

# Delaware County Renaissance Program

## Planning Area 2 Action Plan

\Re\*naiss`sanse" (F. re-n[asl]`s[aum]Ns"; E. r[-e]-n[=a]s"sans), n. [F., fr. rena[^i]tre to be born again. Cf. Renaissance.] A new birth, or revival. Specifically: (a) The transitional movement in Europe, marked by the revival of classical learning and art in Italy in the 15th century, and the similar revival following in other countries. (b) The style of art which prevailed at this epoch. \Re\*naiss`sanse" (F. re-n[asl]`s[aum]Ns"; E. r[-e]-n[=a]s"sans), n. [F., fr. rena[^i]tre to be born again. Cf. Renaissance.] A new birth, or revival. Specifically: (a) The transitional movement in Europe, marked by the revival of classical learning and art in Italy in the 15th century, and the similar revival following in other countries. (b) The style of art which prevailed at this epoch.

Prepared for:

Delaware County Council, Delaware County Planning Department, and the Pennsylvania Municipalities of Chester, Chester Township, Upland Borough, and Parkside Borough

March 2003

Prepared by:

**EDAW**

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a new birth, a revival

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## SECTION 1

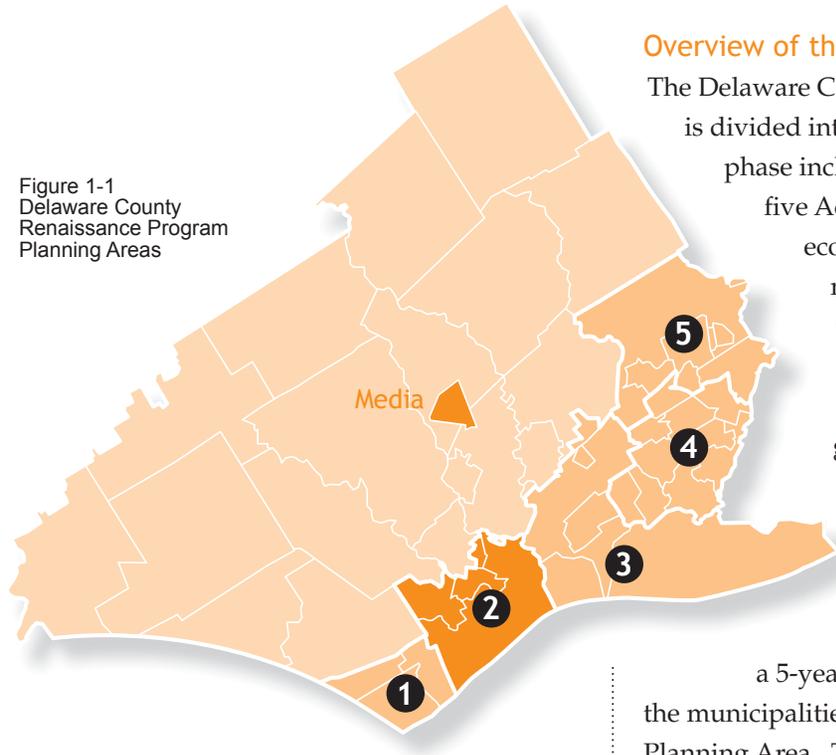
# Setting The Stage

**R**enaissance – a revival or rebirth. The first- generation municipalities of Delaware County, Pennsylvania have experienced many challenges.

Most notable among these are a steady out-migration of residents, a declining tax base, high levels of unemployment, deteriorating housing stock, an aging infrastructure, and disinvestment by the private sector. To reverse this trend, Delaware County Council has initiated the Delaware County Renaissance Program, a community revitalization and economic development initiative to encourage a revival, or renaissance, of the County’s first-generation municipalities by making them more attractive, livable, safe, and economically viable for their citizens.

This Action Plan addresses the municipalities of Chester, Upland Borough, Chester Township, and Parkside Borough.

Figure 1-1  
Delaware County  
Renaissance Program  
Planning Areas



### Overview of the Renaissance Program

The Delaware County Renaissance Program is divided into two phases. The first phase includes the development of five Action Plans that address the economic development and revitalization needs of 29 targeted municipalities. For planning purposes these 29 municipalities have been grouped into five distinct Renaissance Planning Areas (see Figure 1-1).

The objective of each Action Plan is to map out a 5-year revitalization strategy for the municipalities within a given Renaissance Planning Area. The key features of the Action Plans are prioritized lists of implementable projects that work toward sustainable economic development.

Upon the completion of the five Action Plans, County Council will consider the highest-priority projects for funding. This implementation funding is the second phase of the program.

Several critical economic development elements have been identified for inclusion in each Action Plan. These elements define

the range of project types that are possible for each Renaissance Planning Area. Projects that address one or more of the following critical elements are to be considered the highest priorities for funding under the program. The critical elements include the following:

- Revitalization of downtown and other commercial areas – rehabilitation of commercial buildings, business retention and attraction, and redevelopment of brownfields.
- Housing – new housing construction, land acquisition for new housing, rehabilitation of existing housing, and conversion of non-residential buildings to residential uses.
- Infrastructure – installation of fiber optic networks, flood abatement facilities, and other utility-related improvements.
- Transportation – construction of sidewalks and pedestrian/bicycle connections, new roads and parking facilities, and the improvement of transit facilities.
- Public safety – increasing the number of police officers, using police bike patrols, constructing police substations, and the installation of street lights.

In addition to the critical elements listed above, other complementary elements could have an equally significant impact on the economic development potential of the Renaissance Program area.

- Urban open space – clearing flood-prone areas, developing downtown pocket parks and central plazas, and improving recreation related facilities.
- Streetscape improvements – planting street trees and installing street furniture.
- Historic preservation – improving historic facades, developing historic districts, and creating signage programs for businesses in historic districts.
- Directional and informational signage – installation of directional signage for tourist attractions and institutions, retail business districts, and industrial areas, as well as upgrading street name signs.
- Cultural and arts attractions – construction of new cultural facilities, improving existing facilities, and developing programs and advertising.
- Other innovative projects that address unique aspects of the community.

Upon completion of the Action Plans, the Delaware County Council will select projects with the highest priority based on applications from the planning areas. Each selected priority project will receive a portion of the \$1 million dollars that has been set aside in 2003 for project implementation. The Action Plans are set up for a 5-year implementation strategy, however funding for priority projects in years 2 through 5 has yet to be determined. Any future Renaissance Programs are expected to address the same municipalities, as all other municipalities in Delaware County are addressed through the Open Space Mapping Program.

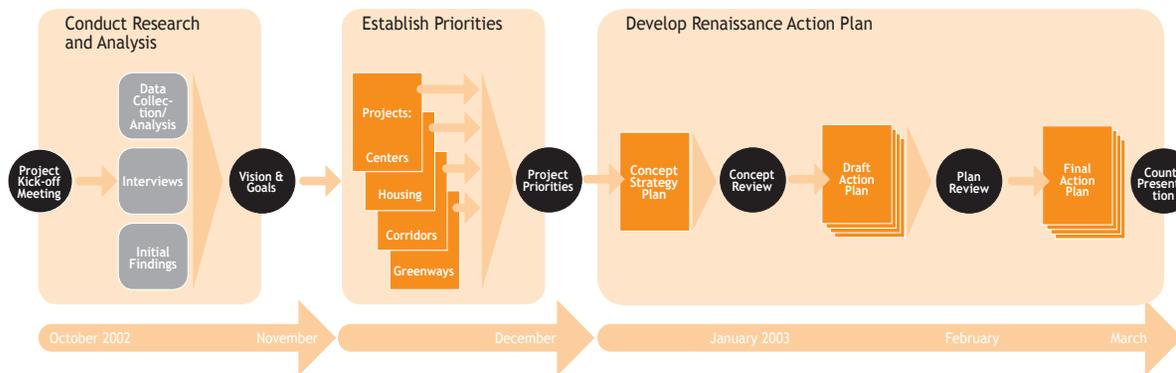
### Planning Process

The Planning Area 2 Action Plan was developed following a process that included three major phases:

- Phase 1: Analysis and Vision
- Phase 2: Priority Development
- Phase 3: Plan Development

During the six month planning process, the Planning Area 2 Task Force, with members from each of the four jurisdictions in the Planning Area, provided invaluable guidance. In addition, input from key stakeholders and the general public helped inform and strengthen the development of the Action Plan.

Figure 1-2  
Renaissance Planning Area 2 Process



	2000	2015	2000-2015 % Change
Chester	36,854	34,880	-5.4%
Upland Borough	2,977	2,720	-8.6%
Chester Township	4,604	4,340	-5.7%
Parkside Borough	2,267	2,140	-5.6%
Planning Area 2	46,702	44,080	-5.6%
Delaware County	550,864	546,570	-0.8%

Table 1-1  
Planning Area 2 Population Trends and Projections  
(Source: US Census, Delaware Valley Regional Planning Commission, 2000)

	% Owner	% Renter	% Vacant
Chester	40.8	44.8	14.4
Upland Borough	56.0	35.8	8.2
Chester Township	57.0	36.6	6.4
Parkside Borough	75.4	19.3	5.3
Planning Area 2	44.9	42.2	12.8
Delaware County	68.4	26.7	4.9

Table 1-2  
Planning Area 2 Housing  
(Source: US Census, Delaware Valley Regional Planning Commission, 2000)

### Planning Area 2 Context

From its historic character to its locational advantages, the combined area that includes Chester, Upland Borough, Chester Township, and Parkside Borough has a great number of strengths and opportunities. Planning Area 2's assets can be summarized as follow:

- Proximity to a major metropolitan area, Philadelphia
- Vehicular access provided by major highways, including I-95
- Air service available from Philadelphia International Airport
- Educational opportunities available from Widener University
- Professional services and industrial-sector employment generated by University Technology Park and Kimberley Clark
- Residential and commercial structures with character and potential
- Water amenities provided by the Delaware River and Chester Creek
- Parks and open space resources including Chester Park, Camp Upland, Crozier Park, and the Caleb Pusey site
- Historically important colonial and revolutionary contributions including William Penn's landing and Chester Courthouse

Information from the US Census and the Delaware County Planning Department was analyzed to assess the Planning Area's existing conditions prior to establishing a vision and setting goals. This information was initially presented in "community snapshots" to highlight demographic information from each member jurisdiction and to identify challenges and potential opportunities.

Historically, this area supported a much larger population, from a peak of approximately 75,000 in 1950 to 46,000 today. Once a vibrant downtown destination, Chester provided employment, retail opportunities and services to meet the needs of residents in the city as well as Upland Borough, Chester Township and Parkside Borough. More recent economic decline has led to substantial population losses over the last few decades. The largest population losses have been in Chester City and Chester Township during the past ten years. The population is expected to stabilize at 44,000 persons.

Although the median household income has risen 15% in the last ten years, Planning Area 2 maintains the lowest median income levels when compared to other Planning Areas.

*“Reinvigorate Chester, Chester Township, Upland and Parkside as distinct and interrelated communities with safe and walkable neighborhoods, a balanced mix of housing choices, new businesses and a range of job opportunities.”*

-Vision Statement

Furthermore, a shift of middle and upper income residents from center city to the suburbs is reflected in the pattern of median income levels within Planning Area 2. The lowest median incomes are found in Chester City and Upland Borough while Parkside Borough maintains one of the highest median household incomes in the entire Renaissance Program area.

In the past ten years, the total number of housing units in the Planning Area has declined slightly and the proportion of rental and vacant units has increased. Generating new jobs, attracting new residents, increasing the variety of housing types, and promoting homeownership opportunities would help reverse this trend and stabilize neighborhoods.

### Vision and Goals

To gain a better understanding of current trends, and to create a vision for Planning Area 2, the Task Force and key stakeholders were asked to identify their likes and dislikes about their communities and provide suggestions for positive change. Information gathered during this process helped shape the Planning Area 2 Vision Statement, as endorsed by the Task Force.

In working toward this vision, a series of goals were developed to guide the process and project prioritization:

- Provide a Better Variety of Housing Choices
- Encourage Land Assemblage for Development
- Create Walking Trails and Greenways
- Develop Creative Incentive Programs
- Improve Awareness of Transportation Mobility Options for Underprivileged Citizens
- Develop Energy Conservation Programs
- Preserve Historic Buildings and Provide Incentives for Maintenance
- Attract Office Uses and Generate Jobs

### Priority Development

To optimize the impact of an economic development plan, it is important to consider revitalization efforts not as isolated projects—but as interrelated pieces that contribute to the entire Area’s success. Consistent with that approach, the Renaissance planning process was conducted with the end results in mind - creating implementable projects that work together toward sustainable economic development for the Planning Area.

Based on the identified goals, and the strengths and weaknesses identified earlier in the process, 32 distinct project areas were initially identified and grouped into four project opportunity categories according to the type of development (see Figure 1-3):

## *Priority Evaluation Criteria*

- 1 *Target Focused Clusters of Actions/Projects*
- 2 *Achieve Direct Concrete Benefits (Tangible and Intangible)*
- 3 *Provide Benefits to Multiple Municipalities*
- 4 *Seek High Impact/High Visibility Actions*
- 5 *Leverage Private Investment*

- Mixed Use Centers – areas where services, housing, retail and employment opportunities are concentrated to create an active environment where people can live, work and play. The pedestrian friendly environment of a center promotes a bustle of activity throughout the day and well into the evening hours.
- Housing Areas – appropriate locations for increasing the variety of available housing and improving the existing housing stock as critical factors for strengthening neighborhoods. Housing improvements may attract additional investment and create a market base for attracting retail and services.
- Development Corridors – primary rail and vehicular travel corridors that carry residents, workers and visitors on daily journeys within and through the Planning Area. These corridors serve as the major east/west and north/south travel routes and link together major destination points or centers.
- Greenways – corridors of protected open space managed for conservation and recreation purposes. They have many functions and a variety of benefits, including improving access to new parks and recreation opportunities, increasing options for transportation like walking and biking, and protecting sensitive environmental resources. Greenways can produce economic benefits

by attracting potential homebuyers and businesses that desire access to a popular recreational amenity.

Potential projects were assigned relative priorities through the application of established evaluation criteria. The prioritization approach was designed to identify projects that would create synergy by strengthening and connecting existing activity nodes. Projects that met or exceeded the project criteria were endorsed by the Task Force and carried through for additional consideration.

- Mixed-Use Centers 
- Housing Areas 
- Roadway Corridors 
- Greenway Corridors 

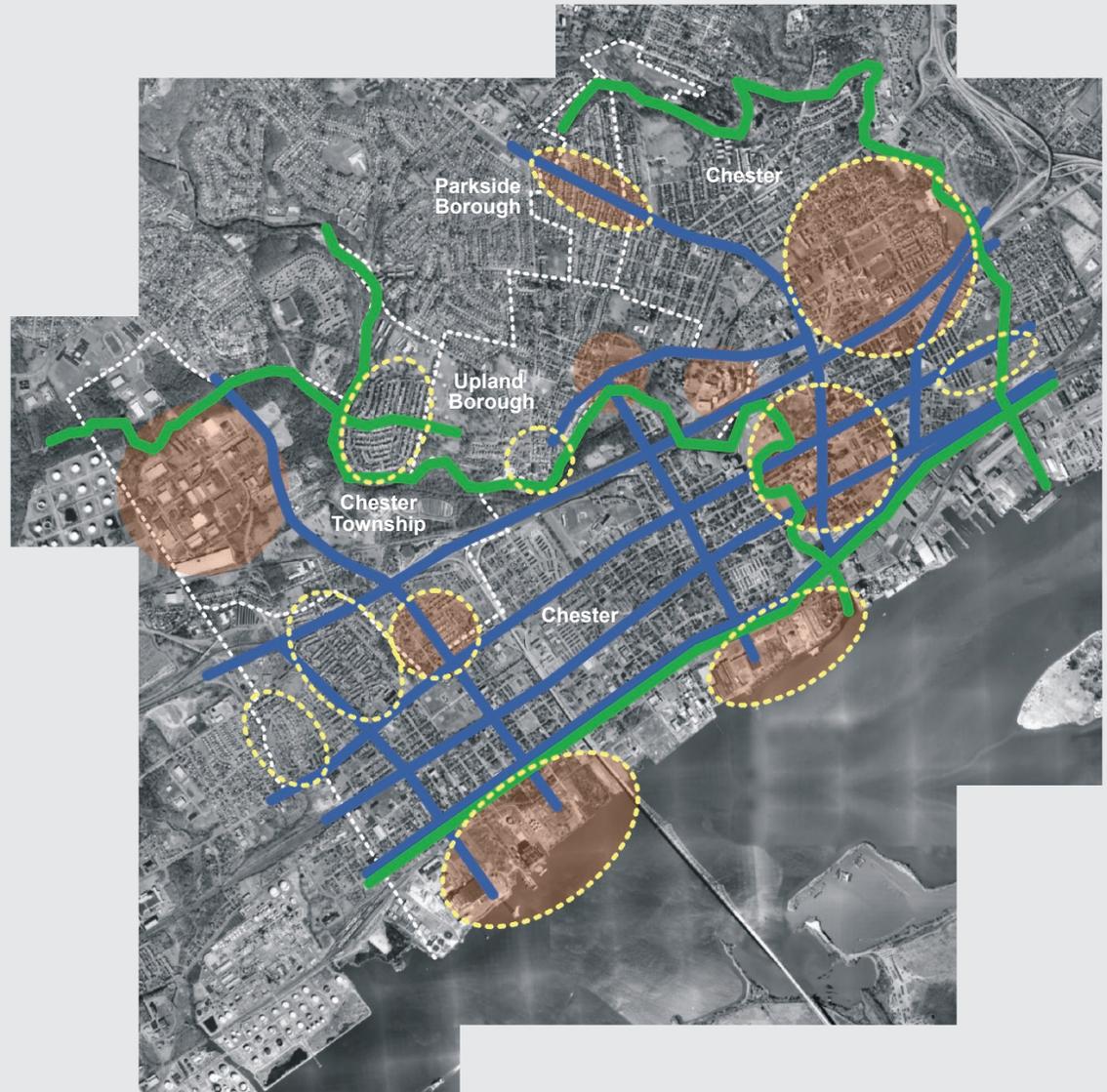


Figure 1-3  
Project Opportunities

## SECTION 2

# Providing a Framework

The Planning Area 2 Task Force developed an overall concept strategy plan to organize the many possible economic development projects into coherent focus areas. The concept strategy plan serves as a framework for establishing clusters of interrelated, immediate actions that capitalize upon existing strengths and build momentum toward revitalization of a greater area.

The underlying strategy behind identifying multiple projects within a focus area is to promote synergy and create multiple opportunities for reinvestment that build upon one another. As one project develops and comes on line, a plan is already established for subsequent steps. Although projects can be assigned relative priority status, each has a key role in the renaissance of the focus area and ultimately the Planning Area.

The Concept Strategy Plan focus areas are discussed on the following page and illustrated on the following graphic.

*“Chester Creek was the original link between the communities of Upland and Chester, and is arguably the most historic area of Delaware County. Opening up the development sites along the creek will help businesses and residents to rediscover the waterway.”*

*“Edgmont Avenue is extremely important. It is the main entrance and exit from Brookhaven and Parkside into Chester City. This avenue will become increasingly important as development occurs.”*

### Chester Creek and the Upland Historic Core

Once a navigable waterway and important transportation route, Chester Creek continues to connect the jurisdictions in Planning Area 2 and tie together other communities in Delaware County. As an overlooked resource, Chester Creek is currently lined with incompatible uses and underutilized parcels. The creek corridor presents several opportunities - expanding and linking recreational opportunities, providing a laboratory for environmental education, and most importantly, attracting private-sector investment from businesses and homebuyers who recognize the Creek’s economic and aesthetic value. Improving the Chester Creek corridor and minimizing the impacts of flooding will facilitate these opportunities.

Within the corridor, the greatest concentration of redevelopment opportunities is the Upland Historic Core. Nestled along Chester Creek, Upland’s underutilized historic building stock has the potential to breathe life back into the surrounding community. Proximity to open space at Crozier Park and along Chester Creek, walkable streets, a traditional commercial core area, a solid housing stock that may qualify for historic recognition, and sites available for redevelopment make the Upland Historic Core area suitable for Renaissance Program opportunities.

### Edgmont Avenue and the Chester Central Business District (CBD)

Edgmont Avenue, flanked by a mix of residential areas and emerging commercial uses, is a key travel corridor carrying people from surrounding areas to Chester. Major employment centers including Widener University and the growing University Technology Park are located along this route. As Chester continues to revitalize, the importance of this connecting corridor will rise. Efforts to improve the visual appearance of this corridor and announce the entrance to downtown will reinforce the revitalization efforts underway.

Chester is the traditional heart of Delaware County. Centrally located between Philadelphia and Wilmington, Chester is beginning to experience an economic rebirth. Ongoing efforts to revitalize Chester and celebrate its place in history are building momentum. The new transit center, regional rail service, the University Technology Park, and other improvements make Chester an attractive location for new businesses and homebuyers. Rehabilitating existing vacant buildings into a vibrant mix of uses, improving the pedestrian environment, and encouraging downtown living will make Chester a regional destination once again.

- Chester Creek Corridor ①
- Upland Historic Core ②
- Edgmont Avenue Corridor ③
- Chester Central Business District ④
- Potential Projects ●

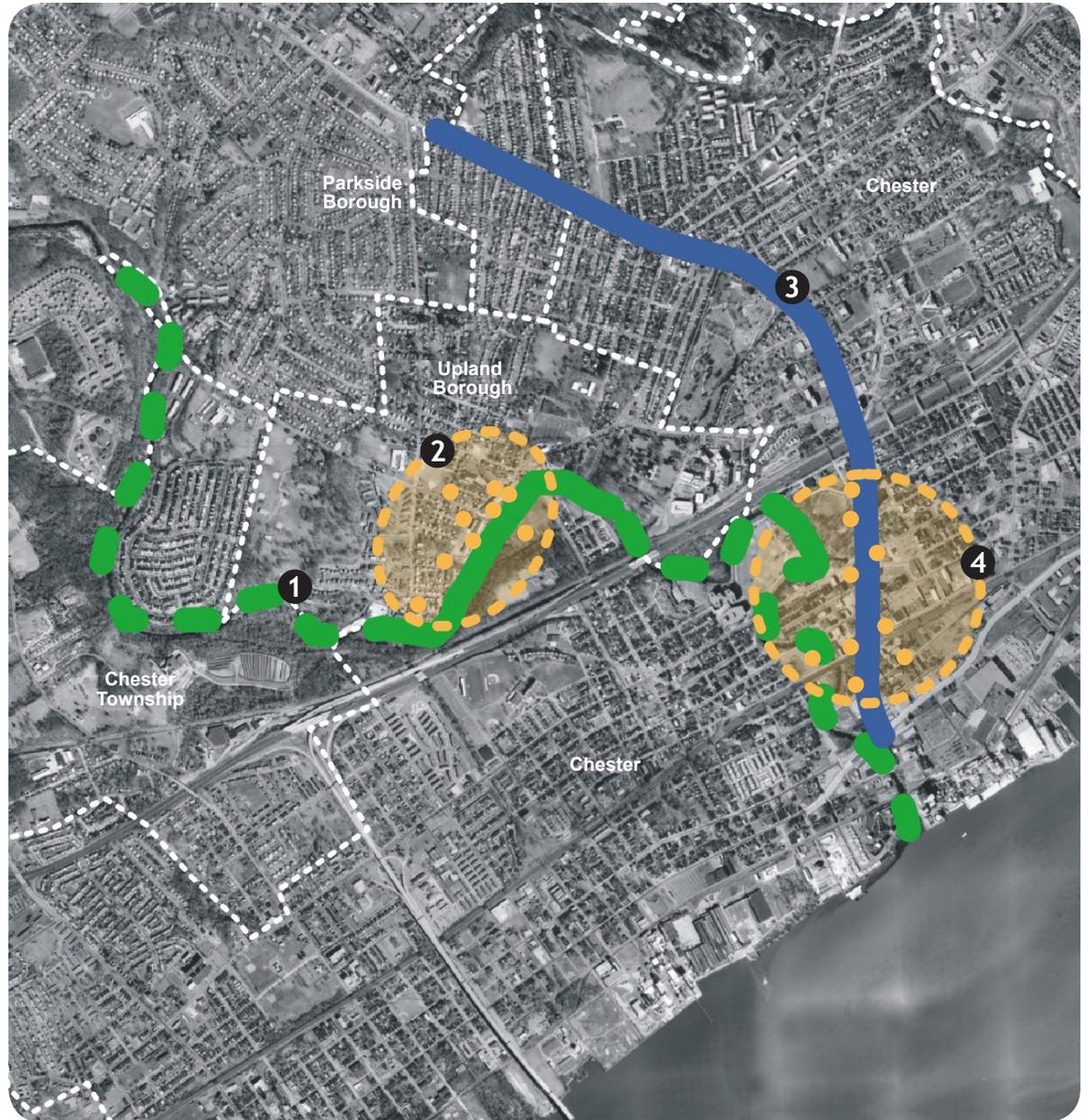


Figure 2-1  
Concept Strategy Plan

## SECTION 3

# Recommending Action

A short list of twenty specific candidate projects identified within the Chester Creek Corridor/Upland Historic Core and the Edgmont Avenue Corridor/Chester Central Business District were further evaluated considering case studies, public costs, direct and indirect benefits, potential for funding, and implementation options. These projects presented opportunities for reusing underutilized buildings, developing vacant parcels, improving streetscapes and public amenities, and restoring the historic fabric of the area.

The candidate projects were assigned priority rankings by the Task Force according to their sequential place on the implementation timeline. The projects profiled on the following pages have been identified as being high, medium or low priority.

Successful implementation of the recommended projects will require a continued effort by the Planning Area 2 Task Force and a renewed commitment of staff resources by Delaware County. Member jurisdictions within Planning Area 2 will need technical assistance from County staff with respect to the Renaissance Program application process, the solicitation and procurement of contractors or developers, the administration of grants, and the management of individual projects.

<i>Development Corridor</i>	The Chester Creek Corridor	The Edgmont Avenue Corridor
<i>High Priority Projects</i>	<p><b>Chester Creek Flood Abatement (Project A)</b> is designed to address flooding concerns and thereby create opportunities for investment adjacent to a manageable natural resource and greenway. Development potential along the creek is high, with several opportunities for the reuse of vacant historical buildings and the provision of recreational uses that will help strengthen and expand the existing community. Public improvements will reinforce the importance of the Creek as a regional asset attracting investment and creating a new market for a variety of uses.</p>	<p><b>Edgmont Avenue Streetscape Improvements (Project C)</b> is intended to strengthen the connection between Chester and the surrounding communities by making the corridor more attractive for investment. Improving the visual quality through an enhanced streetscape and targeting key buildings for historic preservation are key projects within the corridor.</p>
<i>Medium Priority Projects</i>	<p><b>Upland Corner (Project B)</b> is an underutilized site in a highly visible and desirable location. It presents an ideal opportunity for mixed-use development that could serve the growing community and the high volume of traffic along Upland Avenue and Kerlin Street.</p>	<p><b>The Triangle One Building (Project D) and the Franklin Building (Project E)</b> are prominent downtown buildings well-suited for a mix of uses. Rehabilitation of these key buildings will provide space for retail and commercial services and increase transit-oriented housing opportunities.</p>
<i>Low Priority Projects</i>	<p><b>Other opportunities in the Chester Creek Corridor</b> include the reuse of mills, new infill housing sites, and streetscape improvements.</p>	<p><b>Other opportunities in the Edgmont Avenue Corridor</b> include the reuse of historic buildings, the renovation of cultural resources, and physical improvements.</p>

# Chester Creek Corridor



**Recommended Action Plan Projects**

- Chester Creek Flood Abatement **1**
- Upland Corner **2**

**Potential Future Projects**

- Upland Avenue Streetscape Improvements **a**
- Upland Mill Adaptive Reuse **b**
- Town House Development at Vacant Industrial Property **c**
- Retail Development at Garage Sites **d**
- Upland Mill Historic District **e**

Figure 3-1  
Chester Creek Corridor Projects

# PROJECT 1 Chester Creek Flood Abatement Pilot Project



Chester Creek can appear calm and safe.



Figure 3-2  
Chester Creek Flood Abatement Pilot Project  
Area Diagram

# PROJECT 1 Chester Creek Flood Abatement Pilot Project



The frequent flooding of Chester Creek is expensive for existing business and a constraint to new development.



Severe flood events have caused extensive property damage.

## Priority Level:

High

## Direct Impacts:

Upland Borough, Chester

## Indirect Impacts:

Chester Township, Parkside Borough, Delaware County, and communities along Chester Creek waterway from the Delaware River into Chester County.

## Project Description:

Chester Creek is a tributary of the Delaware River and part of a 67-square mile, two-county urban watershed. It traverses more than 5 miles through Planning Area 2 before meeting the Delaware River in Chester. The creek experiences frequent flood events causing extensive property damage and limiting potential investment opportunities. The Chester Creek Flood Abatement Project would reconfigure the streambank between Upland Road and Kerlin Street and install a box culvert under the Kerlin Street bridge to reduce the surface water elevation during flood events. This project will serve as a pilot project for addressing similar issues along the entire Chester Creek waterway.

## Benefits:

The Chester Creek Flood Abatement project will reduce flooding frequency and change an economic development liability into an economic development catalyst. Leveraging public and private funds for development could reach \$10 million over the next fifteen years as investors realize Chester Creek as a true green amenity that attracts businesses and residents. Historic buildings ripe for redevelopment along Chester Creek will become attractive sites for investment. Chester Creek improvements will create open space, improve wildlife habitat and water quality, and provide expanded recreation opportunities that will benefit all of Planning Area 2, as well as Delaware County.

# PROJECT 1 Chester Creek Flood Abatement Pilot Project



The low arches of the Kerlin Street bridge often collect debris and obstructs the flow of water.



Crozier Park, located adjacent to Chester Creek, experiences frequent flood events.

## Site Description:

---

Chester creek is located between Upland Borough and Chester. The corridor from Incinerator Road to Kerlin Street is approximately 4,000 linear feet.

- 100 Foot Wide Buffer and Stream Bank Restoration (9 acres) or,
- Lower Elevation Portion of Crozier Park (7+ acres)

## Order of Magnitude Costs:

---

Total Project Costs: \$700,000 to \$900,000

- \$420,000 to \$560,000 – Site Grading
- \$280,000 to \$360,000 – Site Restoration

## Responsible Project Partners:

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- Delaware County
- Upland Borough
- Chester

## Potential Funding Sources:

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- Delaware County Renaissance Program
- Pennsylvania Dept. of Conservation and Natural Resources (DCNR)
- US Dept. of Agriculture Natural Resources Conservation Service – Watershed Protection and Flood Prevention
- Keystone Community Grants
- Heritage Parks Grants
- FIMA Community Grants
- Land Trust Grants
- Urban and Community Forestry Grants
- National Recreation Trails Fund Act (TEA-21)
- TEA-21
- Community Development Block Grants (CDBG)
- William Penn Foundation
- Local and Adjacent Business Communities

# PROJECT 1 Chester Creek Flood Abatement Pilot Project



The reconfiguration of stream banks can increase the capacity of the waterway and lower the water elevation during flood events.



Revegetation of the stream banks can restore ecological function to the waterway.

## Phasing and Implementation Schedule:

ACTION	MONTH(S)	COST
<b>Phase 1</b>		
Prepare Renaissance Plan Application (DC, Ch, Up)	0-1	\$7,500
Prepare and Issue RFP for Engineering Services (DC, Ch, Up)	2-3	\$7,500
Interview and Select Preferred Engineering Firm (DC, Ch, Up)	2-3	\$5,000
Initiate Engineering Design of Recommended Floodway (DC, Ch, Up, Co)	3-6	\$80,000
<b>Phase 2</b>		
Install New Box Culvert at Kerlin Bridge (DC, Ch, Up, Co)	6-12	\$250,000
<b>Phase 3</b>		
Reconfigure Stream Bank (DC, Ch, Up, Co)	12-15	\$250,000
Regrade Crozier Park (DC, Ch, Up, Co)	15-18	\$150,000
Revegetate Streamway (DC, Ch, Up, Co)	18-24	\$100,000

Responsible Project Partners Key:  
 DC - Delaware County  
 Ch - Chester  
 Up - Upland Borough  
 Ps - Parkside Borough  
 CT - Chester Township  
 Co - Consultant/Contractor/Developer/Other

# PROJECT 2 Upland Corner Development



The Upland Corner development site is located at the intersection of Kerlin Street and Upland Avenue.



Figure 3-3  
Upland Corner Development  
Area Diagram

# PROJECT 2 Upland Corner Development



The Upland Corner development site enjoys high visibility.

### Priority Level:

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Medium

### Direct Impacts:

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Upland Borough

### Indirect Impacts:

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Chester, Chester Township, Parkside Borough

### Project Description:

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Upland Corner is uniquely situated at a highly visible intersection where several streets converge - Kerlin Street, Upland Avenue and Hill Street. Furthermore, this site is enroute to the Kerlin Street Exit of Interstate 95 and is located on the Chester Creek waterway. Chester Creek streambank reconfiguration and Kerlin Street bridge improvements would enhance the development potential of this site.

### Benefits:

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Presently underutilized as an outdoor storage yard, a new mixed use commercial building on Upland Corner would remove an unsightly existing use and stimulate consumer activity. The retail services provided by the new commercial use would benefit both Chester and Upland Borough. Tax revenues generated from the full utilization of this site would benefit Upland Borough.

### Site Description:

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- Upland Historic Core adjacent to Chester
- 2.0 acre vacant site (approximately)
- Located at the southeast corner of Kerlin Street and Upland Avenue

## PROJECT 2 Upland Corner Development



The Upland Corner development site could accommodate approximately 20,000 SF of retail space.

### Order of Magnitude Costs:

Total Project Costs: \$1.5M

Public Contribution to Costs: \$100,000 (\$25,000 for site acquisition, \$50,000 for site preparation, and \$25,000 for other costs)

### Responsible Project Partners:

- Delaware County
- Upland Borough
- Private Developer

### Potential Funding Sources:

- Delaware County Renaissance Program
- Community Development Block Grant (CDBG)
- TEA 21
- Private Investment

### Implementation Schedule:

ACTION	MONTH(S)	COST
Initiate Negotiations with Property Owner (DC, Up)	0-2	\$5,000
Confirm Environmental Status of Property (DC, Up, Co)	2-3	\$10,000
Acquire Site through Purchase (DC, Up)	3-6	\$25,000
Prepare Site (debris removal, clearing, grading) (DC, Up, Co)	6-8	\$50,000
Market Site or Prepare and Issue RFP for Development Partner (DC, Up)	9-12	\$10,000

Responsible Project Partners Key:

DC - Delaware County

Ch - Chester

Up - Upland Borough

Ps - Parkside Borough

CT - Chester Township

Co - Consultant/Contractor/Developer/Other

## Future Projects in the Chester Creek Corridor



Upland Mill could be renovated and adopted for residential use.



Redevelopment of Chester Creek with appropriate waterfront uses would enhance perceptions of the area.

### Priority Level:

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Low

### Description of Projects:

---

#### **a Upland Avenue Streetscape Improvements**

New sidewalks, paving, street trees, furnishings, and lighting along Upland Avenue, Front Street and Race Street from 8<sup>th</sup> Street to the Caleb Pusey Historic Site will create a coordinated feel to the community and help attract private investment.

#### **b Upland Mill Adaptive Reuse**

Overlooking Chester Creek, the Upland Mill is an attractive opportunity for residential development. Reuse of this building preserves Upland's history and expands the types of housing units available.

#### **c Town House Development at Vacant Industrial Property**

Demolition of the vacant industrial building on Upland Avenue at 6<sup>th</sup> Street will create a site for infill town house residential development. New housing would increase homeownership opportunities, increase the local tax base, and create a more active environment.

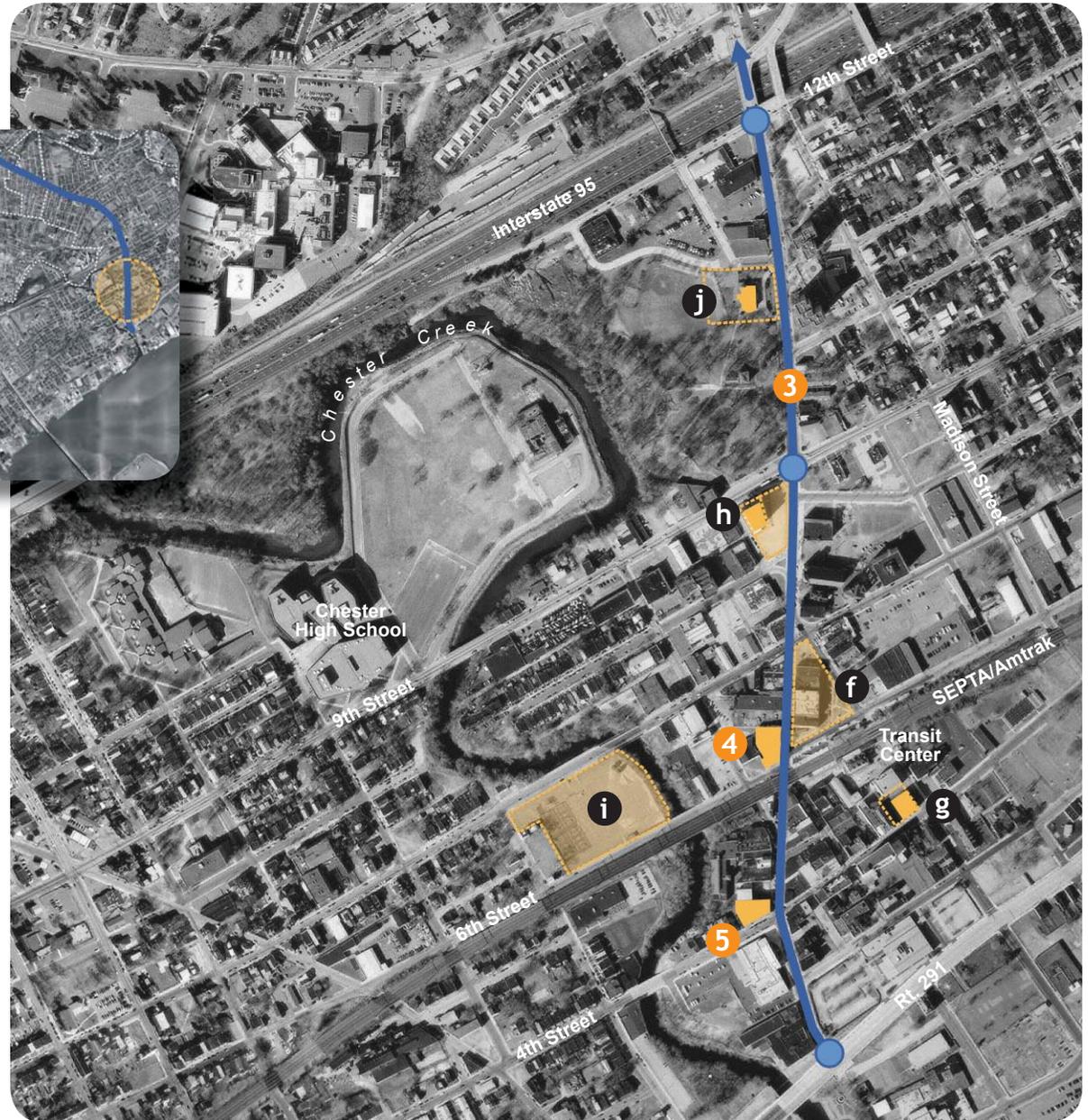
#### **d Retail Development at Garage Sites**

Two properties located on Upland Avenue near the intersection with Kerlin Avenue present redevelopment opportunities. With flood abatement measures in place these properties will become attractive for retail uses that complement Upland Corner and support the surrounding community.

#### **e Upland Mill Historic District**

Historic residential and industrial buildings significant to Upland's milling history are located throughout the community. A historic district designation would promote rehabilitation of structures and help in the overall revitalization of the community.

# Edgmont Avenue Corridor



### Recommended Action Plan Projects

Edgmont Avenue Streetscape Improvements **3**

Triangle One Rehabilitation **4**

Franklin Building Adaptive Reuse **5**

### Potential Future Projects

Chester Triangle Park **f**

Former City Hall Adaptive Reuse **g**

Masonic Temple Adaptive Reuse **h**

Vacant Parcel Development Opportunity **i**

Deshong Museum Rehabilitation **j**

Figure 3-4  
Edgmont Avenue Corridor Projects

# PROJECT 3 Edgmont Avenue Streetscape Improvements



Streetscape improvements on Avenue of the States in Chester have enhanced the pedestrian environment.

- Phase 1 ①
- Phase 2 ②
- Phase 3 ③
- Proposed Gateways ●



Figure 3-5  
Edgmont Avenue Streetscape Improvements  
Area Diagram

## PROJECT 3 Edgmont Avenue Streetscape Improvements



The Chester Central Business District has experienced significant disinvestment.



The primary entrance to the Chester CBD could become an inviting gateway.

### Priority Level:

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High

### Direct Impacts:

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Chester, Parkside Borough

### Indirect Impacts:

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Chester Township, Upland Borough, Delaware County

### Project Description:

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Edgmont Avenue is a key travel corridor that bisects several communities in Planning Area 2. It serves as the primary gateway and central spine for the Chester Central Business District. The Edgmont Avenue Streetscape Improvement project would provide for a consistent treatment along the corridor, enhancing the linkages from Chester to Parkside Borough and beyond. This project is designed to capitalize on recently completed downtown projects such as the renovated Transit Center and the new City Hall, and encourage investment in vacant and underutilized properties. Streetscape improvements, aimed at making the corridor more functional, pedestrian friendly and inviting, would occur in three phases and include sidewalk paving, street trees and furnishings, scaled lighting, gateway features, directional and interpretive signage, and underground utilities.

### Benefits:

---

Streetscape improvements along the Edgmont Avenue Corridor will enhance the overall attractiveness of the corridor. Businesses along the corridor will experience an improved urban environment that encourages walking and facilitates vehicular way-finding for potential customers. Perceptions of public safety will also improve as the visual quality is enhanced. The potential economic benefits are substantial. Using a standard 12:1 ratio for public investment (ie, where each dollar of public expenditure yields twelve dollars in private investment), the Edgmont Avenue Corridor streetscape improvements could leverage up to \$140M in private investment.

## PROJECT 3 Edgmont Avenue Streetscape Improvements



Chester Park is a major open space resource that is located on Edgmont Avenue.



Streetscape improvements would enhance the pedestrian environment.

### Site Description:

---

The entire corridor is 2.23 miles in length, or approximately 12,000 linear feet and extends from 2<sup>nd</sup> Street (Route 291) in Chester to Upland Road in Parkside Borough.

- Phase 1: 3,905 Linear feet from 2<sup>nd</sup> Street to 12<sup>th</sup> Street
- Phase 2: 3,555 Linear feet from 12<sup>th</sup> Street to 22<sup>nd</sup> Street
- Phase 3: 4,332 Linear feet from 22<sup>nd</sup> Street to Upland Road

### Order of Magnitude Costs:

---

Total Cost: \$11.7M

- Phase 1: \$3.9M
- Phase 2: \$3.5M
- Phase 3: \$7.8M (\$4.3M streetscape improvements, \$3.5M underground utilities)

### Responsible Project Partners:

---

- Delaware County
- Chester
- Parkside Borough
- PECO
- Widener University
- Adjacent Business Community

### Potential Funding Sources:

---

- Delaware County Renaissance Program
- TEA 21
- PENNDOT
- Community Development Block Grant (CDBG)

# PROJECT 3 Edgmont Avenue Streetscape Improvements



A pedestrian-friendly environment contributes to retail activity and improves perceptions of safety.



Physical improvements to the streetscape can leverage private investment.

## Phasing and Implementation Schedule:

ACTION	MONTH(S)	COST
<b>Phase 1</b>		
Prepare Renaissance Plan Application (DC, Ch)	0-1	\$5,000
Prepare and Issue RFP for Design and Engineering Services (DC, Ch)	2-3	\$5,000
Interview and Select Preferred Design and Engineering Team (DC, Ch)	2-3	\$5,000
Prepare Streetscape Improvements Plan (DC, Ch, Co)	3-6	\$60,000
Phase 1a: Install Streetscape Improvements (2nd St. to 9th St.) (DC, Ch, Co)	6-12	\$2.3M
Phase 1b: Install Streetscape Improvements (9th St. to 12th St.) (DC, Ch,Co)	12-18	\$1.53M
<b>Phase 2</b>		
Prepare Renaissance Plan Application (DC, Ch)	18-19	\$5,000
Modify Contract with Existing Design and Engineering Team (DC, Ch)	19-20	\$5,000
Phase 2a: Install Streetscape Improvements (12th St. to 18th St.) (DC,Ch,Co)	20-26	\$2.1M
Phase 2b: Install Streetscape Improvements (19th St. to 22nd St.)(DC,Ch,Co)	26-32	\$1.4M
<b>Phase 3</b>		
Prepare Renaissance Plan Application (DC, Ps)	32-33	\$5,000
Modify Contract with Existing Design and Engineering Team (DC, Ps)	33-34	\$5,000
Phase 3a: Install Streetscape Improvements (22nd St. to Avon Rd.) (DC,PsCo)	34-40	\$2.0M
Phase 3b: Install Streetscape Improvements (Avon Rd. to Upland Rd.) (Co)	40-48	\$2.3M
Phase 3 Option: Install Underground Utilities (22nd St. to Upland Rd.) (Co)	40-48	\$3.5M

Responsible Project Partners Key:  
 DC - Delaware County  
 Ch - Chester  
 Up - Upland Borough  
 Ps - Parkside Borough  
 CT - Chester Township  
 Co - Consultant/Contractor/Developer/Other

# PROJECT 4 Triangle One Rehabilitation



The Triangle One set of buildings is a key piece of the ongoing Chester CBD revitalization effort.



Figure 3-6  
Triangle One Area Diagram

## PROJECT 4 Triangle One Rehabilitation



Facade improvements will reveal architectural details and enhance the physical appearance of the building from the Transit Center.

### Priority Level:

---

Medium

### Direct Impacts:

---

Chester

### Indirect Impacts:

---

Chester Township, Parkside Borough, Upland Borough, Delaware County

### Project Description:

---

Located in a highly visible site at the corner of Edgmont Avenue and 6<sup>th</sup> Street next to the Chester Transit Center, the buildings of Triangle One are experiencing exterior distress and deterioration. Façade improvements will reveal the historic features of each building and supplement the City's ongoing revitalization efforts. Redevelopment of the building could provide 15,000 SF of retail space, 10,000 SF of office space, and 25,000 SF of residential space.

### Benefits:

---

The Triangle One project will help stimulate economic growth and new private investment by creating desirable space for multiple uses, including residential units to promote downtown housing. Using the Transit Center as an anchor, this high visibility site has excellent potential for capturing the commercial and residential market demand created by daily commuters as they travel to and from Chester and surrounding jurisdictions. Crime perception will be improved as vacant buildings are filled with people and businesses. Investment in these properties promotes historic preservation and creates an aesthetically pleasing environment.

## PROJECT 4 Triangle One Rehabilitation



Colorful awnings and other simple facade treatments can improve the appearance of modest buildings.

### Site Description:

- Chester CBD
- 6 adjoining low-rise buildings
- 49,900 square feet of total space
- Located at the corner of Edgmont Avenue and 6<sup>th</sup> Street

### Order of Magnitude Costs:

Total Project Costs: \$5M

Public Contribution Costs: \$160,000

### Responsible Project Partners:

- Delaware County
- Chester Economic Development Authority
- Private Developer

### Potential Funding Sources:

- Delaware County Renaissance Program
- Community Development Block Grant (CDBG)
- Private Investment

### Implementation Schedule:

ACTION	MONTH(S)	COST
Prepare Delaware County Renaissance Application (DC, Ch)	0-1	\$5,000
Partner with Owner to Issue Architect RFP (DC, Ch)	2-3	\$5,000
Interview Architecture Firms and Select Preferred Team (DC, Ch)	2-3	\$5,000
Develop Facade Enhancement/Code Compliance Plan (DC, Ch, Co)	3-6	\$25,000
Provide Funding to Owner and Initiate Improvements (DC, Ch)	6-12	\$120,000

Responsible Project Partners Key:

DC - Delaware County

Ch - Chester

Up - Upland Borough

Ps - Parkside Borough

CT - Chester Township

Co - Consultant/Contractor/Developer/Other

# PROJECT 5 Franklin Building Adaptive Reuse



The Franklin Building is a former hotel that is well-suited for residential use.

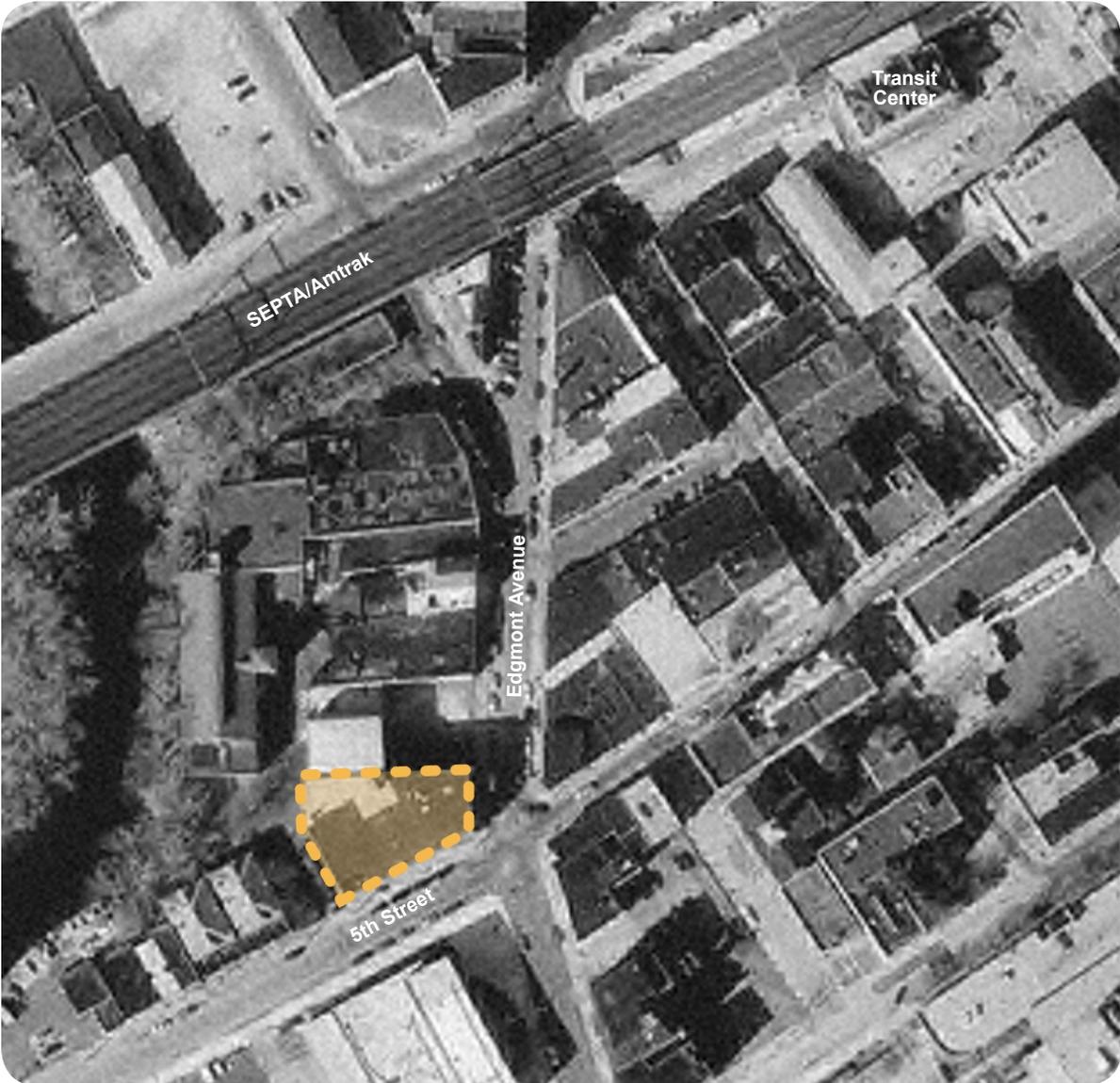


Figure 3-7  
Franklin Building Area Diagram

## PROJECT 5 Franklin Building Adaptive Reuse



With ground-floor commercial space and upper-floor residential units, the Franklin Building would contribute to a living downtown.

### Priority Level:

---

Medium

### Direct Impacts:

---

Chester

### Indirect Impacts:

---

Chester Township, Parkside Borough, Upland Borough, Delaware County

### Project Description:

---

Once a hotel, and now located one block from the new Chester City Hall and renovated Transit Center, adaptive reuse of the vacant Franklin Building is envisioned to include 16 to 18 live/work dwelling units (such as 'soft lofts' or artist's lofts). Assuming approximately 1,200 to 1,400 SF of space per unit, the Franklin Building could accommodate 22,000 SF of residential space and 10,000 SF of ground floor commercial space.

### Benefits:

---

The Franklin Building involves the adaptive reuse of a vacant building in downtown Chester. This project would create new downtown housing opportunities and contribute to a market for future retail services, leading to a vibrant downtown. Commercial uses on the ground floor would serve the downtown market, including commuters and employees.

## PROJECT 5 Franklin Building Adaptive Reuse



Renovated buildings often possess an architectural character that newer buildings lack.

### Site Description:

- Chester CBD
- 32,400 square feet
- Located at the corner of Edgmont Avenue and 5<sup>th</sup> Street

### Order of Magnitude Costs:

Total Project Costs: \$3M

Public Contribution Costs: \$150,000 (\$120,000 Low interest loan guarantee, \$30,000 tax abatement)

### Responsible Project Partners:

- Delaware County
- Chester Economic Development Authority
- Private Developer

### Potential Funding Sources:

- Delaware County Renaissance Program
- Municipal Guarantees
- Community Development Block Grant (CDBG)
- Private Investment

### Implementation Schedule:

ACTION	MONTH(S)	COST
Prepare Delaware County Renaissance Application (DC, Ch)	0-1	\$5,000
Partner with Owner to Issue Development RFP (DC, Ch)	2-3	\$5,000
Interview Development Firms and Select Preferred Team (DC, Ch)	2-3	\$5,000
Prepare Architectural Design/Code Compliance Plan (DC, Ch, Co)	3-6	\$35,000
Provide Funding to Developer and Initiate Improvements (DC, Ch)	6-12	\$100,000

Responsible Project Partners Key:

DC - Delaware County

Ch - Chester

Up - Upland Borough

Ps - Parkside Borough

CT - Chester Township

Co - Consultant/Contractor/Developer/Other

## Future Projects in the Edgmont Avenue Corridor



The Deshong Museum could become a regional center for arts and culture.



There are a number of redevelopment opportunities in the Chester CBD.

### Priority Level:

Medium

### Direct Impacts:

#### **f** Chester Triangle Park

Chester Triangle will provide a new open space focus for downtown and help bring private investment to the central business district. Envisioned as a ceremonial gathering place, the park would present a visual attraction to commuters utilizing the adjacent Transit Center.

#### **g** Former City Hall Adaptive Reuse

The completion of the new Chester City Hall creates a reuse opportunity at the former City Hall building. With a central location, potential tenants would include office, housing or a mix of uses.

#### **h** Masonic Temple Adaptive Reuse

The Masonic Temple is located on Edgmont Avenue at 9<sup>th</sup> Street near Deshong Park. Adaptive reuse of this prominent building for residential and mixed uses would help extend the revitalization efforts in the central business district outward from the core.

#### **i** Vacant Parcel Development Opportunity

A large vacant parcel located on Spruce Street between 6<sup>th</sup> and 7<sup>th</sup> Streets offers strong redevelopment potential. This site is located within a Keystone Opportunity Zone adjacent to Chester Creek.

#### **j** Deshong Museum Rehabilitation

The Deshong Museum has the potential of being a regional cultural attraction and center for the arts. With continued improvements, the museum and park could host art collections or theater productions and provide a true community resource.

## SECTION 4

# Taking the Next Steps

The Renaissance Program priority projects identified in this Action Plan were selected to initiate the economic rebirth of Planning Area 2 and create a foundation for future economic development efforts. The potential for realizing revitalization is impressive.

The combined success of the interrelated priority and future projects will breed further interest and investment along both Chester Creek and Edgmont Avenue. In anticipation of this, the Task Force has identified additional steps that will build upon and continue the revitalization momentum and eventually help achieve the vision for Planning Area 2.

Once the focus areas are strengthened through implementation of the Action Plan, the next step is to connect these areas with additional projects. As indicated in Figure 4-1, the extension of the Chester Creek greenway and the streetscape improvements to Upland Avenue will connect Upland to Chester and Chester Creek to Edgmont Avenue.

Ultimately, waterfront development will lead to the repositioning of Planning Area 2 as one of the most vibrant and desirable urban environments in Delaware County. Some of the possibilities for Planning Area 2 are illustrated through the following images.

- Chester Creek Greenway and Trail 
- Trail Connection 
- Pedestrian Bridge Connection 
- Upland Avenue Streetscape Improvements Connection 
- Edgmont and Upland Avenue Streetscape Improvements 
- Recommended Action Plan and Potential Future Projects 
- Existing Park 

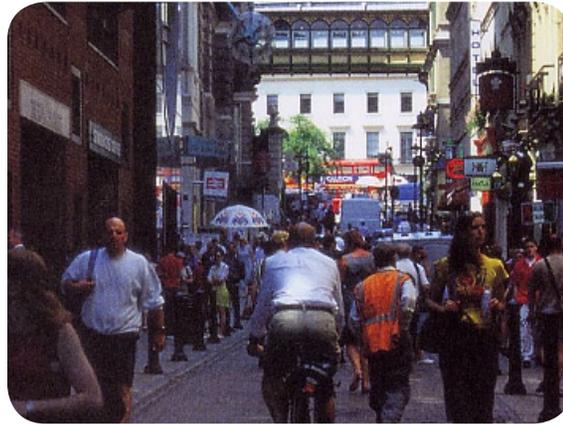


Figure 4-1  
Connecting Steps Diagram

*Chester Creek Corridor*



*Edgmont Avenue Corridor*



## SECTION 5

# Appendix

### Funding Sources

Funding the implementation of the Planning Area 2 projects will depend on a concerted effort to raise money from a number of funding sources. The following summaries describe possible funding sources for the broad range of components described in this plan.

### Area Development Programs

Grants from the Area Development Programs are awarded to municipalities, nonprofit organizations and institutions for the development of industrial parks, and other projects that contribute to job growth. In 1997, four grants were awarded, ranging from \$200,000 to \$500,000. A match of at least 50 percent is required and the project must demonstrate a relationship to the agency's strategic plan and a statewide strategic plan for economic development.

### Project Impact

Project Impact grants through the Federal Emergency Management Agency (FEMA) help communities that have a history of losses from natural disasters or have a significant disaster risk, such as those located in watershed floodplains. Through Project Impact, FEMA assists communities to engage a wide cross-section of its members in a collaborative process to prevent damage due to natural

## Appendix: Funding Sources

disasters at the local level. Funds are provided to help assess risks, build public-private partnerships, identify and implement projects, and communicate and mentor success. The key is to incorporate and sustain self-reliant disaster resistance into the basic fabric of a community's own vision.

### **Flood Mitigation Assistance Program**

The Flood Mitigation Assistance (FMA) program offered through FEMA helps states and communities identify and implement measures to reduce or eliminate the long-term risk of flood damage to homes and other structures insurable under the National Flood Insurance Program (NFIP). Projects may include elevation, relocation, or demolition of insured structures; acquisition of insured structures and property; dry flood-proofing of insured structures; and minor, localized structural projects that are not fundable by state or other federal programs (erosion-control and drainage improvements).

Grants are available to state agencies, participating NFIP communities or qualified local organizations. Two types of grants are available: planning grants to assist with the development of Flood Mitigation plans and project grants for implementation of measures to reduce flood losses.

### **Public Works and Development Facilities Program**

The U.S. Department of Commerce Economic Development Administration provides assistance through this program to help distressed communities attract new industry, encourage business expansion, diversify local economies, and generate long-term, private sector jobs. The types of projects funded include water and sewer facilities, primarily serving industry and commerce; port improvements; business incubator facilities; technology infrastructure; sustainable development activities; brownfields redevelopment; and other infrastructure projects. Specific activities may include demolition, renovation, and construction of public facilities; provision of water or sewer infrastructure; or the development of stormwater control mechanisms (e.g., a retention pond) as part of an eligible project. Eligible applicants include political subdivisions of a state, special-purpose state/local government units, or public or private nonprofit organizations. Proposed projects must be consistent with an approved regional Comprehensive Economic Development Strategy (CEDS).

### **Watershed Protection and Flood Prevention Grants**

The US Department of Agriculture, Natural Resources Conservation Service (NRCS)

## Appendix: Funding Sources

provides funding to state and local agencies or non-profit organizations authorized to carry out, maintain and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements and recreation planning. The NRCS requires a 50 percent local match for public recreation and fish and wildlife projects.

### **Community Development Block Grant Programs**

Projects may be eligible for funds from The Department of Housing and Urban Development's Community Development and Block Grant (CDBG) Program, if it can be proven that projects would benefit low-income populations. CDBG grants could be used for recreation facilities that meet these requirements. Grants from this program range from \$50,000 to \$200,000 and are made to municipalities or non-profits. There is no formal application process.

### **Land and Water Conservation Fund Grants**

The Land and Water Conservation Fund (LWCF) has historically been one of the most important sources of federal funds for local park facility development. In recent years,

Congress has been inconsistent in its allocations to LWCF. These funds are distributed by the National Park Service to the Pennsylvania DCNR, and they require a 50 percent match from the local project sponsor.

### **Commonwealth of Pennsylvania**

A variety of funding programs are available through the Pennsylvania Department of Conservation and Natural Resources (DCNR). A key priority of this DCNR is to bring its programs into towns and cities across Pennsylvania and to provide leadership linking agency resources with local conservation efforts. (DCNR Community Conservation Partnership Initiative). The following programs are operated under this agency.

### **Keystone Community Grant Program**

Through this program, the Commonwealth of Pennsylvania makes available grant moneys to municipal governments to support greenway and park planning, design and development. Applications for these grants are due in October of each year, and a 50 percent match is required from the local project sponsor. The amount of maximum award varies with the requested activity; however, planning grants are typically awarded \$50,000 or less. Land acquisition and construction grants range from \$150,000 to \$200,000. Small community

## Appendix: Funding Sources

grants are also available through this program for municipalities with populations of less than 5,000. These grants can support up to 100 percent of material costs and professional design fees for recreational facilities. Grants for these projects are typically limited to \$20,000.

### **Heritage Park Grants**

Heritage Parks Grants promote public/private partnerships to preserve and enhance natural, cultural, historic, and recreation resources to stimulate economic development through heritage tourism. Grants are available to municipalities, nonprofit organizations, or federally designated commissions acting on behalf of the municipalities in heritage park areas. Grants are awarded for a variety of purposes, including feasibility studies, development of management action plans for heritage park areas, specialized studies, and implementation projects. Grants require a 25 to 50 percent local match.

### **Community Grants**

Community grants are awarded to municipalities for recreation, park and conservation projects. These include the rehabilitation and development of park and recreation facilities; acquisition of land for park and conservation purposes; and technical assistance for feasibility studies, trail studies,

and site development planning. Community grants require a 50 percent match except for some technical assistance grants and projects eligible as small community projects. The Community Grants Program is comprehensive and could be used to fund a large number of open space components, including a greenway/trail. Small Communities Planning Assistance grants are awarded to municipalities having a population of 10,000 people or less. The grant offers a no-match funding source that can be used to support neighborhood revitalization, economic development, community conservation and housing plans. Regardless of the project type, the grantee must demonstrate the project benefits low to moderate income residents

### **Rails-to-Trails Grants**

Rails-to-Trails grants provide 50 percent funding for the planning, acquisition or development of rail-to-trail corridors. Eligible applicants include municipalities and nonprofit organizations established to preserve and protect available abandoned railroad corridors for use as trails or future rail service.

### **The Recreational Trails Program (DCNR) National Recreation Trails Fund Act (NRTFA) Grants**

Administered by DCNR, this source of funding is a subset of TEA-21. Funds from this program

## Appendix: Funding Sources

can be used for the acquisition of land and the construction of trail heads and trail facilities. Applications for this funding are due in March. Land acquisition requires a 50 percent match from the local sponsor. Construction projects require a 20 percent match from the local sponsor. The typical maximum award is \$150,000.

### **TEA-21 Enhancements Program**

Financial assistance through the PennDOT Transportation Program, as a subset of TEA-21 varies. However, with the support of local communities, the county and congressional offices, PennDOT might be persuaded to provide funding for certain projects. Information on the program may be obtained from the PennDOT District Office.

### **Surface Transportation Program (STP) Funds**

TEA-21 Surface Transportation Program Funds can be used for bicycle and pedestrian facility construction or non-construction projects, such as brochures, public service announcements, and route maps. The projects must be related to bicycle and pedestrian transportation and must be part of the Long Range Transportation Plan. These funds are administered by PennDOT, normally programmed locally, and included in the community's overall Transportation Improvement Program (TIP).

### **Pennsylvania Historical and Museum Commission**

A variety of funding programs are available through the Pennsylvania Historical and Museum Commission. The Commission is the official history agency of the Commonwealth of Pennsylvania and promotes a mission to preserve the Commonwealth's past through leadership, stewardship, and service.

### **Certified Local Government Grants**

Certified Local Government Grants require a 60/40 match and are available to support projects in six categories: Cultural Resource Surveys, National Register Nominations, Technical and Planning Assistance, Educational and Interpretative Programs, Staffing and Training, and Pooling and Third Party Administration. The grants are administered on a competitive basis, and the awards are made annually based on a peer review process and subject to annual availability of funds from the US Department of the Interior, National Parks Service. Funding under this program is limited to Certified Local Governments however, municipalities do not have to achieve Certified Local Government status at the time the grant application is due, but they must have achieved Certified Local Government status by the contract start date in order to receive grant funds.

## Appendix: Funding Sources

### **Keystone Historic Preservation Grants**

Keystone Historic Preservation Grants require a 50/50 cash match and are available for the preservation, restoration and/or rehabilitation of historic resources listed in or eligible for listing in the National Register of Historic Places. The grants are administered on a competitive basis, and the awards are made annually based on a peer review process. Nonprofit organizations and public agencies that own or support a publicly accessible historic property listed, or eligible for listing, in the National Register of Historic Places, or that own or support a contributing historic property in a National Register Historic District may apply for grant assistance.

### **PA Department of Community and Economic Development (DCED)**

The PA Department of Community and Economic Development (DCED) offers a variety of funding programs to help ensure the growth and development of communities. Program information listed below is also available at <http://www.inventpa.com>.

### **Community Revitalization Program**

This funding source, which ranges from \$5,000 to \$50,000, supports local initiatives aimed at improving a community's quality of life and improving business conditions.

### **State Planning Assistance Grant**

This program provides funding to municipalities for preparation and maintenance of community development plans, policies, and implementation measures. The grant requires a 50% match and priority is given to projects with regional participation.

### **Communities of Opportunity Program**

This program provides funding to prepare communities to be competitive in attracting, expanding, and maintaining businesses and providing affordable housing. The program is open to municipalities, redevelopment and housing authorities, and nonprofit housing corporations. The program does not require a local match.

### **Local Capital Improvements Program**

Local governments throughout the nation have initiated yearly appropriations from local general revenue for greenway and trail development through their capital improvements programs (CIP). In Raleigh, North Carolina, greenways continue to be built and maintained, year after year, due to a dedicated source of annual funding, administered by the Parks and Recreation Department.

## Appendix: Funding Sources

### **Public Sector Bonds**

In recent years, several communities throughout the nation have asked local residents to financially support the development of trails, greenway systems and open space through bond referendums. The Charlotte-Mecklenburg County area, among others for example, passed four consecutive referendums that generated more than \$3 million for their greenway program. Generally, a bond program will be successful if it is tied to specific projects, and can be clearly demonstrated as an investment in economic growth.

### **Private Funding Sources**

Many communities have solicited funding from a variety of private foundations, corporations, and other conservation-minded benefactors. As a general rule, local foundations and businesses will have a greater interest in and be more likely to fund a local project. Local sources should be approached first, before seeking funds outside the community.

### **Local Businesses**

Local industries and businesses may agree to provide support for development projects through: donations of cash to a specific project; in-kind donations of equipment and labor by corporations to reduce the cost of

implementation; and discounts in the cost of essential materials purchased from local businesses for implementation.

### **Volunteer Fundraising**

Community volunteers may provide assistance with fundraising. Potential sources of volunteer fundraisers in the area include local bicyclists, historical groups, trail groups, and civic clubs, such as Kiwanis, Rotary, and Lions Clubs.

### **“Buy-a-Foot” Programs**

“Buy-a-Foot” programs have been successful in raising funds and awareness for trail projects across the country. Local citizens are encouraged to purchase a linear foot of a trail project by donating the cost of construction.

*Appendix:  
Acronyms*

**Acronyms**

A list of acronyms used in this document follows:

<b>CBD</b> .....	Central Business District
<b>CDBG</b> .....	Community Development Block Grants
<b>DCED</b> .....	PA Department of Community and Economic Development
<b>DCNR</b> .....	PA Department of Natural Resources
<b>DU</b> .....	Dwelling Units
<b>FAR</b> .....	Floor Area Ratio
<b>FEMA</b> .....	Federal Emergency Management Agency
<b>FIMA</b> .....	Federal Insurance and Mitigation Administration
<b>HUD</b> .....	US Department of Housing and Community Development
<b>MOA</b> .....	Memorandum of Agreement
<b>Penn DOT</b> .....	Pennsylvania Department of Transportation
<b>RFP</b> .....	Request for Proposals
<b>RFQ</b> .....	Request for Qualifications
<b>SF</b> .....	Square Feet
<b>SHPO</b> .....	State Historic Preservation Office

## Appendix: Acknowledgements

### Acknowledgements

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#### **Delaware County Council**

John J. McFadden, *Chairman*  
Tim Murtaugh, *Vice Chairman*  
Andrew J. Reilly  
Linda A. Cartisano  
Mary Alice Brennan

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William Pisarek, *Chester Township*  
Charles Catania, *Chester Township*

**Appendix:  
Acknowledgements**

Special acknowledgment to the municipal officials of Planning Area 2

**Chester**

Wendell N. Butler, Jr., *Mayor*  
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Mary Tull, *Councilwoman*  
Monir Ahmed, *Councilman*  
Patricia Lewis-West, *Councilwoman*

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Shirley Purcival, *Borough Manager/Secretary/Treasurer*  
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Harold R. Peden, *Councilman*  
Michael J. Ciach, *Councilman*  
Dennis Walls, *Councilman*  
Linda E. Kirby, *Councilwoman*

**Parkside Borough**

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Samuel Iannucci, *Councilman*  
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**Appendix:  
Acknowledgements**

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Nathaniel Ellis, *Council Vice-Chair*

Robert J. May Jr., *Councilman*

Katherine Williams, *Councilwoman*

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Jon Pearson, *Cost Estimator*

Re\*naissance (F. re-n[asl]`s[aum]Ns"; E. r[-e]-n[=a]s"sans), n. [F., fr. rena[^i]tre to be born again. Cf. Renaissance.] A new birth, or revival. Specifically: (a) The transitional movement in Europe, marked by the revival of classical learning and art in Italy in the 15th century, and the similar revival following in other countries. (b) The style of art which prevailed at this epoch. \Re\*naissance" (F. re-n[asl]`s[aum]Ns"; E. r[-e]-n[=a]s"sans), n. [F., fr. rena[^i]tre to be born again. Cf. Renaissance.] A new birth, or revival. Specifically: (a) The transitional movement in Europe, marked by the revival of classical learning and art in Italy in the 15th century, and the similar revival following in other countries. (b) The style of art which prevailed at this epoch. \Re\*naissance" (F. re-n[asl]`s[aum]Ns"; E. r[-e]-n[=a]s"sans), n. [F., fr. rena[^i]tre to be born again. Cf. Renaissance.] A new birth, or revival.

**EDAW**

Design, Planning and  
Environments Worldwide