Chester Transportation Center ranks 73rd of 151 overall for regional rail ridership and sees an average of 4,000 bus commuters daily. The Chester Transportation Center is serviced by one regional rail line (Wilmington/Newark) and seven bus routes (37, 109, 113, 114, 117, 118, and 119).

- Marcus Hook: Marcus Hook Borough identified a seven acre tract of land adjacent to the SEPTA train station on the east side of Market Street (Route 452) to be zoned for a transit-oriented development, which would provide for a mix of land uses that have sufficient density to support public transit service. The Borough received funding to explore the concept of a Transit Revitalization Investment District (TRID), which would enable Marcus Hook to capture the real estate taxation and other values added by development activities (the tax increment) for reinvestment in the transit system and local community.
- Millbourne: Millbourne Borough is planning for the redevelopment of the vacant former Sears site north of the SEPTA Market Frankford Line Millbourne Station and adjoining the Cobbs Creek into a Transit Oriented Development (TOD) that would build on the area's existing public transit assets. The Borough envisions the approximately 15-acre tract being renewed as an integrated mixed-use development that would include commercial, residential, and civic uses as well as recreational and open spaces that would connect to the existing rail station, nearby bus routes and a planned multi-use trail through the site. The Borough is considering the adoption of a Transit Oriented Development Zoning Overlay district for the site to enable this type of development.

SEPTA Expansion Projects affecting Delaware County

Norristown High Speed Line Extension to King of Prussia: SEPTA has undertaken an Alternative Analysis
(AA) and Draft Environmental Impact Statement (DEIS) process required of any transit agency seeking to
use federal funds for transportation improvement and expansion projects. This project would provide a
one-seat ride via high speed rail from 69th Street Terminal or the Norristown Transportation Center to
the King of Prussia Mall and office park. This expansion project would provide for increased and more
reliable transit access for residents of Delaware County while also allowing for added interest in TransitOriented Developments around existing Norristown High Speed Line stations in the County.



Construction of ADA accessible platforms at Primos Station on the Media-Elwyn Line. Image source: Google street view

Link 2.04: Largest Employers & Top Industry Sectors

Table L-2: Largest Private Sector Employers

Company	Location	Industry	Employee Range
Boeing Company	Ridley Park	Rotorcraft Division	5000 +
Crozer Keystone Health Systems	Springfield	Health Care Services	5000 +
Jefferson Health Systems	Radnor	Health Care Services	5000 +
Delaware County Community College	Media	Education	1000 +
Delaware County Government	Media	Government	1000 +
Elwyn Inc.	Media	Education	1000 +
Harrah's Chester	Chester	Casino & Racetrack	1000 +
Keystone Mercy Health Plan	Lester	Health Care Services	1000 +
Kimberly-Clark	Chester	Paper Products	1000+
Mercy Fitzgerald Hospital	Darby	Health Care Services	1000 +
Riddle Memorial Hospital	Middletown	Health Care Services	1000 +
SAP America Inc	Newtown	Software	1000 +
State Farm	Concord	Insurance	1000 +
United Parcel Service	Lester	Expediting Service	1000 +
Villanova University	Radnor	Education	1000+
WaWa	Media	Service	1000 +
Wells Fargo	Chester City	Financial/Banking	1000 +
Widener University	Chester City	Education	1000 +

Source: Delaware County Commerce Center, http://www.delcopa.org/top-employers.php



Industry	2012 Jobs	Percent
Health Care and Social Assistance	39,687	17.08%
Government	25,947	11.17%
Retail Trade	23,653	10.18%
Manufacturing	16,421	7.07%
Accommodation and Food Services	15,225	6.55%
Professional, Scientific, and Technical Services	14,314	6.16%
Educational Services (Private)	13,766	5.92%
Other Services (except Public Administration)	13,272	5.71%
Construction	12,676	5.46%
Administrative and Support and Waste Management and Remediation Services	12,125	5.22%
Finance and Insurance	11,438	4.92%
Transportation and Warehousing	8,136	3.50%
Wholesale Trade	6,932	2.98%
Management of Companies and Enterprises	6,932	2.53%
Arts, Entertainment, and Recreation	5,885	2.53%
TOTAL	232,341	

Source: Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis.

Link 2.05: Community Framework Map Description

Defining places in Delaware County has always been a challenge due to the many unique and historic characteristics of its communities. Standard classifications of urban, suburban, and rural don't provide enough detail to prove meaningful with the levels of diversity across the County. Municipalities in Delaware County often contain multiple types of landscapes and development patterns within their borders and can include multiple types of characteristics along the urban to rural gradient. Yet trying to capture the distinctive blend of attributes present in the physical environment proves to be a difficult task.

Delaware County 2035 seeks to do this through overlaying Character Areas and Central Places instead of defining entire municipalities into a single category. Character Areas look at the general nature of the land uses in terms of density and age of land use while Central Places classify activity areas within the municipalities based on size and regional draw. These overlays are not explicitly defined in a checklist, but provide a framework for municipal leaders and the public to look at to define their own neighborhoods.

The community framework map creates a tool that will assist municipal leaders and the public in identifying and adopting objectives, policies, and actions specific to their unique communities. At the same time, places are classified in such a way that lessons can be learned from other similar places in other parts of the County. This framework will shape the way the subsequent plans in the County look at making recommendations.

Character Areas - Mature Neighborhoods and Growing Suburbs Gradient

Municipalities in Delaware County are not simply Urban, Suburban, and Rural. There is a gradient of development from some of the densest communities in the region to largely rural communities with a broad variety of development patterns in between. Creating sharp lines between types of communities along municipal boundaries does not show the full picture. *Delaware County 2035* seeks to create a gradient between developed communities and those that are more rural to provide a framework for looking at appropriate strategies.

The map shows that each municipality includes some characteristics of both mature neighborhoods and growing suburbs. It is not meant to be a land use map and thus does not apply a separate category to individual parcels, but rather provides a general description of the character of broad areas. That is why the gradient is not labeled or numbered with different levels for each classification. The framework is a tool to provide users a general feel for the community based on data that is readily available and easily updatable in the future.

To create an effective framework map, data was needed to measure the diversity of mature and growing communities present in Delaware County. Density is an important factor, but it doesn't tell the whole story. For example, the Garrett Hill neighborhood in Radnor Township has approximately the same density as parts of Chester City, although they have very different characters. That is why several different measures of development level were tracked and some economic characteristic were also included. The analysis also looked at available data for both population levels and housing characteristics. The data used was weighted based on the importance of the classification in identifying the character of the underlying area.

The data sources used, their level of weight, and type of measure are shown in Table L-3

Table L-3: Data Sources for Mapping Underlying Character Areas

Data Layer	Source	Level	Weight	Type of Measure	
DVRPC Mature Neighborhood or Growing Suburb Status	DVRPC	Municipal	3 times	Development	Both
Density	Census	Block	2 times	Development	Population
Population Change	Census	Block	2 times	Development	Population
% Houses built after 2000	ACS	Census Tract	1 time	Development	Housing
% Houses built before 1939	ACS	Census Tract	1 time	Development	Housing
% Owner occupied	ACS	Census Tract	1 time	Both	Housing
% Renter occupied	ACS	Census Tract	1 time	Both	Housing
% Vacant	ACS	Census Tract	1 time	Economic	Housing
Housing Value	ACS	Census Tract	1 time	Economic	Housing
Monthly Owner Cost	ACS	Census Tract	1 time	Economic	Housing
Median Rent	ACS	Census Tract	1 time	Economic	Housing
Median Income	ACS	Census Tract	1 time	Economic	Population
% Below Poverty	ACS	Census Tract	1 time	Economic	Population

In comparing these different scales of value, it was important to normalize the data so that they would be comparable by creating a standard score. This way population figures which are in the tens of thousands could be compared with classifications such as DVRPC's Mature Neighborhood or Growing Suburb status which is a binary one-or-the-other value. The data was standardized using the equation below, which can be expressed as the value minus the mean divided by the standard deviation.

The standard score of a raw score x is

$$z = \frac{x - \mu}{\sigma}$$

where:

 μ is the mean of the population;

 σ is the standard deviation of the population.

Z- Score - The quantity z represents the distance between the raw score and the population mean in units of the standard deviation. z is negative when the raw score is below the mean, positive when above.

Character Areas - Open Space and Greenways

The Open Space and Greenways classification shows those areas of Delaware County currently dedicated as open space or where there are efforts to connect greenways. These are parts of the County where building development of a non-recreational nature should be discouraged. The underlying gradient of Mature Neighborhoods versus Growing Suburbs still applies in the implementation, opportunity, and character of these spaces. Greenways can also be used to connect Central Places.

Central Places

The final set of characteristic used to classify place examines those Central Places where activity is concentrated in the County. These characteristics have a different face in each community depending on population density and when they were developed. As with the underlying Character Areas described above, effort was taken to provide tools to allow communities to self-identify and to avoid concretely defining each area. This also provides an opportunity for communities to look at others throughout the County for comparison, lessons, and tools. Municipalities can learn from areas beyond how they are currently defined to look at strategies which look to improve different types of central places.

In giving examples of Central Places, *Delaware County 2035* creates simple and easily definable areas that are recognizable to the general public. In the simplest terms, these areas were defined by the number and length of streets that contain their greatest concentration of activity.

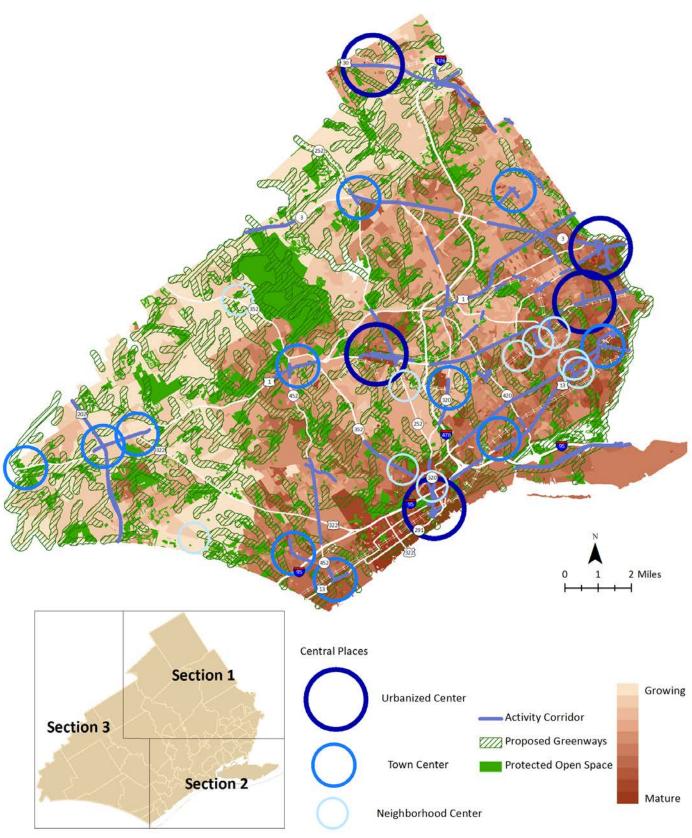
Urbanized Center: Generally characterized by a multiple street grid area of activity. Urbanized Centers are the major downtowns of the region. For smaller communities looking to serve that function, some of the policies, objectives, and actions created for Urbanized Centers may apply to the Town or Neighborhood Centers.

Town Center: Generally characterized by a single pedestrian-oriented main street. These traditional smaller downtowns serve as the heart of their communities. They attract shoppers from nearby communities as well as their communities.

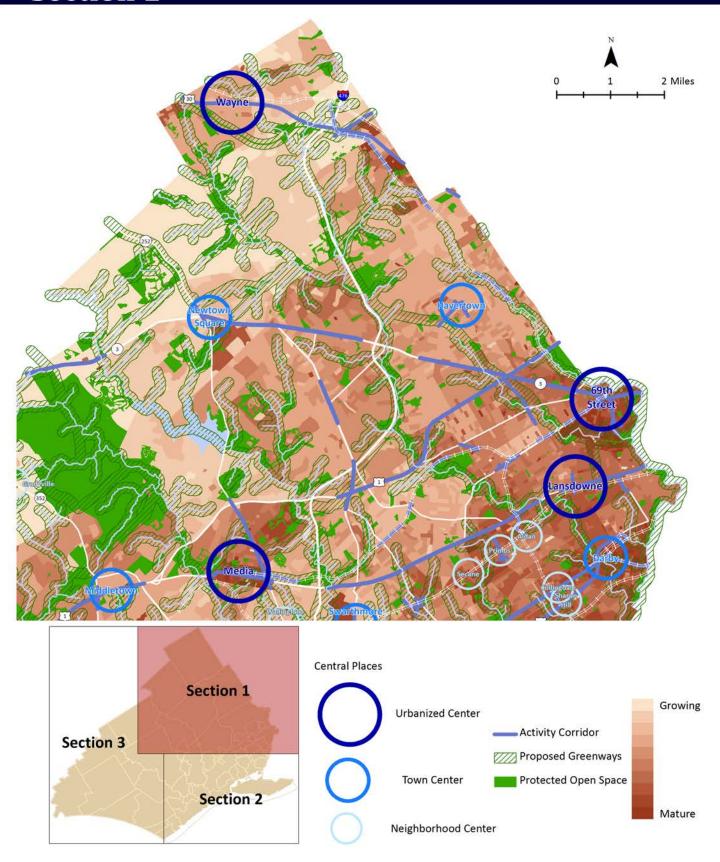
Neighborhood Center: Activity is centered at an intersection or single point. In less developed parts of the County, these can act as downtowns and some of the policies, objectives, and actions of town or urbanized centers may be applicable. In more densely developed areas, these are the focal point for local shopping.

Activity Corridor: Activity is concentrated linearly over a length of a transportation corridor, but over a distance longer than that found in a Town Center. These can contain neighborhood centers at key crossroads or transit stops and many of those policies, objectives, and actions may apply at these key junctions. In other sections these may aspire to become more walkable Town Center developments. Others may be appropriate to keep as a linear corridor that makes accommodations for all modes of transportation.

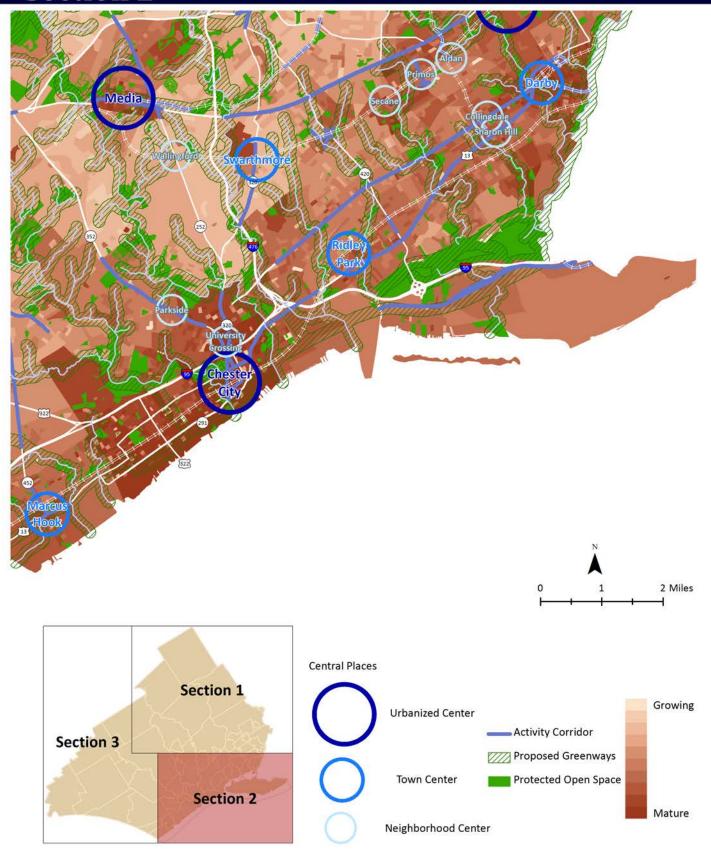




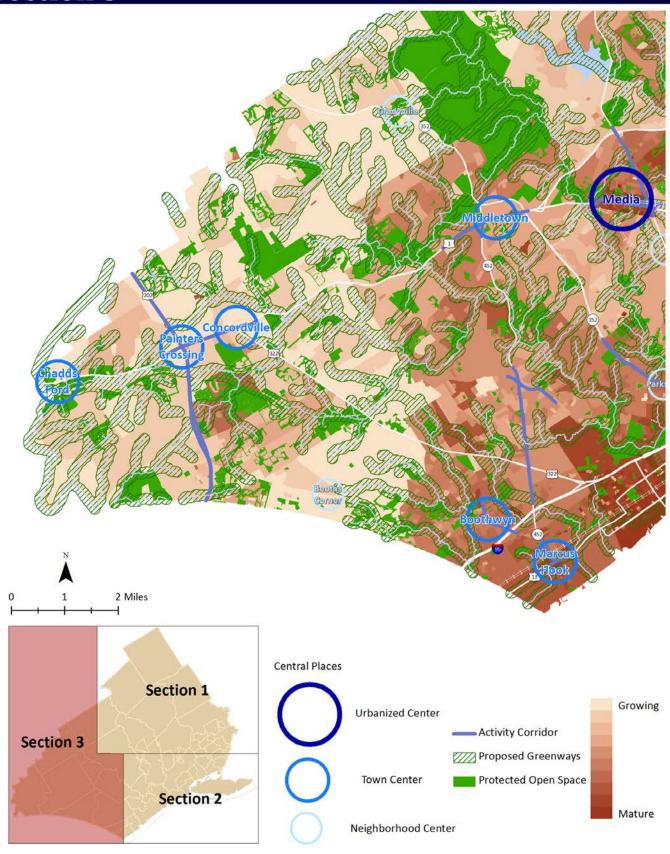
Community Framework

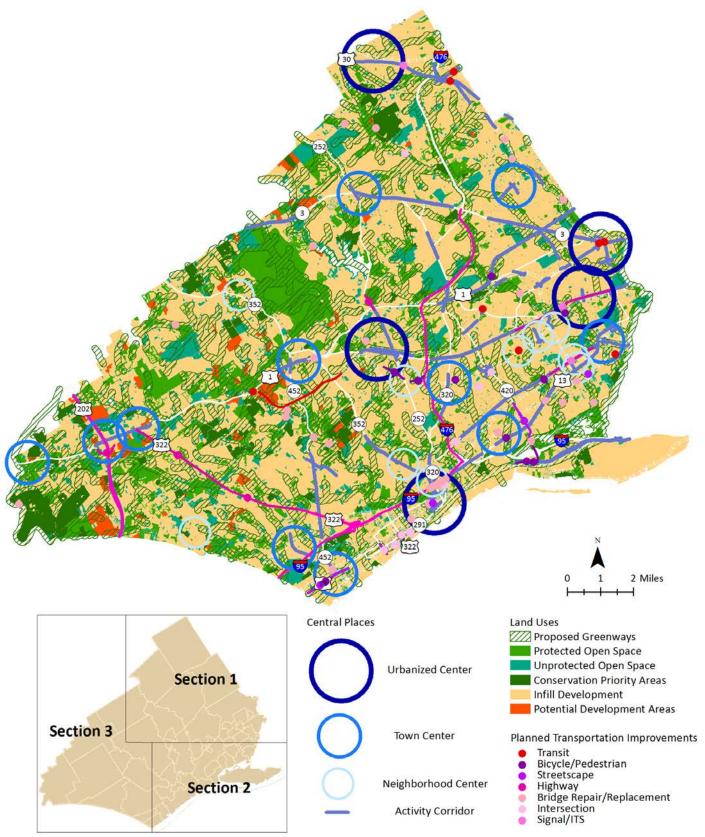


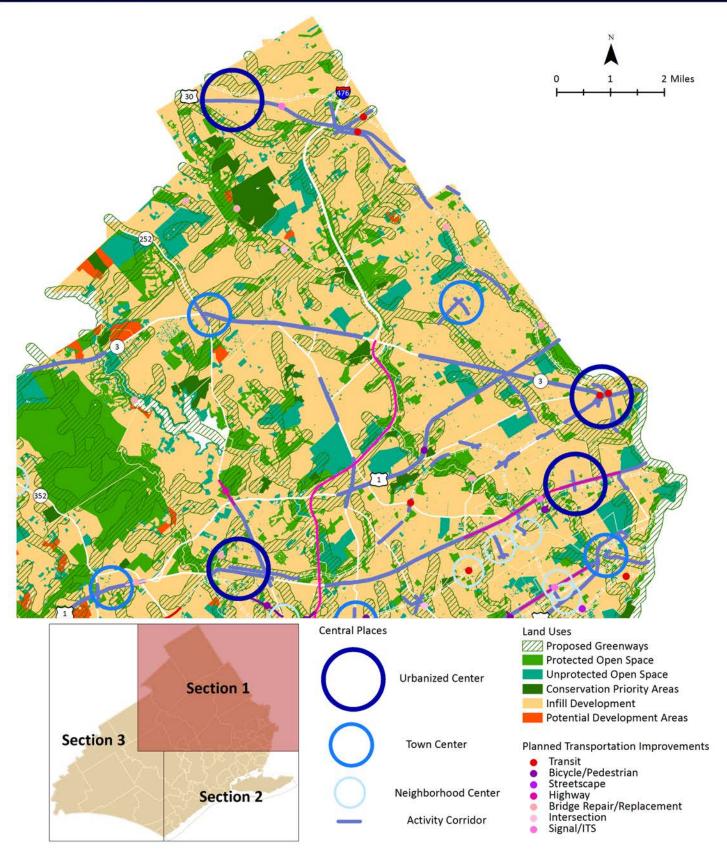
Community Framework



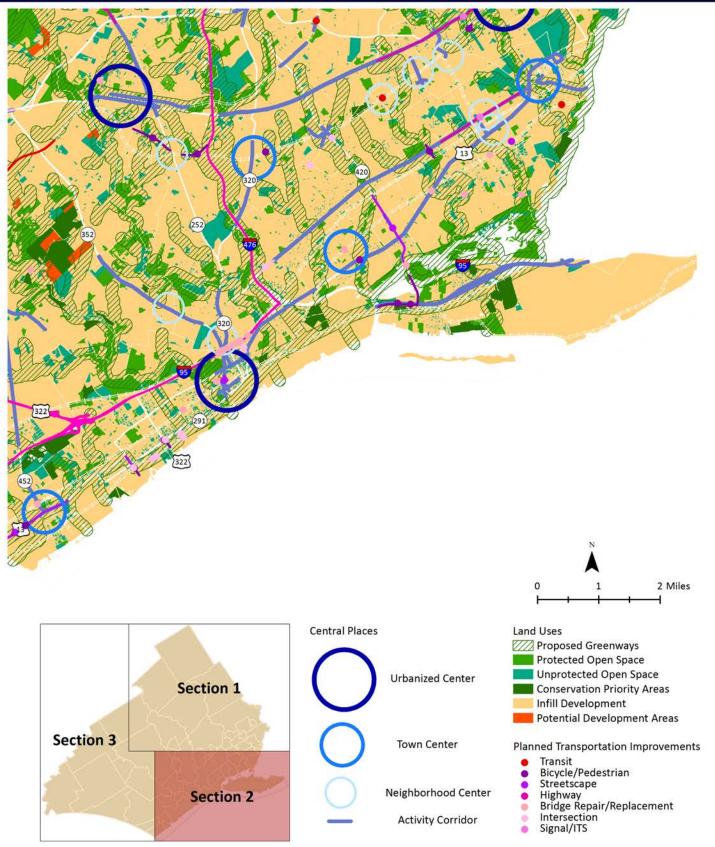
Community Framework

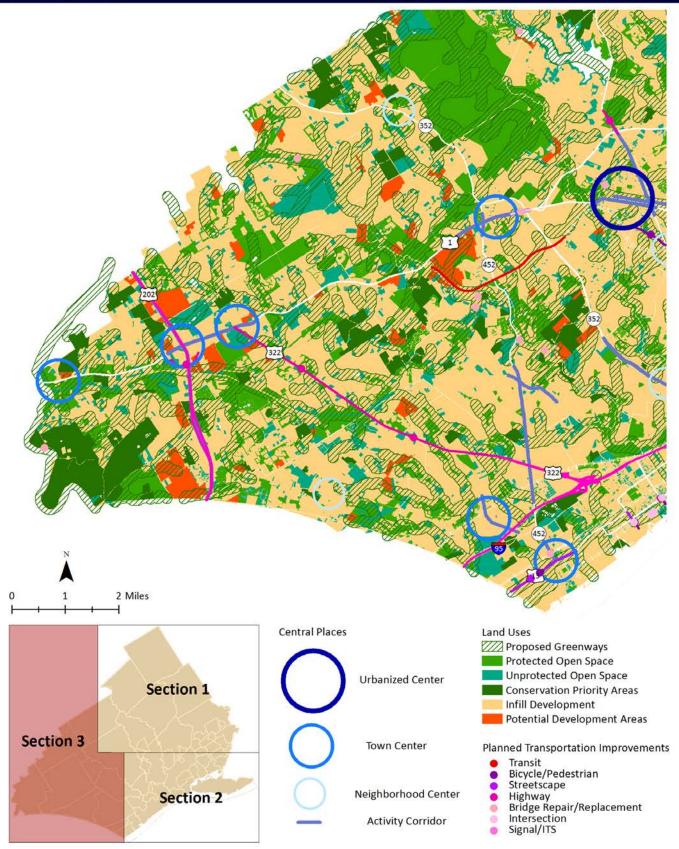






Future Land Use





Link 3.02: Smart Growth Principles and Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation

What is Smart Growth?

In 1996, the U.S. Environmental Protection Agency joined with several non-profit and government organizations to form the Smart Growth Network (SGN). The Network was formed in response to increasing community concerns about the need for new ways to grow that boost the economy, protect the environment, and enhance community vitality. The Network's partners include environmental groups, historic preservation organizations, professional organizations, developers, real estate interests; local and state government entities.

When communities choose smart growth strategies, they can create new neighborhoods and maintain existing ones that are attractive, convenient, safe, and healthy. They can foster design that encourages social, civic, and physical activity. They can protect the environment while stimulating economic growth. Most of all, we can create more choices for residents, workers, visitors, children, families, single people, and older adults-choices in where to live, how to get around, and how to interact with the people around them. When communities do this kind of planning, they preserve the best of their past while creating a bright future for generations to come.

Smart Growth Principles

Based on the experience of communities around the nation that have used smart growth approaches to create and maintain great neighborhoods, the Smart Growth Network developed a set of ten basic principles:

- 1. Mix Land Uses
- 2. Take Advantage of Compact Building Design
- 3. Create a Range of Housing Opportunities and Choices
- 4. Create Walkable Neighborhoods
- 5. Foster Distinctive, Attractive Communities with a Strong Sense of Place
- 6. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
- 7. Strengthen and Direct Development Towards Existing Communities
- 8. Provide a Variety of Transportation Choices
- 9. Make Development Decisions Predictable, Fair and Cost Effective
- 10. Encourage Community and Stakeholder Collaboration in Development Decisions

For more information on the Smart Growth Principles, visit http://www.smartgrowth.org/network.php.

Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation

The Keystone Principles & Criteria for Growth, Investment & Resource Conservation were adopted by the Pennsylvania Economic Development Cabinet on May 31, 2005. They were developed by the Interagency Land Use Team, a working group of the Cabinet over two years. The Principles & Criteria are designed as a coordinated interagency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities.

The Principles lay out general goals and objectives for economic development and resource conservation agreed upon among the agencies and programs that participated in their development. The Criteria are designed to help measure the extent to which particular projects accomplish these goals.

- 1. Redevelop first
- 2. Provide efficient infrastructure
- 3. Concentrate development
- 4. Increase job opportunities
- 5. Foster sustainable businesses
- 6. Restore and enhance the environment
- 7. Enhance recreational and heritage resources
- 8. Expand housing opportunities
- 9. Plan regionally; implement locally
- 10. Be fair

For more information, visit http://www.portal.state.pa.us/portal/server.pt? open=18&objID=504416&mode=2.



Link 3.03: Land Use Policy Matrix

Araa	Sustainable Development Patterns	Multi-modal Transportation	Range of Housing Options	Community Investment & Revitalization	Multi-municipal Partnering
Area Countywide	Growth, Investment & Resource Conservation. New development, including revitalization, infill, and adaptive reuse, should be organized and focused around the Central Places. Directing new growth to Central Places helps preserve open space, conserves natural resources,	occur.	that provide for a range of housing types for all income levels within the County and each municipality. Promote inter-local	Support development and revitalization efforts that work in concert with other community programs, plans, and infrastructure improvements.	Facilitate partnerships among municipalities to support the planning and design of unified development and revitalization efforts while working to provide community facilities and services most effectively.
Mature Neighborhood	development intensity and mix of land uses relative to the existing and planned uses for the surrounding	Promote transit use, and support improvement of existing transit stops to promote the revitalization of surrounding areas.	preservation and rehabilitation of existing housing	Facilitate revitalization by encouraging business development, promoting public and private investment and helping to offset or prevent the negative effects of deteriorating commercial and industrial areas.	
Growing Suburb	compatible with existing and future land uses and consistent with	Promote the expansion of transit opportunities and provide pedestrian and bicycle facilities along existing roadways and in new developments.		Support land preservation efforts to enhance quality of life and increase economic opportunities.	
Centers	compatible to its context by way of use, scale, and intensity.	Support urban revitalization initiatives that improve transit connections and encourage transit-oriented development.	Encourage residential opportunities in commercial districts to promote a variety of different types of activities within Centers .	Encourage excellence in urban design to create a pedestrian-friendly environment.	Support multi-municipal planning to direct growth to the County's existing Centers.
Activity Corridor	intersection of arterial roads.	Encourage safe and efficient multi-modal transportation between neighborhoods and regional destinations.			Promote multi-municipal planning programs that encourage coordinated development and redevelopment along activity corridors.
Open Space & Greenways	development design guidelines that protect natural resources.	Maximize multi-modal connections to promote a locally and regionally interconnected transportation, trail and greenway network.		programs that protect,	Promote municipal and multi- municipal planning programs that encourage coordination with conservation groups to integrate land use planning with natural resource conservation.

Quality Community Facilities	Historic & Natural Resource Protection	Smart Energy Choices	Healthy Lifestyles	Community Character	Regional Economic Development
Promote design and land use that minimizes the need for new community facilities while encouraging quality community facilities that support growing and mature communities. Utilize existing infrastructure and utilities to allow for more effective provision of services. Promote use of sustainable construction and development practices when new facilities and infrastructure are required.		Promote energy efficiency improvements, encourage alternative sources of energy in appropriate locations, and support the development of green technology businesses and educational opportunities in the region.	active transportation facilities and improving parks and public access to the	Promote context- sensitive planning and design that supports desired community character.	Continue to work with economic development agencies and the Chamber of Commerce to capitalize on local economic development opportunities in the County.
Help sustain quality	Protect and restore historic and cultural			Support adaptive	Promote economic
infrastructure systems and community facilities.	resources to encourage revitalization and enhance community character.			reuse, infill development, and brownfield redevelopment appropriate to the surrounding character.	development efforts in mature areas that build on existing assets.
facilities commensurate with growth.	Encourage innovative design techniques, such as cluster development and conservation design, which protect open space, historic sites, and environmental resources.		Within new neighborhoods and schools, encourage and provide facilities for walking and biking		
Direct development activity to areas with existing and planned infrastructure capacity.	resources.		to school to reduce the need for busing.		
Support existing and encourage new community facilities in Centers.	Preserve historic resources to maintain and enhance the identity and viability of Centers.				
	Protect cultural and historic resources, such as scenic neighborhoods and open space assets along corridors to serve as anchors and catalysts for new development and activities.				Encourage new mixed use activities and development patterns compatible with the desired character for the corridor.
	Protect and enhance the quality and quantity of water resources through the use of stormwater control measures and riparian buffers, and implement floodplain regulations to protect residents and property from flooding. Identify and promote open space preservation and conservation techniques that protect natural resources such as natural areas, historic landscapes, vistas, farmland, soils, and wetlands.		Help to establish connectivity between residential areas, open space and greenways.	Encourage preservation of open spaces in developed areas for passive neighborhood uses, visual relief, scenic value, and buffering purposes	Encourage incorporation of open space and environmental principals into new development.

Sources for Figures and Images

All images property of Delaware County unless otherwise noted. Data sources for tables are indicated underneath each table.

Chapter 1, Figure 1 Regional Context

Delaware County Planning Department

Chapter 2, Figure 3 Graphic Profile of Land Uses

Delaware County Planning Department, 2000 Land Use data

Chapter 2, Figure 4 Watersheds

Delaware County Planning Department

Chapter 2, Figure 5 Historic Sites and Organizations

Delaware County Planning Department

Chapter 2, Figure 6 Major Transportation Routes

Delaware County Planning Department

Chapter 2, Figure 7 Municipal Population Change 2000-2010

Delaware County Planning Department, U.S. Census Bureau Data

Chapter 2, Figure 8 Energy Consumption by Use

DVRPC GHG Inventory

Chapter 2, Figure 9 Energy Consumption by Fuel Source

DVRPC GHG Inventory

Chapter 2, Figure 10 Employment Centers

Delaware County Planning Department, Delaware County Commerce Center data

Chapter 2, Figure 11 Delaware County Coastal Zone

Delaware County Planning Department

Chapter 2, Figure 12 Character Areas

Delaware County Planning Department, for data sources see Link 2.05

Chapter 2, Figure 13 Central Places

Delaware County Planning Department, for data sources see Link 2.05

Chapter 2, Figure 14 Community Framework Map

Delaware County Planning Department, for data sources see Link 2.05

Chapter 3, Figure 15 Future Land Use Map

Delaware County Planning Department, data from <u>DVRPC Connections 2040</u>, <u>Transportation Improvement Plan</u>, <u>SEPTA</u>, <u>Municipal Comprehensive Plans</u>

Appendix of Links Figure L-1 Multi-municipal Comprehensive Plans

Delaware County Planning Department

Appendix of Links Figure L-2 Municipal Classifications

Delaware County Planning Department

Delaware County 2035

 $\begin{array}{c|cccc} \textbf{The Land} & \textbf{I} & \textbf{The People} & \textbf{I} & \textbf{The Places} \\ \textbf{Framework for a Comprehensive Plan} \\ & 2013 \end{array}$