

# Delaware County Renaissance Program

## Planning Area 4. Action Plan

Darby Township

Folcroft Borough

Glenolden Borough

Norwood Borough

Prospect Park Borough



Darby Borough

Colwyn Borough

Aldan Borough

Collingdale Borough

Sharon Hill Borough

Prepared for Delaware County Council

***Kise Straw & Kolodner Inc.***

Architects Planners Historians

S. Huffman  
Associates

## TABLE OF CONTENTS

Introduction	1
Socio-Economic Conditions	2
Vision Statement and Revitalization Goals	13
Revitalization Strategies and Project Development	14
Project Prioritization	20
Recommended 5-Year Action Plan Projects	22
<i>Municipal Gateway Project</i>	23
<i>Prospect Park Town Center Revitalization Plan</i>	29
<i>Norwood Town Center Revitalization Plan</i>	42
<i>Collingdale Town Center Revitalization Plan</i>	55
<i>Housing Rehabilitation Program</i>	69
<i>Business Development Program</i>	82
<i>Transit Facility Improvement Project</i>	89
Recommended Long-Term and Other Municipal Projects	100
Long-Term Projects	100
Other Municipal Projects	103
Appendix A	Section 2

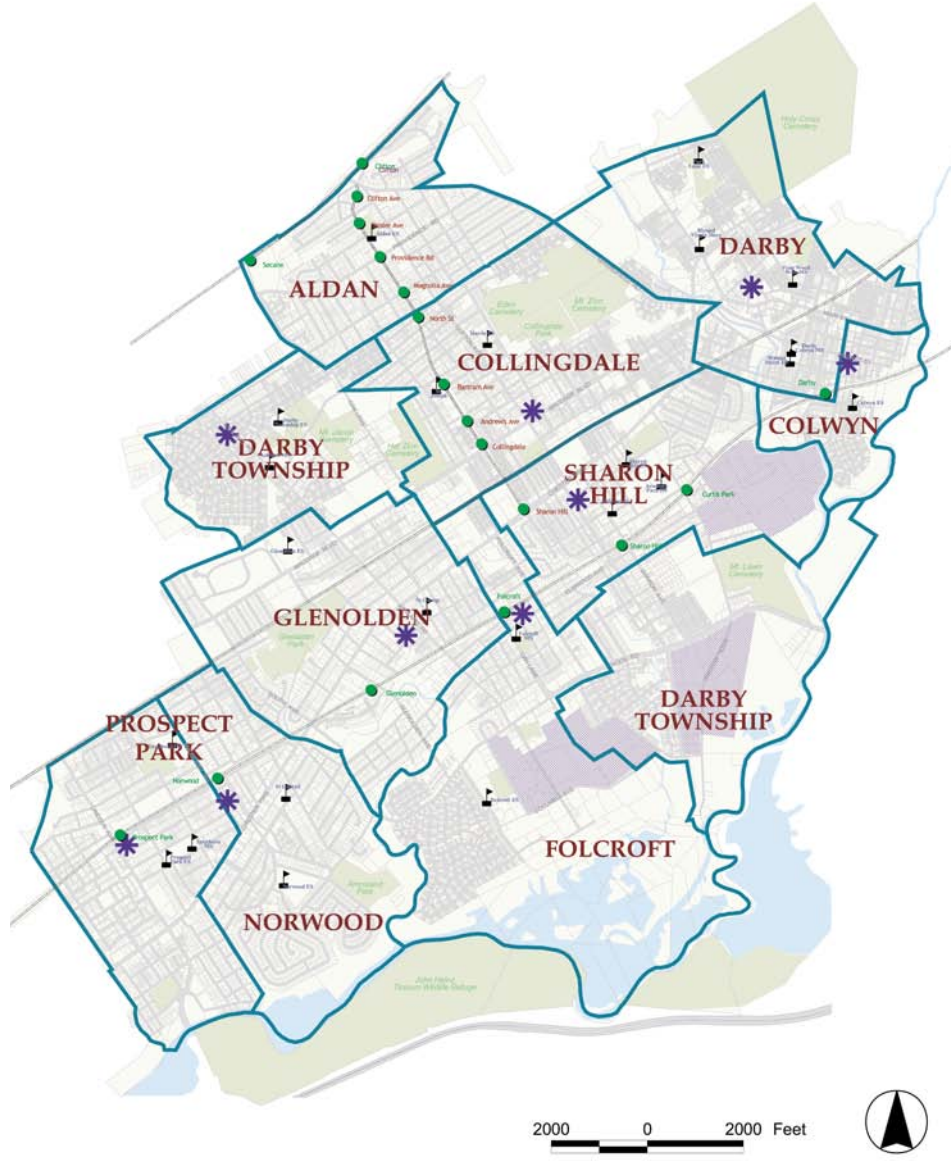
## INTRODUCTION

A continuing trend in America is the growth and prosperity of outer-suburban communities at the expense of urban and first-generation suburban areas. As new homes and commercial areas are built far from traditional city cores, those cities and their immediate suburbs are suffering abandonment, population loss, and economic decline. Southeastern Delaware County, comprised of typical first-generation suburban municipalities adjacent to the city of Philadelphia, is experiencing such classic symptoms of deterioration.

Delaware County Council initiated its Renaissance Program to reverse the trend of decline and begin revitalizing the county's first-generation municipalities. The aim of the Program is to complete five-year Action Plans for each of the five Planning Areas in the southeastern portion of the county. Action Plans will consist of a series of recommended implementation projects, intended to make the Renaissance Program municipalities more attractive, livable, safe, and economically viable. To receive implementation funding from Delaware County, Action Plan projects must address downtown economic development, housing, infrastructure, transportation, public safety, and other complementary elements such as streetscape improvements and historic preservation. The intent of the Renaissance Program is to recommend projects that have multiple municipal impacts, and ideally, the Renaissance Program will foster regional cooperation through economic revitalization.

This Action Plan recommends a series of revitalization projects for Renaissance Planning Area 4, which consists of ten municipalities - the boroughs of Aldan, Collingdale, Colwyn, Darby Borough, Folcroft, Glenolden, Norwood, Prospect Park, and Sharon Hill, and Darby Township (refer to Map 1). While each municipality has a distinct character and identity, each is connected by important transportation routes and exhibits to varying degrees the social and economic problems and decline in quality of life facing much of southeastern Delaware County. The Action Plan identifies economic development and community revitalization projects for Planning Area 4 that can improve the quality of life of the communities to meet the needs of contemporary society, and produce visible results within a short period of time. While traditionally the individual municipalities have not typically worked together on planning issues, the Delaware County Renaissance Program Action Plan provides a unique opportunity for these ten municipalities to work together toward common goals and projects for the improvement of their communities.

# Delaware County Renaissance Program PLANNING AREA 4



**Renaissance Program -- Planning Area 4**

- Train and Trolley Station Locations
- Municipal Boundaries
- Industrial Parks
- ✱ Municipal Halls
- ⚡ Schools

**Map 1.**

## SOCIO-ECONOMIC CONDITIONS

As part of the first phase of the planning project, the project team set about to familiarize themselves with the changes that have taken place in the Planning Area 4 municipalities over the past 10 years, and with the physical form of the communities themselves. After an initial meeting with representatives of the Planning Area 4 communities, an analysis of the demographics of the study area in 1990 and 2000 was undertaken. This analysis concentrated on the characteristics of the population and housing at the municipal level, and the changes that have occurred over the 10-year period. It was undertaken so that the communities in that planning area could understand the trends that were affecting them and the quality of their lives, and could address those trends knowledgeably.

A word of caution is in order at this point. There have been incidents of accidental undercounting by the Census Bureau in urbanized areas in past years. This is particularly true in locations where the population may be more diverse than in rural or many outlying suburban areas. In addition, some areas experienced a relatively low response rate to the Census questionnaire. This data does, however, constitute the best available data, and has been used to provide a "snapshot" of the communities in Planning Area 4.

The Delaware County Planning Department was extremely helpful in compiling data from the 1990 and 2000 Census of Population and Housing for all of the municipalities in the County for the Renaissance Program. Data from Planning Area 4 has been extrapolated from that much larger packet of information, so that the consultant team and the residents could look at the area as a demographic entity. Additional information was obtained from the Delaware Valley Regional Planning Commission and the United States Bureau of the Census. Following is a summary of the major changes in the demographics of the population and the characteristics of the housing of the 10 municipalities in Planning Area 4.

### *Population Change 1990-2000*

The table below summarizes changes in total population in the region by County between 1990 and 2000. While the five county region actually grew by 12% between 1999 and 2000, one county (Philadelphia) decreased (-4%). Delaware County was the only county that experienced a single digit (1%) growth rate.

## Population Change 1990 - 2000

### 5 County Region

	Population 1990	Population 2000	Change 1990-2000	% Change 1990-2000
Delaware County	547,651	550,864	3,213	1%
Bucks County	541,174	597,635	56,461	10%
Chester County	376,396	433,501	57,105	15%
Montgomery County	678,111	750,097	71,986	11%
Philadelphia	1,585,577	1,517,550	-68,027	-4%
Five County Region	1,595,681	1,781,233	185,552	12%

Source: 1990 and 2000 Census; Delaware County Planning Department

Detailed summaries of population changes at the municipal level between 1990 and 2000 are shown below. Planning Area 4 experienced an overall 5.6% decline in growth during the 10 year period. Only Glenolden, which grew from 7,260 persons to 7,476 persons, felt a population increase (+3%). Population declines of less than 5% occurred in Norwood and Prospect Hill, while population declines of between 5% and 8% were felt in Aldan, Collingdale, Colwyn, Darby Borough, Folcroft, and Sharon Hill. Darby Township lost 12.2% of its population.

## Population Change 1990 - 2000

### Planning Area

	Population 1990	Population 2000	Change 1990-2000	% Change 1990-2000
Aldan Borough	4,549	4,313	-236	-5.2%
Collingdale Borough	9,175	8,664	-511	-5.6%
Colwyn Borough	2,613	2,453	-160	-6.1%
Darby Borough	11,140	10,299	-841	-7.5%
Darby Township	10,955	9,622	-1,333	-12.2%
Folcroft Borough	7,506	6,978	-528	-7.0%
Glenolden Borough	7,260	7,476	216	3.0%
Norwood Borough	6,162	5,985	-177	-2.9%
Prospect Park Borough	6,764	6,594	-170	-2.5%
Sharon Hill Borough	5,771	5,468	-303	-5.3%
Planning Area 4	71,895	67,852	-4,043	-5.6%
Delaware County	547,651	550,864	3,213	0.6%

Source: 1990 and 2000 Census; Delaware County Planning Department

Shown below are population forecasts for the year 2025 prepared by the Delaware Valley Regional Planning Commission on the basis of year 2000 Census data and conversations with Delaware County and its municipalities as appropriate. While the County is expected to decline by only .6%, Planning Area 4 is expected to lose 12.3% of its population. The population in the boroughs of Aldan, Norwood, and Prospect Park will decrease at rates between 6% and 8%; all other municipalities in the study area are expected to lose between 11% and 16% of their population.

## Population Forecasts

	Census 2000	2010	2020	2025	% Change 2000-2025
Aldan Borough	4,313	4,160	3,980	3,970	-8.0%
Collingdale Borough	8,664	8,220	7,750	7,500	-13.4%
Colwyn Borough	2,453	2,300	2,150	2,060	-16.0%
Darby Borough	10,299	9,750	9,170	8,860	-14.0%
Darby Township	9,622	9,080	8,440	8,090	-15.9%
Folcroft Borough	6,978	6,630	6,210	5,980	-14.3%
Glenolden Borough	7,476	7,180	6,830	6,620	-11.4%
Norwood Borough	5,985	6,030	5,770	5,620	-6.1%
Prospect Park Borough	6,594	6,400	6,210	6,110	-7.3%
Sharon Hill Borough	5,468	5,150	4,800	4,710	-13.9%
Planning Area 4	67,852	64,900	61,310	59,520	-12.3%
Delaware County	550,864	550,970	546,972	547,784	-0.6%

Source: Delaware Valley Regional Planning Commission

## Racial Composition

Both Delaware County and Planning Area 4 have a relatively small percentage of their population (20%-25%) that is minority. Nonetheless, the County had a 6.2% drop in its White population between 1990 and 2000, while Planning Area 4 experienced a 9.8% decrease in its White population. The percentage of the population listed below as "other", which in this case includes Asians as well as people who indicated that they are of two or more races, was 5.2% in the County and 2.9% in Planning Area 4 in 2000.

Boroughs with the greatest change in racial composition were Colwyn (48%), Darby Borough (29%), and Sharon Hill (20%). The percentage of the population that described themselves as other races than Black or White remains relatively small in all of the boroughs, ranging from 1.3% in Norwood to 5.2% in Darby Borough.

## Race: 1990 - 2000

	1990				2000			
	Total Population	% White	% Black	% Other	Total Population	% White	% Black	% Other
Aldan Borough	4,549	99.0%	0.5%	0.5%	4,313	93.3%	4.3%	2.3%
Collingdale Borough	9,175	97.9%	1.0%	1.1%	8,664	91.9%	4.7%	3.3%
Colwyn Borough	2,613	91.0%	7.7%	1.3%	2,453	42.6%	52.1%	5.2%
Darby Borough	11,140	65.7%	33.1%	1.2%	10,299	36.4%	60.0%	3.6%
Darby Township	10,955	61.8%	37.4%	0.7%	9,622	62.3%	36.4%	1.4%
Folcroft Borough	7,506	97.8%	1.3%	0.9%	6,978	93.9%	4.0%	2.2%
Glenolden Borough	7,260	97.1%	1.7%	1.3%	7,476	92.3%	4.0%	3.7%
Norwood Borough	6,182	99.3%	0.5%	0.2%	5,985	97.6%	1.1%	1.3%
Prospect Park Borough	6,764	98.3%	0.8%	0.9%	6,594	95.4%	1.4%	3.2%
Sharon Hill Borough	5,771	91.5%	7.7%	0.8%	5,468	71.1%	24.8%	4.2%
Planning Area 4	71,895	86.8%	12.3%	0.9%	67,852	77.0%	20.1%	2.9%
Delaware County	547,651	86.5%	11.2%	2.3%	550,864	80.3%	14.5%	5.2%

Source: 1990 and 2000 Census; Delaware County Planning Department

## Employment

Delaware County's unemployment rate in 2000 was 4.9%, while Planning Area 4's unemployment was one point higher at 5.9%. Prospect Park and Sharon Hill Boroughs had the lowest unemployment rates (<4%), while the highest unemployment was in Darby Borough (11.5%), and Colwyn (9%).

## Labor Force Statistics

	Total Population 16 & over	Total in Labor Force	Unemployed	% Labor Force Unemployed
Aldan Borough	3,440	2,155	109	5.1%
Collingdale Borough	6,455	4,265	245	5.7%
Colwyn Borough	1,715	1,162	104	9.0%
Darby Borough	7,235	4,169	477	11.5%
Darby Township	7,402	4,553	297	6.5%
Folcroft Borough	5,327	3,394	162	4.8%
Glenolden Borough	5,854	3,900	182	4.7%
Norwood Borough	4,656	3,142	136	4.3%
Prospect Park Borough	5,149	3,519	139	3.9%
Sharon Hill Borough	4,078	2,638	95	3.6%
Planning Area 4	51,311	32,897	1,946	5.9%
Delaware County	429,983	272,268	13,310	4.9%

Source: 2000 Census, Summary File 3



## Median Household Income

The median household income in Delaware County in the year 2000 was \$50,092. All of the boroughs in Planning Area 4 had median incomes somewhat below the County's. The lowest median incomes occurred in Darby Borough (\$30,938) and Colwyn (\$33,150). Highest median household incomes were in the Boroughs of Aldan and Norwood.

Family income is generally higher than household income, since household data includes single persons living alone who may have lower incomes. The County's median family income was higher than that of any of the communities in Planning Area 4 by amounts ranging from \$2,000 (Aldan) to \$25,000 (Darby Borough). The County's per capita income was \$25,040, while per capita incomes in Planning Area 4 ranged from \$13,883 to \$22,134.

1999 Income			
	Median Household Income	Median Family Income	Per Capita Income
Aldan Borough	\$47,292	\$59,595	\$22,134
Collingdale Borough	\$40,207	\$47,288	\$16,751
Colwyn Borough	\$33,150	\$39,861	\$13,883
Darby Borough	\$30,938	\$36,065	\$13,990
Darby Township	\$37,396	\$43,357	\$17,179
Folcroft Borough	\$44,443	\$50,791	\$17,727
Glenolden Borough	\$41,189	\$48,648	\$20,173
Norwood Borough	\$47,043	\$54,983	\$20,513
Prospect Park Borough	\$45,244	\$51,966	\$19,801
Sharon Hill Borough	\$42,436	\$48,146	\$18,503
Delaware County	\$50,092	\$61,590	\$25,040

Source: 2000 Census, Summary File 3: Delaware County Planning Department

## Poverty Levels 1990 - 2000

The Census Bureau determines whether a person is in poverty on the basis of a number of factors, including income, age, and household size and type. In 2000, it determined that 531,111 County residents were in poverty, or 8% of the County population. This indicates a 1% increase over the number determined to be in poverty in 1990. In Planning Area 4, 10.2% of the residents were in poverty in 2000, a .7% increase in the percent below poverty in 1990.

Within the Planning Area, Colwyn experienced the greatest increase (4.9%) in those below poverty (16.6%), and Darby Borough had the highest percent below poverty of 20.6%. The municipalities that experienced a decrease in the percent below poverty during the 10 year period were Darby Township (-2.9%) and Prospect Park Borough (-2%).

Persons with Income Below Poverty Threshold					
	1990 Poverty Status		2000 Poverty Status		Change % Below Poverty
	Total Population*	% Below Poverty	Total Population*	% Below Poverty	
Aldan Borough	4,540	4.2%	4,300	5.9%	1.7%
Collingdale Borough	9,130	8.1%	8,636	8.4%	0.3%
Colwyn Borough	2,613	11.7%	2,451	16.6%	4.9%
Darby Borough	10,612	17.7%	9,892	20.6%	2.9%
Darby Township	10,894	14.7%	9,600	11.8%	-2.9%
Folcroft Borough	7,474	5.6%	6,971	8.4%	2.8%
Glenolden Borough	7,238	4.7%	7,441	5.0%	0.3%
Norwood Borough	6,126	4.7%	5,973	7.6%	2.9%
Prospect Park Borough	6,584	6.3%	6,424	4.3%	-2.0%
Sharon Hill Borough	5,766	9.9%	5,409	11.0%	1.1%
Planning Area 4	70,977	9.5%	67,097	10.2%	0.7%
Delaware County	529,346	7.0%	531,111	8.0%	1.0%

*\*Persons for Whom Poverty Status is determined  
Source: 1990 and 2000 Census, Summary File 3(sample data); Delaware County Planning Department*

## Housing Tenure

Delaware County's homeownership rate dropped from 72.6% in 1990 to 71.9% in 2000. By comparison, Planning Area 4 homeownership dropped from 73.1% in 1990 (higher than that of the County) to 70.8% in 2000 (below that of the County).

Within Planning Area 4, homeownership ranged from 61.6% (Prospect Hill) to 79.6% (Darby Township). Homeownership in Colwyn and Darby Boroughs dropped by more than 7%, while Collingdale's homeownership rate dropped 5.6%. Both Aldan and Darby Township had small increases in owner occupancy over the 10 year period.

Occupied Housing Units and Tenure: 1990 to 2000							
	1990			2000			Change in Owner Occupancy 1990-2000
	Occupied Units	# Owner	% Owner	Occupied Units	# Owner	% Owner	
Aldan Borough	1,769	1,327	75.0%	1,751	1,331	76.0%	1.0%
Collingdale Borough	3,317	2,519	75.9%	3,188	2,244	70.4%	-5.6%
Colwyn Borough	924	689	74.6%	850	572	67.3%	-7.3%
Darby Borough	3,709	2,627	70.8%	3,405	2,165	63.6%	-7.2%
Darby Township	3,822	2,962	77.5%	3,670	2,920	79.6%	2.1%
Folcroft Borough	2,544	2,055	80.8%	2,530	1,966	77.7%	-3.1%
Glenolden Borough	2,907	1,902	65.4%	3,058	1,967	64.3%	-1.1%
Norwood Borough	2,219	1,663	74.9%	2,286	1,707	74.7%	-0.3%
Prospect Park Borough	2,617	1,628	62.2%	2,577	1,588	61.6%	-0.6%
Sharon Hill Borough	2,156	1,630	75.6%	2,091	1,526	73.0%	-2.6%
Planning Area 4	25,984	19,002	73.1%	25,406	17,986	70.8%	-2.3%
Delaware County	201,374	146,281	72.6%	206,320	148,384	71.9%	-0.7%

Source: 1990 and 2000 Census; Delaware County Planning Department

### **Housing Units and Vacancy**

Delaware County saw a 2.8% increase in the number of housing units within its borders, while Planning Area 4 saw no net change during the 10 year period. In 2000, 5% of the County's housing units were vacant, while 6.5% of the Planning Area's were vacant. This indicates an increase in vacancies of .3% for the County, and 2.1% for the Planning Area.

While the entire Planning Area had no change in the total number of units, six municipalities had a small decrease. Four boroughs had small increases in the total number of units. They were Aldan (+.1%), Folcroft (+.2%), Glenolden (+4.7%), and Norwood (+4.2%). Only Glenolden experienced a decrease in its vacancy rate between 1990 and 2000 (-.5%). All other municipalities saw their vacancy rates increase; most significant increases were in Colwyn (+6.2%) and Darby Borough (+6.6%).

### Housing Units: Vacancy 1990-2000

	Total Units 1990	Total Units 2000	% Change in Units 1990-2000	Vacant Units 1990	Vacant Units 2000	% Change Vacancy Rate 1990-2000
Aldan Borough	1,816	1,817	0.1%	47	66	1.0%
Collingdale Borough	3,483	3,404	-2.3%	166	216	1.6%
Colwyn Borough	970	954	-1.6%	46	104	6.2%
Darby Borough	4,042	3,999	-1.1%	333	594	6.6%
Darby Township	3,941	3,868	-1.9%	119	198	2.1%
Folcroft Borough	2,623	2,629	0.2%	79	99	0.8%
Glenolden Borough	3,055	3,198	4.7%	148	140	-0.5%
Norwood Borough	2,267	2,363	4.2%	48	77	1.1%
Prospect Park Borough	2,712	2,683	-1.1%	95	106	0.4%
Sharon Hill Borough	2,251	2,246	-0.2%	95	155	2.7%
Planning Area 4	27,160	27,161	0.0%	1,176	1,755	2.1%
Delaware County	211,024	216,978	2.8%	9,650	10,658	0.3%

Source: 1990 and 2000 Census

### Median Values and Gross Rents

The median value of owner occupied housing in Delaware County in 2000 was \$128,000; significantly higher than median values in any of the municipalities in Planning 4. Median gross rents for the County, which include utility costs, were \$714, again higher than in any of the 10 communities.

Aldan had the highest median value in 2000 of \$110,200, while Colwyn and Darby Boroughs had the lowest values (under \$53,000). Median gross rents ranged from a low of \$550 (Norwood Borough) to \$697 (Folcroft Borough).

### Median Value and Median Gross Rent

	Median Value Owner Occupied Units	Median Gross Rent
Aldan Borough	\$110,200	\$629
Collingdale Borough	\$69,600	\$628
Colwyn Borough	\$52,900	\$617
Darby Borough	\$51,300	\$590
Darby Township	\$79,900	\$669
Folcroft Borough	\$74,800	\$697
Glenolden Borough	\$92,800	\$627
Norwood Borough	\$99,000	\$550
Prospect Park Borough	\$98,100	\$625
Sharon Hill Borough	\$72,800	\$554
Delaware County	\$128,800	\$714

Source: 2000 Census, Summary File 3: Delaware County Planning Department

## Building Permit History

Building permit activity is often a measure of market demand, or at least of the perception of that demand by the development community. Between January 2000 and September 2002, there were 3,472 building permits in the County. Of those, 4.7% or 162 were in Planning Area 4. Only 3.9% of the County's building permits have been in the Planning Area since 1988.

Fully one third of the Planning Area's building permits since 1994 have been in Aldan Borough (119). Darby Township experienced 30.8% of the building permit activity (112 units). Colwyn Borough has had no building permit activity since 1988.

Building Permits: 1988 to Sept. 2002*				
	1988-1993	1994-1999	2000-Sept. 2002	% of Planning Area 1994-Sept.02
Aldan Borough**	37	79	40	33.3%
Collingdale Borough	0	0	9	2.5%
Colwyn Borough	0	0	0	0.0%
Darby Borough	0	12	0	3.4%
Darby Township	13	20	90	30.8%
Folcroft Borough	30	0	16	4.5%
Glenolden Borough**	49	13	0	3.6%
Norwood Borough	52	64	4	19.0%
Prospect Park Borough	35	4	1	1.4%
Sharon Hill Borough	20	3	2	1.4%
Planning Area 4	236	195	162	
Planning Area as % of County	4.4%	3.0%	4.7%	
Delaware County	5,323	6,576	3,472	

Source of Building Permits: Bureau of Census, Construction Statistics Division; Delaware County Planning Department

\*New construction

\*\*Contains 2002 building permit estimates.

## ***Socio-economic Summary and Conclusions***

Delaware County's population was fairly stable between 1990 and 2000, but it is projected to decline slightly by the year 2025. This decline will be concentrated in inner ring suburbs like Planning Area 4, which is projected to lose 12.3% of its population over the next 25 years. The population currently residing in Planning Area 4 is slightly more racially mixed than the County's and has generally lower incomes, higher poverty rates, slightly lower home occupancy rates, and lower housing prices. Only 3.9% of the County's building permits have been in Planning Area 4 since 1988.

There are some differences in demographic trends among the municipalities in Planning Area 4. The largest population losses between 1990 and 2000 were in Darby Borough and Township. Minority populations are concentrated in Colwyn and Darby Borough, and to a lesser extent in Darby Township and Sharon Hill. The lowest incomes and the highest poverty rates are in Darby Borough and Colwyn. The highest incomes are in Aldan and Norwood, and the lowest poverty rate is in Prospect Park. Poverty actually decreased in Darby Township and Prospect Park during the decade.

Homeownership rates decreased most in Colwyn and Darby Boroughs, while increasing in Aldan and Darby Township, which has the highest rate of homeownership in Planning Area 4. Vacancies increased most in Colwyn and Darby Boroughs, and the value of owner occupied housing were lowest there. Highest housing values are found in Aldan. Over 83% of the building permits in Planning Area 4 between 1988 and September of 2002 were in Aldan Borough, Darby Township, and Norwood.

## VISION STATEMENT AND REVITALIZATION GOALS

Following the evaluation of issues and opportunities in Planning Area 4, the Renaissance Planning Area 4 Task Force created a vision for economic revitalization:

*Through a series of strategic investments, the Delaware County Renaissance Program Action Plan seeks to stabilize and revitalize the mature suburban communities that comprise the southeastern Delaware County region. It is anticipated that these investments will enhance the overall livability and quality of life of these communities by revitalizing commercial corridors; reinforcing town centers as a focus of community life; strengthening community identity and civic pride; conserving and rehabilitating the diverse housing stock of the area; improving access to transportation; and providing new opportunities for public recreation. In sum, the Planning Area 4 Action Plan envisions an assemblage of highly desirable, livable, walkable, and diverse communities with a strong sense of place.*

This vision established the momentum and basis for the Action Plan through a series of revitalization goals:

1. Redeveloping existing traditional commercial areas into true pedestrian-oriented neighborhood centers and community focal points
2. Exploiting existing transit connections by physically improving stations and station areas while encouraging new transit-oriented development in those locations
3. Improving regional connections through enhanced transit routes and frequencies
4. Expanding and attracting new industry to increase the local tax base while improving the marketability of the region
5. Enhancing the desirability of existing residential neighborhoods through targeted investment in housing rehabilitation and the provision of new community amenities
6. Expanding and connect regional recreational opportunities
7. Improving the appearance of and reinforcing the identity of municipalities
8. Encouraging the adaptive reuse of existing infrastructure and historic preservation of the region's many unique resources

## REVITALIZATION STRATEGIES AND PROJECT DEVELOPMENT

The revitalization goals were instrumental in establishing the direction of the Action Plan. To fulfill the goals, the Task Force developed a series of revitalization strategies from which specific projects were formulated. The revitalization strategies were carefully crafted to address each type of major issue facing Planning Area 4 while attempting to involve as many municipalities as possible for the greatest economic impact:

- **Stabilize the Community Investment Area.** The recommended Community Investment Area comprises a portion of Collingdale and Sharon Hill Boroughs as well as Darby Township. This geographic area is recommended to receive focused revitalization efforts for several reasons. As the Issues and Opportunities report revealed (see Appendix A), areas to the east, including Darby Borough and Colwyn, as well as eastern portions of Collingdale and Sharon Hill, have been deteriorating for several years, with increasing housing vacancies and decreasing population. Accordingly, these municipalities have been pursuing and receiving county, state, and federal assistance to improve their housing and commercial areas. Areas just to the west of these deteriorated areas, however, which are encompassed by the Community Investment Area, are in a threatened state and may begin to decline without immediate revitalization intervention. As a result, the Action Plan particularly recommends housing investment in this area, as well as commercial area and transit improvements.
- **Revitalize Town Centers.** Several traditional town centers are found throughout Planning Area 4. These traditional centers once provided most of the commercial amenities for the surrounding neighborhoods in each municipality. As the popularity of the automobile increased, several shopping centers sprung up along major arteries throughout Planning Area 4, most of which are adjacent to the traditional commercial areas. Today many commercial districts are still intact for the most part, consisting of walkable "Main Streets", accessible transit, and dense built environment. These commercial areas can be found in Darby Borough, Colwyn, Aldan, Collingdale, Sharon Hill, Glenolden, Folcroft, Prospect Park, and Norwood. Other commercial districts, however, have deteriorated or have been undermined by road widenings and newer auto-oriented patterns of development. This has occurred primarily along Chester Pike and western MacDade Boulevard. In addition, many of the older shopping centers have deteriorated as well and contain vacant stores.



The Action Plan recommends revitalizing and investing in the commercial districts that are still viable to further enhance them and provide a cornerstone for continued economic improvement for the surrounding neighborhoods. Recommended enhancements for these town centers include streetscape, traffic calming and business improvements, as well as the revitalization of nearby deteriorated shopping centers.

- **Enhance Community Identity.** Planning Area 4 contains ten municipalities in a relatively small geographic area. Aside from the typical small blue and white municipal entrance signs, municipal identification is practically non-existent. As a result, it is difficult for most people to identify when they have entered or left a municipality in Planning Area 4. To provide attractive gateways and entrances into each municipality, while clearly identifying the municipality, the Action Plan recommends installing thematic signage, along with landscaping and other distinctive features, at each municipal boundary along major thoroughfares throughout Planning Area 4. Other recommended community identification projects include industrial center signage to identify the many industrial parks in Planning Area 4, as well as a municipal way finding project involving the installation of attractive signage to identify points of interest in each municipality. For those municipalities with traditional town centers, way finding signage is also recommended as part of the town center streetscape improvement projects.
- **Develop New Businesses and Market the Region.** Planning Area 4 is a business hub, with several large industrial parks, several large shopping centers, and a variety of small businesses located throughout the region. The business climate is in decline, however, as industrial park and shopping center vacancies continue while small businesses struggle in several areas. As a result, the Action Plan recommends new multi-municipal/regional economic development leadership in the form of a full-time coordinator or management entity to help sustain existing businesses and recruit new ones to southeastern Delaware County. In addition, it is recommended that the economic development coordinator establish a marketing program for the region to encourage living and doing business in Planning Area 4.
- **Improve Transit Facilities.** Planning Area 4 is fortunate to have several forms of transit serving its population. While SEPTA's regional rail, trolleys, and buses all provide service to southeastern Delaware County, improvements to transit facilities are needed. In many cases, regional rail stations are merely platforms with little or no shelter. Those with shelters or stations are often in disrepair. Similarly, many trolley shelters need repairs and aesthetic

improvements. The Action Plan therefore recommends the enhancement of appearance and function of regional rail and trolley stations, especially in and adjacent to town center areas. In addition, there is a missing north/south transit link between Chester Pike and MacDade Boulevard west of the Sharon Hill Trolley. The Action Plan recommends instituting a new or extended north/south bus route to connect these areas.

- **Improve Recreation Access.** Planning Area 4 is ideally situated for recreation, with its close proximity to the Tinicum National Environmental Center and Heinz National Wildlife Refuge, recreational amenities along Darby Creek, and a variety of community parks and historic points of interest throughout the area. These recreation assets, however, are not easily accessible. The Action Plan recommends expanding the recreational opportunities of the Tinicum Environmental Center and Heinz Wildlife Refuge to the north side of Darby Creek to provide direct access for residents of Planning Area 4. Currently the land is underutilized. In addition, it is recommended that clear and convenient connections be made between municipal parks, residential areas, town centers, historic sites, the Tinicum Environmental Center and Heinz Wildlife Refuge, Darby Creek recreational opportunities, and the East Coast Greenway along the Delaware River.

Based on the above revitalization strategies, the Task Force formulated a comprehensive list of potential projects that would help implement the strategies, covering several major areas of improvement (refer to Table 1). Several criteria were used to help justify and compare the projects including cost, timeframe, agency coordination, and project visibility, as well as comments from the Task Force. The following general parameters were used as a guide:

#### 1. Cost

*Approximate cost estimate of the project.*

- High: > \$5 million
- Medium: \$1 million - \$5 million
- Low: < \$1 million

#### 2. Timeframe

*Approximate amount of time to complete the project, accounting for how quickly the project can begin.*

- Long-term: 5 - 10 years
- Medium-term: 3 - 5 years
- Short-term: 0 - 3 years

### 3. Agency Coordination

*Requirement of multi-agency coordination to successfully complete the project (multiple municipalities count as one agency).*

- Yes
- No

### 4. Visibility

*Degree of project visibility (physical projects are more visible than programmatic and can more easily demonstrate progress to the public).*

- High
- Low

### 5. County Criteria

*Number of desired county criteria for the Renaissance Program satisfied by the project.*

- Critical optional elements satisfied by the project
- Any option optional elements satisfied by the project

**TABLE 1: ACTION PLAN PROJECTS COMPARISON**

Project	Cost	Timeframe	Agency Coordination	Visibility	County Criteria
<b>Transition Corridor Housing Stabilization</b>					
<i>Vacant Housing Redevelopment Project</i>	High	Long-term	Yes	High	Housing Economic Development Public Safety Historic Preservation
<i>*Phased</i>	Medium	Medium-term	Yes	High	
<i>Occupied Housing Rehabilitation Project</i>	Low	Long-term	Yes	High	Housing Economic Development Public Safety Historic Preservation
<b>Transition Corridor Commercial Investment</b>					
<i>North/South "Main Street" Streetscape Project</i>	High	Long-term	Yes	High	Economic Development Historic Preservation Transportation Infrastructure Streetscape Improvements
<i>*Phased</i>	Low	Short-term	Yes	High	
<i>"Main Street" Business Improvement Project</i>	Low	Medium-term	Yes	High	Economic Development Historic Preservation
<b>Transition Corridor Transit Improvement</b>					
<i>North/South Bus Route Project</i>	Medium	Medium-term	Yes	High	Transportation Infrastructure Economic Development
<i>Trolley Station/Bus Shelter Improvement Project</i>	Medium	Medium-term	Yes	High	Transportation Infrastructure Economic Development

Project	Cost	Timeframe	Agency Coordination	Visibility	County Criteria
<b>Revitalization of Traditional Town Centers (MacDade Boulevard, Chester Pike, and Other Areas)</b>					
<i>Town Center Streetscape Project</i>	High	Long-term	Yes	High	Transportation Infrastructure Economic Development Public Safety Streetscape Improvements
<i>*Phased</i>	Low	Short-term	Yes	High	
<i>Town Center Traffic Calming Project</i>	High	Medium-term	Yes	High	Transportation Infrastructure Economic Development Public Safety Streetscape Improvements
<i>*Phased</i>	Low	Short-term	Yes	High	
<i>Shopping Center Redevelopment Project</i>	High	Long-term	Yes	High	Economic Development Historic Preservation Transportation Infrastructure Streetscape Improvements
<i>*Phased</i>	Low	Short-term	Yes	High	
<i>Town Center Business Development Project</i>	Low	Medium-term	Yes	Low	Economic Development Historic Preservation
<i>Train Station Improvement Project</i>	High	Medium-term	Yes	High	Transportation Infrastructure
<i>*Phased</i>	Low	Short-term	Yes	High	Economic Development Public Safety

Project	Cost	Timeframe	Agency Coordination	Visibility	County Criteria
Business Development/Regional Marketing					
<i>Multi-municipal Economic Development Leadership</i>	Low	Short-term	Yes	Low	Economic Development
<i>Heritage Corridor Development</i>	Medium	Short-term	Yes	High	Economic Development
<i>Regional Marketing and Promotional Campaign</i>	Low	Short-term	Yes	Low	Economic Development
Community Identity Enhancement					
<i>Municipal Gateway Project</i>	Low	Short-term	Yes	High	Economic Development
<i>Industrial Center Signage Project</i>	Low	Short-term	Yes	High	Economic Development
<i>Municipal Way finding Project</i>	Low	Short-term	Yes	High	Economic Development
Recreation Access Improvement					
<i>Heinz Wildlife Expansion / Access Project</i>	Medium	Medium-term	Yes	High	Urban Open Space Infrastructure
<i>*Phased</i>	Low	Short-term	Yes	Low	
<i>Recreational Greenway/ Network Project</i>	Medium	Medium-term	Yes	High	Urban Open Space Transportation Economic Development Infrastructure
<i>*Phased</i>	Low	Short-term	Yes	High	Cultural and Arts Attractions

## PROJECT PRIORITIZATION

Every recommended goal, strategy, and project is important to revitalizing the ten-municipality area of Planning Area 4. The purpose of the Action Plan, however, is to recommend a reasonable series of tangible, fundable, and implementable projects that impact as many municipalities as possible, and can begin and realistically be completed in a 5-year timeframe. Therefore, the Planning Area 4 Task Force prioritized the initial list of potential revitalization projects to determine which projects to initiate first, based on the criteria of cost, timeframe, agency coordination, visibility, and county criteria.

As the potential revitalization projects were prioritized, it was determined that several could be phased to effectively distribute project cost over time. This would allow at least a portion of the project to be completed as a model for future improvements. This was potentially applicable to investment zone revitalization projects, town center improvement projects, transit improvement projects, and recreation access improvement projects.

The chart of the prioritized revitalization projects indicates the highest priority projects in color at the top (refer to Table 2). These are the recommended short-term Action Plan projects to immediately commence the revitalization effort, and for which detailed implementation instructions are provided. The remaining projects, while important, are recommended as longer-term projects to be initiated once the Action Plan Projects have been completed. The recommended short-term Action Plan projects are as follows:

- Municipal Gateway Project
- Town Center Revitalization Project
- Housing Rehabilitation Project
- Business Improvement Program
- Transit Facility Improvement Project

**TABLE 2: POTENTIAL ACTION PLAN PROJECTS**

PROJECT	COST	TIMEFRAME	AGENCY CO-ORD	VISIBILITY
Municipal Gateway Project	low	short term	no	high
Industrial Center Signage	low	short term	no	high
Municipal Way finding Project	low	short term	no	high
Multi-municipal Economic Development Leadership	low	short term	no	low
Regional Marketing and Promo Campaign	low	short term	no	low
Town Center Streetscape Projects phased	low	short term	yes	high
Town Center Traffic Calming phased	low	short term	yes	high
Town Center Business Development	low	short term	yes	high
Train Station Improvement	low	short term	yes	high
North South Bus Route	low	short term	yes	high
Occupied Housing Rehabilitation	low	short term	yes	high
Trolley Station / Bus Improvement phased	low	short term	yes	high
North South Main Street Streetscape	low	short term	yes	high
Recreation Greenway Network phased	low	short term	yes	high
Heinz Wildlife Expansion / Access phased	low	short term	yes	low
Main Street Business Improvement	low	medium term	yes	high
Town Center Business Development Project	low	medium term	yes	high
Shopping Center Redevelopment phased	medium	short term	yes	high
Heritage Corridor Development	medium	medium term	yes	high
Heinz Wildlife Expansion / Access	medium	medium term	yes	high
Recreation Greenway Network	medium	medium term	yes	high
Vacant Housing phased	medium	long term	yes	high
Trolley Station / Bus Improvement	high	medium term	yes	high
Town Center Traffic Calming	high	medium term	yes	high
Shopping Center Redevelopment	high	medium term	yes	high
Train Station Improvement (All)	high	medium term	yes	high
Vacant Housing Redevelopment	high	long term	yes	high
North South Main Street Streetscape	high	long term	yes	high
Town Center Streetscape Projects	high	long term	yes	high

## RECOMMENDED 5-YEAR ACTION PLAN PROJECTS

Based on project priorities, the Planning Area 4 Task Force chose five Action Plan Projects to begin the revitalization process in southeastern Delaware County over the next five years. The projects are all considered high priority because they are fundable, reasonably priced, achievable, and highly visible. Implementing these high priority projects first will help provide a foundation and momentum for eventually implementing the longer-term projects.

Action Plan Projects fall under three categories: Individual, Phased, and Programmatic. Individual projects are those that are finite, are not complicated to accomplish, and are generally not expensive. Phased projects are part of a larger overall project, and are phased due to project costs and longer timeframes. Phasing allows a portion of the project to be implemented while setting a standard for the remainder of the project. Finally, programmatic projects are non-physical projects that often involve instituting a new program, policy or person.

For each Action Plan Project, the following detailed information is provided to help Delaware County and the involved municipalities begin implementation immediately:

- Project recommendations, justifications, and goals satisfied
- Maps/graphics/photo simulations
- Degree of project benefits on municipalities
- Project approach
- Responsible parties to complete projects
- Funding options/sources
- Approximate project time schedules
- Cost estimates for each project



## Municipal Gateway Project

### Project Recommendations

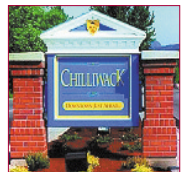
A gateway improvement project is recommended throughout Planning Area 4 as a high priority Action Plan Project to enhance the appearance, identity, and economic development of all municipalities in Planning Area 4 (refer to Map 2). The Municipal Gateway Project satisfies Goal 7: improving the appearance of and reinforcing the identity of municipalities. The following components of an effective gateway program are recommended:

1. Create a gateway design and theme.

Gateways can take many forms: signs, landscaping, monuments, and lighting. For the Planning Area 4 municipalities, thematic and visible signage is recommended with a coordinated design appropriately representing the region, but with unique features for each municipality. Such features could include a symbol of the community, or the first letter of the municipality.

2. Establish gateway signage locations.

In addition to signage designs, signage locations must also be determined. Gateway signage is recommended at municipal entrances at least along major thoroughfares such as Chester Pike, MacDade Boulevard, Ashland Road, and Oak Lane. Other secondary streets could be appropriate for gateway signage as well, depending on the availability of funding.



# Recommended Gateway Improvements



**Recommended Gateway Improvements**

- Proposed Gateway Areas
- Municipal Boundaries

Map 2.

## ***Project Benefits***

Since gateway signage is recommended for every municipality in Planning Area 4: Darby Borough, Colwyn, Aldan, Collingdale, Sharon Hill, Darby Township, Folcroft, Glenolden, Norwood, and Prospect Park. Therefore, each will be directly impacted by the benefits of a signage program. Thematic signage will link each municipality in the region with a common element, thus unifying them more effectively. Gateways are meant to welcome and invite visitors and residents alike while identifying the entrances to a municipality. Attractive gateways send a positive message about the area and can contribute significantly to the beautification of a main street or business district. In addition, gateways can vastly improve municipal image and encourage economic development through improved identification and the appearance of community investment.



## ***Project Approach***

There are several work tasks that should be undertaken by the municipalities to begin implementing the gateway signage project. The following tasks are recommended:

1. Create a Design Committee. A design committee should be formed, preferably regional with a representative from each municipality, to coordinate the design and installation of gateway signage and work with a design consultant. Ideally, a willing municipality should initiate formulation of the committee. Committee members should consist of municipal officials, representatives of the business community, and interested residents.
2. Secure funding for design services. The design committee should solicit funding for a gateway signage design for each municipality. Funding coordination should involve discussion with the municipalities, local political representatives, and the Delaware County Planning Department.

3. Prepare an RFP for design services. The design committee should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed gateway signage design. The RFP should clearly outline the desired signage components described in the Action Plan.
4. Select a design team. Based on credentials, scope of services offered, and cost proposal, the design committee should select a design team to prepare the streetscape plan and construction documents. The team should consist of urban designers and civil engineers. The plan should include the phasing plan for implementing the improvements as well as a cost estimate for construction.
5. Explore installation funding. Once the signage designs have been completed, funding will have to be secured for the actual installation in each municipality. Coordination should begin with local political representatives and the Delaware County Planning Department, as well as any private donators or philanthropic organizations in the early stages of the design phase so that funding is in place when installation is ready to begin.
6. Monitor the gateway signage design process. The design committee should work with the design consultant as the signage designs are prepared to ensure that the concepts and details are satisfactory to the municipalities. Community input should also be solicited.
7. Install signage.

### ***Responsible Parties***

To implement gateway improvements in each municipality, the involvement of several parties will be necessary. They should include, by task:

<b>Project Approach Task</b>	<b>Involved Parties</b>
1	Design committee, municipal officials, representatives of the business community, and interested residents
2	Design committee, municipalities, local political representatives, and the Delaware County Planning Department
3	Design committee
4	Design committee, design consultant
5	Design committee, local political representatives, and the Delaware County Planning Department
6	Design committee
7	Contractor

## Funding Sources

Various sources of federal, state, local, and private funding exist for implementing gateway signage. The municipalities should consider providing upfront matching funds to begin the design process. The most promising sources for gateway signage will be federal TEA-3 sources, as well as the Communities of Opportunity Program. Applicable funding sources include:

\*Federal: U.S. Department of Transportation - Federal Highway Administration  
{under TEA-3, the latest bill of the Intermodal Surface Transportation Efficiency Act (ISTEA)}

- Transportation Enhancement Program (TE)
- Transportation and Community and System Preservation (TCSP) Pilot Program

Federally funded projects must be coordinated through the Delaware County Planning Department and the Delaware Valley Regional Planning Commission.

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including way finding and gateway signage, as well as historic site streetscape, and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community improvements	A variety of projects including way finding and gateway signage, as well as streetscape and transit station improvements and planning and design studies	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- Community Revitalization Program (CRP)
- Infrastructure Development Program (IDP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities, including signage improvements	Usually \$150,000 - \$200,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
CRP	Community stability initiatives	A variety of improvements such as the construction and rehabilitation of infrastructure, including signage	Usually \$5,000 - \$25,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
IDP	Infrastructure	Environmental remediation, water and sewer systems, and transportation facilities, including signage	Loans and grants up to \$1,250,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>

Local: Delaware County

- Renaissance Program Seed/Implementation Funding
- Participating Municipalities
- Local Match Contributions

Private: Local Businesses and Major Employers

### ***Approximate Project Schedule***

Although the design and installation of gateway improvement signage should be regional among Planning Area 4 municipalities, some municipalities may be prepared to implement sooner than others depending on budgets, funding, and other projects. Therefore the project schedule is tentative and subject to change. The following provides an estimated timeline for signage design and installation:

<b>Project Approach Task</b>	<b>Timeframe</b>
Create design committee	Months 1-3
Secure funding for design services	Months 1-6
Prepare an RFP for design services	Months 3-6
Select a design team	Months 6-7
Explore implementation funding	Months 7-12
Complete design	Months 7-12
Bid project to contractor	Months 12-15
Installation Months	15-18

### ***Project Costs***

The following cost estimates are for conceptual budget planning purposes only. Final design may result in a revision of project quantities and costs.

<b>Signage Units</b>	<b>Unit Cost (including installation)</b>	<b>Total</b>
4 per municipality (average)	\$3,000.00	\$12,000.00 per municipality
10 municipalities		\$120,000.00

## Prospect Park Town Center Revitalization Project

### *Project Recommendations*

A town center revitalization project is recommended as a high priority Action Plan project to enhance the appearance, safety, and economic development of the "Main Street" of Prospect Park. The Prospect Park Town Center Revitalization Project satisfies Goal 1: redeveloping existing traditional commercial areas into true pedestrian-oriented neighborhood centers and community focal points, as well as Goal 8: encouraging the adaptive reuse of existing infrastructure and historic preservation of the region's many unique resources. Town center improvements for Prospect Park are suggested in phases due to the length of the corridors. Phasing will allow the borough to effectively implement streetscape improvements by earmarking necessary funding to complete each phase incrementally, and will allow projects to begin much sooner due to lower costs. Specifically, the streets recommended for 5-year Action Plan improvements, and the associated phases, include:



- Lincoln Avenue in Prospect Park, from Chester Pike to the SEPTA overpass (Map 3)
  - Phase 1: Chester Pike to 9th Street
  - Phase 2: 9th Street to the SEPTA overpass

The following specific town center revitalization components are recommended:

#### 1. **Install streetscape amenities to improve aesthetics.**

An attractive streetscape is important for a community to improve the overall appearance of a commercial street and encourage pedestrians to stroll, shop, and meet other people safely. The presence of pedestrians on the street indicates to passing motorists that it is a place to stop, visit, and explore, and that they should slow down. In addition, streetscape improvements will attract new businesses to invest in the area, as well as encourage existing business owners to reinvest in their properties. Streetscape improvement is among the most effective ways for local governments to encourage business district revitalization and renewal. Recommended streetscape improvements include the following:

## Prospect Park Town Center Improvements



Map 3.



- **Redesign/Replace Sidewalks:** To create a unified and safe pedestrian system throughout the town center areas, sidewalks should be repaired or replaced. Sidewalk extensions, or bump-outs should be provided at intersections of side streets to provide safer crossings. Bump-outs narrow the distance from curb to curb making it safer for pedestrians to cross the street. Sidewalks of at least 10 feet in width should be provided with attractive brick treatments.
  
- **Plant Shade Trees:** Shade trees will beautify the business districts and help create a sense of place and strong positive image for Lincoln Avenue as well as enhance the pedestrian environment. A durable species, tolerant of urban conditions and drought should be selected and planted at a spacing of 20-30' on center to achieve a continuous canopy. Ornamental trees, such as pear trees or cherry trees, should not be used because they have low branches, obstruct traffic and building fronts, and do not create a desirable canopy. Adequate tree pits with generous soil areas should be provided to allow proper growth. Among recommended street shade tree species are the following:
  - Fraxinus Pennsylvania (green ash)
  - Gleditsia Triacanthos ('Shademaster')
  - Platanus X Acerifolia (London plane tree, Blood Good)
  - Sophora Japonica (Japanese scholar tree)
  - Tilia Cordata (little leaf linden)
  - Zelkova Serrata (village green)
  
- **Install Pedestrian-Oriented Lighting:** New lighting should be installed in each town center area to not only promote pedestrian safety and activity at night, but to improve the aesthetic appearance of the commercial corridor and help improve community identity. Streetlights should be placed approximately 60 feet apart, and should have a mounting height of approximately 12 feet.
  
- **Enhance Crosswalks:** Crosswalk treatments not only identify crosswalks as a pedestrian facility, providing right-of-way to the pedestrian, but also aid in slowing traffic by alerting drivers that they are entering a pedestrian zone. In addition, treated crosswalks lend an attractive aesthetic element to a commercial corridor. Crosswalk treatments should be installed at each intersection in each town center area, and include concrete paver units, stamped concrete or asphalt, or unique and visible striping, and should conform to PENNDOT crosswalk widths.

- Provide Street Furniture: Attractive pedestrian-oriented street furniture should be part of the streetscape program. Such furniture should include benches and sitting areas, strategically placed along Lincoln Avenue (especially at any transit stops) to enhance the comfort and convenience of pedestrians. In addition to benches, new trash receptacles and bicycle racks should be added to the commercial corridor.
  
- Install Way finding Signage: A signage program should be designed and implemented throughout each town center area that is helpful to visitors, encourages greater utilization of the commercial area, and contributes to the visual attractiveness of the boroughs. Such a system would help direct pedestrians to businesses, features, and off-street parking. A thematic design should be created to lend a sense of unity and identity to the commercial area. Thematic signs should include:
  - Directional signs
  - Parking identification signs
  - Street name signs
  - Heritage area/points of interest signs
  
- Consider New Public Spaces: Streetscape improvements can also include sites for the installation of public art, areas for public information, and new plazas, park spaces, and gathering places. The borough should consider such spaces to further improve the quality of its "Main Streets".

## 2. Provide traffic calming initiatives to slow traffic and provide safer crossings.

Lincoln Avenue is often congested during morning and afternoon peak travel hours. However, traffic tends to speed along the corridors at other times, creating danger for automobiles and especially pedestrians. In addition, adequate pedestrian facilities are sometimes non-existent, such as crosswalks that are poorly marked or non-existent, making it dangerous for pedestrians to cross the street.

To enhance pedestrian safety, the boroughs should pursue a traffic calming program, which could be implemented in conjunction with new streetscape amenities. The recommended traffic calming elements include the following:

- **Reduce Lane Widths:** Wide traffic lanes can encourage motorists to drive faster than they should. Most of the travel lanes along Lincoln Avenue are at least 12 feet wide. Most cars are five to six feet wide and buses and trucks are eight feet wide. A narrower lane can provide adequate space for vehicles, accommodate bicycle lanes, and encourage motorists to slow down within the travel area.
- **Reduce Curb Radii:** Curb radii refer to the angle of a street at an intersection. A larger radius involves a wider turn, allowing cars to make quick turns and decreasing safety for pedestrians. Traffic engineering guidelines allow for tighter turns and smaller radii where speeds should be slow. These reduced radii should be applied particularly at the intersections of Lincoln Avenue and Chester Pike in Prospect Park, where existing intersection angles particularly encourage fast turning movements.
- **Install Pedestrian and Traffic Signals:** Pedestrian signals with "walk" and "don't walk" messages are an important part of pedestrian infrastructure because they tell pedestrians when it is safe to cross the street. They are especially useful for busy corridors where crossing the street for pedestrians can be difficult and unsafe.

3. **Establish a façade improvement program to provide business owners with financial incentives for appearance enhancements.**

A municipality-sponsored façade improvement program can be an effective way to improve commercial façades and improve the quality of businesses along a commercial "Main Street" by encouraging property owners to rehabilitate and restore the façades of their buildings through financial incentives, such as matching funds, or low-interest or interest-free loans. To initiate the program, the boroughs could establish a base sum (obtained possibly through a PA DCED grant) of funding that would be offered until available funding was exhausted. New loans would be made as the fund is replenished through loan repayment from the initial lending round. Additionally, the borough may be able to encourage local banks to provide special low-interest loans to finance the property-owner match.



As part of the façade improvement program, the boroughs may wish to establish an eligibility priority for loan and grant applications, since it may receive more requests than it can fund. Priority may be given to specific building types or locations, such as corner buildings, large buildings, or groups of buildings that may yield a more significant impact. Ultimately, the goal of the program would be to initiate private investment in facades.

Another recommended component of a façade improvement program is professional design assistance. The boroughs should make this a mandatory feature of the program, requiring the applicant to utilize an architect designated by the borough. The borough could also consider establishing an architectural review committee consisting of borough officials and local businesses people to review and prioritize façade improvement applications, as well as determine conformity with the program's standards, procedures, and policies.

4. Prepare design guidelines to ensure consistent façade improvements and educate business owners of desirable design features.

An important component of a successful façade improvement program is specific design guidelines to which applicants are encouraged to comply in the rehabilitation of their properties. Guidelines should also educate property owners about the value and significance of the architectural style and appearance of their buildings in the context of their setting, surroundings, and history. Therefore, the borough should adopt a standard set of design guidelines for commercial properties along the commercial "Main Street" to provide interested residents and business owners with appropriate guidance and advice for upgrading their façades. Design standards should also include recommendations for new construction, infill, additions, and renovations. Most importantly, the guidelines should be user friendly and function as a helpful tool, providing answers to common questions as well as a range of potential improvement options. Some of the specific design issues that should be addressed in the guidelines include:

- Building Mass, Roof Form, and Scale
- Window Design
- Architectural Types and Styles
- Exterior Finishes
- Design Details
- Materials
- Color Palette
- Signs
- Exterior Lighting

### ***Project Benefits***

Town center revitalization improvements, such as streetscape, traffic calming, and façade improvements, are recommended for a total of ten commercial districts throughout Planning Area 4 located in almost every municipality. Because the Action Plan is intended for initiation and/or completion in the next 5 years, the scope and area for recommended town center improvements needs to be realistic and manageable. Prospect was chosen due to its existing intact commercial environment, walkable "Main Street", accessible transit, and dense development. Improvements are intended to serve as a "pilot project", providing momentum for the remaining commercial districts recommended for improvement, including Main Street in Darby Borough, Springfield Road in Aldan, MacDade Boulevard in Glenolden, Hook Road in Folcroft, and Chester Pike in Norwood/Prospect Park. Thus, while this project immediately impacts Prospect Park, it is intended to eventually benefit every municipality in Planning Area 4.

### ***Project Approach***

There are several work tasks that should be undertaken by the borough of Prospect Park to begin revitalizing its "Main Street". The following tasks are recommended for the borough:

1. Create a streetscape committee. A streetscape design committee should be formed to coordinate streetscape improvements, including the eventual selection of the actual streetscape and gateway design, and working with a design consultant. Committee members should consist of borough officials, representatives of the business community, and interested residents. The borough planning commission could also serve as the committee.
2. Secure funding for design services. The design committee should solicit funding for a streetscape design to improve Lincoln Avenue for all phases. Funding coordination should involve discussion with the borough, local political representatives, the Delaware County Planning Department, and PENNDOT.
3. Prepare an RFP for design/engineering services. The design committee should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed streetscape plan and engineering documents for all phases. The RFP should clearly outline the desired streetscape elements described in the Action Plan.

4. Select a design team. Based on credentials, scope of services offered, and cost proposal, the design committee should select a design team to prepare the streetscape plan and construction documents. The team should consist of urban designers and civil engineers. The plan should include the phasing plan for implementing the improvements as well as a cost estimate for construction.
5. Explore implementation funding. Once a detailed streetscape design has been completed, funding will have to be secured for the actual construction of improvements. Coordination should begin with local political representatives and the Delaware County Planning Department, as well as the Delaware Valley Regional Planning Commission (DVRPC) and PENNDOT in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program and PENNDOT's 12-Year Program to receive federal funding.
6. Monitor the streetscape design process. The streetscape design committee should work with the design consultant as the detailed streetscape plan is prepared to ensure that the concepts and details are satisfactory to the borough. Community involvement should be solicited as well to institute streetscape initiatives that satisfy business owners and residents alike.
7. Construct the streetscape improvements.

### ***Responsible Parties***

To implement streetscape and traffic calming improvements in Prospect Park, the involvement of several parties will be necessary. They should include, by task:

<b>Project Approach Task</b>	<b>Involved Parties</b>
1	Streetscape design committee, Borough governments, businesses owners, residents
2	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
3	Streetscape design committee
4	Streetscape design committee, streetscape design consultant
5	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
6	Streetscape design committee
7	Contractor

### ***Funding Sources***

Various sources of federal, state, local, and private funding exist for streetscape improvements. The municipalities should consider providing upfront matching funds to begin the design process. The most promising funding sources will be federal. Applicable funding sources include:

Federal: U.S. Department of Transportation - Federal Highway Administration  
{under TEA-3, the latest bill of the Intermodal Surface Transportation Efficiency Act (ISTEA)}

- Transportation Enhancement Program (TE)
- Transportation and Community and System Preservation (TCSP) Pilot Program
- Congestion Management and Air Quality Improvement Program (CMAQ)

Federally funded projects must be coordinated through the Delaware County Planning Department and the Delaware Valley Regional Planning Commission.

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including streetscape and traffic calming improvements, as well as historic site and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community improvements	A variety of projects including streetscape and traffic calming improvements, way finding and gateway signage transit station improvements, and planning and design studies	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>
CMAQ	Reduce vehicle emissions	16 types of projects including traffic flow, transit, bicycle, pedestrian, and streetscape improvements	Varies	Fall	<a href="http://www.co.delaware.pa.us/planning/transportation.html">www.co.delaware.pa.us/planning/transportation.html</a> <a href="http://www.dvrpc.org/transportation/cmaq-announce.htm">www.dvrpc.org/transportation/cmaq-announce.htm</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- Community Revitalization Program (CRP)
- Infrastructure Development Program (IDP)
- New Communities Program (NCP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including streetscape and traffic calming improvements, as well as historic site and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community improvements	A variety of projects including streetscape and traffic calming improvements, way finding and gateway signage transit station improvements, and planning and design studies	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>
CMAQ	Reduce vehicle emissions	16 types of projects including traffic flow, transit, bicycle, pedestrian, and streetscape improvements	Varies	Fall	<a href="http://www.co.delaware.pa.us/planning/transportation.html">www.co.delaware.pa.us/planning/transportation.html</a> <a href="http://www.dvrpc.org/transportation/cmaq-announce.htm">www.dvrpc.org/transportation/cmaq-announce.htm</a>

Local: Delaware County

- Renaissance Program Seed/Implementation Funding
- Participating Municipalities
- Local Match Contributions

Private: Local Businesses and Major Employers



**Foundations:**

- The Allstate Foundation
- Ford Foundation
- Roger S. Firestone Foundation
- Howard Heinz Endowment
- Metropolitan Life Foundation
- Sovereign Bank Foundation
- Surdna Foundation

Foundation	Applicable Eligible Activities	Contact Number
The Allstate Foundation	Highway and automobile safety, as well as community development	(847) 402-5502
Ford Foundation	Economic development	(212) 573-5000
Roger S. Firestone Foundation	Urban/community development	(610) 520-9490
Howard Heinz Endowment	Urban/community development, capital campaigns, general technical assistance	(412) 281-5777
Metropolitan Life Foundation	Urban/community development	(212) 578-6272
Sovereign Bank Foundation	Urban community development	(610) 320-8504
Surdna Foundation	Transportation, urban/suburban issues, and community revitalization	(212) 557-0100

**Approximate Project Schedule**

A streetscape project in Prospect Park, Norwood, and Collingdale will take several years from beginning to end for all phases, but efforts can begin as soon as the community has decided to pursue improvements. The following provides an estimated timeline for establishing streetscape improvement efforts and implementing the first phase of each streetscape project:

Project Approach Task	Timeframe
Create streetscape committee	Months 1-3
Secure funding for design services	Months 1-6
Prepare an RFP for design services	Months 3-6
Select a design team	Months 6-7
Explore implementation funding	Months 7-12
Complete design	Months 7-12
Bid project to contractor	Months 12-15
Construction	Months 15-24 (per phase)

The streetscape design should be prepared for all phases at once. Therefore, the timeframe for completing subsequent phases will require only securing construction funding, bidding the project, and construction. This process should take about 18-24 months.

**Project Costs**

Approximate costs for Phase 1 are outlined in detail in Table 3. Phase 2 would involve the same project elements, and therefore the cost is anticipated to be approximately \$500,000.

The following cost estimates are for conceptual budget planning purposes only.  
 All dimensions are approximate and must be verified in the field.  
 Final design may result in a revision of project quantities and costs.

### Table 3: Prospect Park Streetscape/Traffic Calming Improvements

#### PHASE 1: Lincoln Avenue from Chester Pike to 9th Street

	Unit	Unit Cost	Total
<b>Design:</b>			<b>\$50,000.00</b>
<b>Construction:</b>			
<b>1. Sidewalks and Curbs (Depending on Condition)</b>			
<i>New Curbs</i>			
Lincoln Avenue: Chester Pike to 9th Street	2,250 L.Ft.	\$20.00 L.Ft.	\$45,000.00
<b>Total</b>	<b>2,250 L.Ft.</b>		<b>\$45,000.00</b>
<i>New Sidewalks (Average 10-foot wide)</i>			
Lincoln Avenue: Chester Pike to 9th Street	2,500 Sq.Yd.	\$50.00 Sq.Yd.	\$125,000.00
<b>Total</b>	<b>2,500 Sq.Yd.</b>		<b>\$125,000.00</b>
<b>2. Street Trees</b>			
Lincoln Avenue: Chester Pike to 9th Street	75 Units	\$500.00 Each	\$37,500.00
<b>Total</b>	<b>75 Units</b>		<b>\$37,500.00</b>
<b>3. Pedestrian-Scale Lights</b>			
Lincoln Avenue: Chester Pike to 9th Street	38 Units	\$6,000.00 Each	\$228,000.00
<b>Total</b>	<b>38 Units</b>		<b>\$228,000.00</b>
<b>4. Crosswalk Treatments (Concrete Pavers)</b>			
Lincoln Avenue at Chester Pike	244 Sq.Yd.	\$100.00 Sq.Yd.	\$24,400.00
Lincoln Avenue at 7th Avenue	120 Sq.Yd.	\$100.00 Sq.Yd.	\$12,000.00
Lincoln Avenue at 8th Avenue	120 Sq.Yd.	\$100.00 Sq.Yd.	\$12,000.00
Lincoln Avenue at 9th Avenue	120 Sq.Yd.	\$100.00 Sq.Yd.	\$12,000.00
<b>Total</b>	<b>604 Sq.Yd.</b>		<b>\$60,400.00</b>
<b>5. Street Benches</b>			
Lincoln Avenue: Chester Pike to 9th Street	4 Units	\$800.00 Each	\$3,200.00
<b>Total</b>	<b>4 Units</b>		<b>\$3,200.00</b>

**6. Trash Receptacles**

Lincoln Avenue: Chester Pike to 9th Street

	6 Units	\$500.00 Each	\$3,000.00
<b>Total</b>	6 Units		<b>\$3,000.00</b>

**7. Bicycle Racks**

Lincoln Avenue: Chester Pike to 9th Street

	4 Units	\$250.00 Each	\$1,000.00
<b>Total</b>	4 Units		<b>\$1,000.00</b>

**8. Way finding Signage**

<i>Vehicular</i>	Lump Sum	\$2,000.00	\$2,000.00
<i>Pedestrian</i>	Lump Sum	\$2,000.00	\$2,000.00
<b>Total</b>			<b>\$4,000.00</b>

**PHASE 1 TOTAL** **\$557,100.00**

## Norwood Town Center Revitalization Project

### *Project Recommendations*

A town center revitalization project is recommended as a high priority Action Plan project to enhance the appearance, safety, and economic development of the "Main Street" of Norwood. The Norwood Town Center Revitalization Project satisfies Goal 1: redeveloping existing traditional commercial areas into true pedestrian-oriented neighborhood centers and community focal points, as well as Goal 8: encouraging the adaptive reuse of existing infrastructure and historic preservation of the region's many unique resources. Specifically, the location recommended for 5-year Action Plan improvements includes:



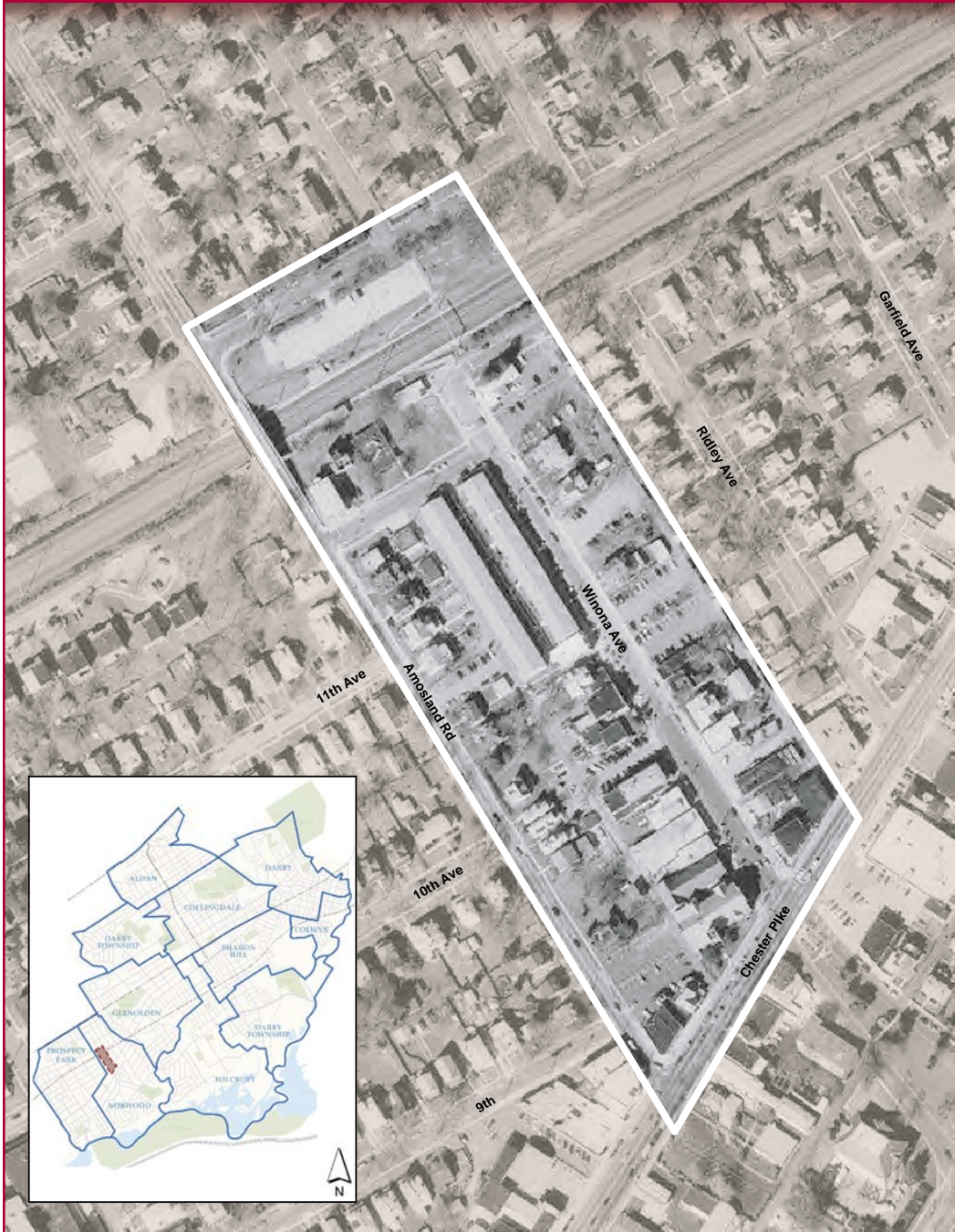
- Winona Avenue in Norwood, from Welcome Avenue to Chester Pike - All one phase (Map 4)

The following specific town center revitalization components are recommended:

#### 1. Install streetscape amenities to improve aesthetics.

An attractive streetscape is important for a community to improve the overall appearance of a commercial street and encourage pedestrians to stroll, shop, and meet other people safely. The presence of pedestrians on the street indicates to passing motorists that it is a place to stop, visit, and explore, and that they should slow down. In addition, streetscape improvements will attract new businesses to invest in the area, as well as encourage existing business owners to reinvest in their properties. Streetscape improvement is among the most effective ways for local governments to encourage business district revitalization and renewal. Recommended streetscape improvements include the following:

## Norwood Town Center Improvements



Map 4.

- **Redesign/Replace Sidewalks:** To create a unified and safe pedestrian system throughout the town center areas, sidewalks should be repaired or replaced. Sidewalk extensions, or bump-outs should be provided at intersections of side streets to provide safer crossings. Bump-outs narrow the distance from curb to curb making it safer for pedestrians to cross the street. Sidewalks of at least 10 feet in width should be provided with attractive brick treatments.
  
- **Plant Shade Trees:** Shade trees will beautify the business districts and help create a sense of place and strong positive image for Winona Avenue as well as enhance the pedestrian environment. A durable species, tolerant of urban conditions and drought should be selected and planted at a spacing of 20-30' on center to achieve a continuous canopy. Ornamental trees, such as pear trees or cherry trees, should not be used because they have low branches, obstruct traffic and building fronts, and do not create a desirable canopy. Adequate tree pits with generous soil areas should be provided to allow proper growth. Among recommended street shade tree species are the following:
  - Fraxinus Pennsylvania (green ash)
  - Gleditsia Triacanthos ('Shademaster')
  - Platanus X Acerifolia (London plane tree, Blood Good)
  - Sophora Japonica (Japanese scholar tree)
  - Tilia Cordata (little leaf linden)
  - Zelkova Serrata (village green)
  
- **Install Pedestrian-Oriented Lighting:** New lighting should be installed in each town center area to not only promote pedestrian safety and activity at night, but to improve the aesthetic appearance of the commercial corridor and help improve community identity. Streetlights should be placed approximately 60 feet apart, and should have a mounting height of approximately 12 feet.

- **Enhance Crosswalks:** Crosswalk treatments not only identify crosswalks as a pedestrian facility, providing right-of-way to the pedestrian, but also aid in slowing traffic by alerting drivers that they are entering a pedestrian zone. In addition, treated crosswalks lend an attractive aesthetic element to a commercial corridor. Crosswalk treatments should be installed at each intersection in each town center area, and include concrete paver units, stamped concrete or asphalt, or unique and visible striping, and should conform to PENNDOT crosswalk widths.
  
- **Provide Street Furniture:** Attractive pedestrian-oriented street furniture should be part of the streetscape program. Such furniture should include benches and sitting areas, strategically placed along Winona Avenue to enhance the comfort and convenience of pedestrians. In addition to benches, new trash receptacles and bicycle racks should be added to the commercial corridor.
  
- **Install Way finding Signage:** A signage program should be designed and implemented throughout each town center area that is helpful to visitors, encourages greater utilization of the commercial area, and contributes to the visual attractiveness of the boroughs. Such a system would help direct pedestrians to businesses, features, and off-street parking. A thematic design should be created to lend a sense of unity and identity to the commercial area. Thematic signs should include:
  - Directional signs
  - Parking identification signs
  - Street name signs
  - Heritage area/points of interest signs
  
- **Consider New Public Spaces:** Streetscape improvements can also include sites for the installation of public art, areas for public information, and new plazas, park spaces, and gathering places. The borough should consider such spaces to further improve the quality of its "Main Street".

## 2. Provide traffic calming initiatives to slow traffic and provide safer crossings.

Most town center area "Main Streets" are congested during morning and afternoon peak travel hours. However, traffic tends to speed along the corridors at other times, creating danger for automobiles and especially pedestrians. In addition, adequate pedestrian facilities are sometimes non-existent, such as crosswalks that are poorly marked or non-existent, making it dangerous for pedestrians to cross the street.

To enhance pedestrian safety, the boroughs should pursue a traffic calming program, which could be implemented in conjunction with new streetscape amenities. The recommended traffic calming elements include the following:

- Reduce Lane Widths: Wide traffic lanes can encourage motorists to drive faster than they should. Most of the travel lanes along Winona Avenue is at least 12 feet wide. Most cars are five to six feet wide and buses and trucks are eight feet wide. A narrower lane can provide adequate space for vehicles, accommodate bicycle lanes, and encourage motorists to slow down within the travel area.
- Reduce Curb Radii: Curb radii refer to the angle of a street at an intersection. A larger radius involves a wider turn, allowing cars to make quick turns and decreasing safety for pedestrians. Traffic engineering guidelines allow for tighter turns and smaller radii where speeds should be slow. These reduced radii should be applied particularly at intersections where existing intersection angles particularly encourage fast turning movements.
- Install Pedestrian and Traffic Signals: Pedestrian signals with "walk" and "don't walk" messages are an important part of pedestrian infrastructure because they tell pedestrians when it is safe to cross the street.

## 3. Establish a façade improvement program to provide business owners with financial incentives for appearance enhancements.

A municipality-sponsored façade improvement program can be an effective way to improve commercial façades and improve the quality of businesses along a commercial "Main Street" by encouraging property owners to rehabilitate and restore the façades of their buildings through financial incentives, such as matching funds, or low-interest or



interest-free loans. To initiate the program, the boroughs could establish a base sum (obtained possibly through a PA DCED grant) of funding that would be offered until available funding was exhausted. New loans would be made as the fund is replenished through loan repayment from the initial lending round. Additionally, the borough may be able to encourage local banks to provide special low-interest loans to finance the property-owner match.

As part of the façade improvement program, the boroughs may wish to establish an eligibility priority for loan and grant applications, since it may receive more requests than it can fund. Priority may be given to specific building types or locations, such as corner buildings, large buildings, or groups of buildings that may yield a more significant impact. Ultimately, the goal of the program would be to initiate private investment in facades.

Another recommended component of a façade improvement program is professional design assistance. The boroughs should make this a mandatory feature of the program, requiring the applicant to utilize an architect designated by the borough. The borough could also consider establishing an architectural review committee consisting of borough officials and local businesses people to review and prioritize façade improvement applications, as well as determine conformity with the program's standards, procedures, and policies.



#### 4. Prepare design guidelines to ensure consistent façade improvements and educate business owners of desirable design features.

An important component of a successful façade improvement program is specific design guidelines to which applicants are encouraged to comply in the rehabilitation of their properties. Guidelines should also educate property owners about the value and significance of the architectural style and appearance of their buildings in the context of their setting, surroundings, and history. Therefore, the borough should adopt a standard set of design guidelines for commercial properties along the commercial "Main Street" to provide interested residents and business owners with appropriate guidance and advice for

upgrading their façades. Design standards should also include recommendations for new construction, infill, additions, and renovations. Most importantly, the guidelines should be user friendly and function as a helpful tool, providing answers to common questions as well as a range of potential improvement options,. Some of the specific design issues that should be addressed in the guidelines include:

- Building Mass, Roof Form, and Scale
- Window Design
- Architectural Types and Styles
- Exterior Finishes
- Design Details
- Materials
- Color Palette
- Signs
- Exterior Lighting

### ***Project Benefits***

Town center revitalization improvements, such as streetscape, traffic calming, and façade improvements, are recommended for a total of ten commercial districts throughout Planning Area 4 located in almost every municipality. Because the Action Plan is intended for initiation and/or completion in the next 5 years, the scope and area for recommended town center improvements needs to be realistic and manageable. Norwood was chosen due to its existing intact commercial environment, walkable "Main Street", accessible transit, and dense development. Improvements are intended to serve as a "pilot project", providing momentum for the remaining commercial districts needing improvement recommended for improvement, including Main Street in Darby Borough, Springfield Road in Aldan, MacDade Boulevard in Glenolden, Hook Road in Folcroft, and Chester Pike in Norwood/Prospect Park. Thus, while this projects immediately impacts Norwood, it is intended to eventually benefit every municipality in Planning Area 4.

## *Project Approach*

There are several work tasks that should be undertaken by the borough of Norwood to begin revitalizing its "Main Street". The following tasks are recommended for the borough:

1. Create a streetscape committee. A streetscape design committee should be formed in each borough to coordinate streetscape improvements, including the eventual selection of the actual streetscape and gateway design, and working with a design consultant. Committee members should consist of borough officials, representatives of the business community, and interested residents. The borough planning commission could also serve as the committee.
2. Secure funding for design services. The design committee should solicit funding for a streetscape design to improve Winona Avenue. Funding coordination should involve discussion with the boroughs, local political representatives, the Delaware County Planning Department, and PENNDOT.
3. Prepare an RFP for design/engineering services. The design committee should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed streetscape plan and engineering documents for all phases. The RFP should clearly outline the desired streetscape elements described in the Action Plan.
4. Select a design team. Based on credentials, scope of services offered, and cost proposal, the design committee should select a design team to prepare the streetscape plan and construction documents. The team should consist of urban designers and civil engineers. The plan should include the phasing plan for implementing the improvements as well as a cost estimate for construction.
5. Explore implementation funding. Once a detailed streetscape design has been completed, funding will have to be secured for the actual construction of improvements. Coordination should begin with local political representatives and the Delaware County Planning Department, as well as the Delaware Valley Regional Planning Commission (DVRPC) and PENNDOT in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program and PENNDOT's 12-Year Program to receive federal funding.

6. Monitor the streetscape design process. The streetscape design committee should work with the design consultant as the detailed streetscape plan is prepared to ensure that the concepts and details are satisfactory to the borough. Community involvement should be solicited as well to institute streetscape initiatives that satisfy business owners and residents alike.
  
7. Construct the streetscape improvements.

### ***Responsible Parties***

To implement streetscape and traffic calming improvements in Norwood, the involvement of several parties will be necessary. They should include, by task:

<b>Project Approach Task</b>	<b>Involved Parties</b>
1	Streetscape design committee, Borough governments, businesses owners, residents
2	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
3	Streetscape design committee
4	Streetscape design committee, streetscape design consultant
5	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
6	Streetscape design committee
7	Contractor

### ***Funding Sources***

Various sources of federal, state, local, and private funding exist for streetscape improvements. The municipalities should consider providing upfront matching funds to begin the design process. The most promising funding sources will be federal. Applicable funding sources include:

Federal: U.S. Department of Transportation - Federal Highway Administration

{under TEA-3, the latest bill of the Internodal Surface Transportation Efficiency Act (ISTEA)}

- Transportation Enhancement Program (TE)
- Transportation and Community and System Preservation (TCSP) Pilot Program
- Congestion Management and Air Quality Improvement Program (CMAQ)

Federally funded projects must be coordinated through the Delaware County Planning Department and the Delaware Valley Regional Planning Commission.

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including streetscape and traffic calming improvements, as well as historic site and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community	A variety of projects including streetscape and traffic calming improvements, way finding and gateway signage transit station improvements, and planning	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>
CMAQ	Reduce vehicle emissions	16 types of projects including traffic flow, transit, bicycle, pedestrian, and streetscape improvements	Varies	Fall	<a href="http://www.co.delaware.pa.us/planning/transportation.html">www.co.delaware.pa.us/planning/transportation.html</a> <a href="http://www.dvrpc.org/transportation/cmaq-announce.htm">www.dvrpc.org/transportation/cmaq-announce.htm</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- Community Revitalization Program (CRP)
- Infrastructure Development Program (IDP)
- New Communities Program (NCP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities, including streetscape improvements	Usually \$150,000 - \$200,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
CRP	Community stability initiatives	A variety of improvements such as the construction and rehabilitation of infrastructure, including streetscape	Usually \$5,000 - \$25,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
IDP	Infrastructure improvement	Environmental remediation, water and sewer systems, and transportation facilities, including streetscape	Loans and grants up to \$1,250,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
NP	Assistance to Enterprise Zone and Main Street programs	Business development, downtown façade improvements, property acquisition and improvement	Grants up to \$50,000, loans up to \$25,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>

Local: Delaware County

- Renaissance Program Seed/Implementation Funding
- Participating Municipalities
- Local Match Contributions

Private: Local Businesses and Major Employers

Foundations:

- The Allstate Foundation
- Ford Foundation
- Roger S. Firestone Foundation
- Howard Heinz Endowment
- Metropolitan Life Foundation
- Sovereign Bank Foundatio
- Surdna Foundation

Foundation	Applicable Eligible Activities	Contact Number
The Allstate Foundation	Highway and automobile safety, as well as community development	(847) 402-5502
Ford Foundation	Economic development	(212) 573-5000
Roger S. Firestone Foundation	Urban/community development	(610) 520-9490
Howard Heinz Endowment	Urban/community development, capital campaigns, general technical assistance	(412) 281-5777
Metropolitan Life Foundation	Urban/community development	(212) 578-6272
Sovereign Bank Foundation	Urban community development	(610) 320-8504
Surdna Foundation	Transportation, urban/suburban issues, and community revitalization	(212) 557-0100

***Approximate Project Schedule***

A streetscape project in Norwood will take several years from beginning to end for all phases, but efforts can begin as soon as the community has decided to pursue improvements. The following provides an estimated timeline for establishing streetscape improvement efforts:

Project Approach Task	Timeframe
Create streetscape committee	Months 1-3
Secure funding for design services	Months 1-6
Prepare an RFP for design services	Months 3-6
Select a design team	Months 6-7
Explore implementation funding	Months 7-12
Complete design	Months 7-12
Bid project to contractor	Months 12-15
Construction	Months 15-24

***Project Costs***

Approximate costs are outlined in detail in Table 4.

The following cost estimates are for conceptual budget planning purposes only.

All dimensions are approximate and must be verified in the field.

Final design may result in a revision of project quantities and costs.

## Table 4: Norwood Streetscape/Traffic Calming Improvements

### *PHASE 1: Winona Avenue from Chester Pike to Welcome Avenue*

	Unit	Unit Cost		Total
<b>Design:</b>				<b>\$40,000.00</b>

**Construction:**

#### **1. Sidewalks and Curbs (Depending on Condition)**

##### *New Curbs*

Winona Avenue: Chester Pike to Welcome Avenue	2,000 L.Ft.	\$20.00 L.Ft.		\$40,000.00
<b>Total</b>	2,000 L.Ft.			<b>\$40,000.00</b>

##### *New Sidewalks (Average 10-foot wide)*

Winona Avenue: Chester Pike to Welcome Avenue	2,222 Sq.Yd.	\$50.00 Sq.Yd.		\$111,100.00
<b>Total</b>	2,222 Sq.Yd.			<b>\$111,100.00</b>

#### **2. Street Trees**

Winona Avenue: Chester Pike to Welcome Avenue	67 Units	\$500.00 Each		\$33,500.00
<b>Total</b>	67 Units			<b>\$33,500.00</b>

#### **3. Pedestrian-Scale Lights**

Winona Avenue: Chester Pike to Welcome Avenue	33 Units	\$6,000.00 Each		\$198,000.00
<b>Total</b>	33 Units			<b>\$198,000.00</b>

#### **4. Crosswalk Treatments (Concrete Pavers)**

Winona Avenue at Chester Pike	244 Sq.Yd.	\$100.00 Sq.Yd.		\$24,400.00
Winona Avenue at Welcome Avenue	146 Sq.Yd.	\$100.00 Sq.Yd.		\$14,600.00
<b>Total</b>	390 Sq.Yd.			<b>\$39,000.00</b>

#### **5. Street Benches**

Winona Avenue: Chester Pike to Welcome Avenue	4 Units	\$800.00 Each		\$3,200.00
<b>Total</b>	4 Units			<b>\$3,200.00</b>

#### **6. Trash Receptacles**

Winona Avenue: Chester Pike to Welcome Avenue	4 Units	\$500.00 Each		\$2,000.00
---	---------	---------------	--	------------

	<b>Total</b>	4 Units		<b>\$2,000.00</b>
<b>7. Bicycle Racks</b>				
	Winona Avenue: Chester Pike to Welcome Avenue	4 Units	\$250.00 Each	\$1,000.00
	<b>Total</b>	4 Units		<b>\$1,000.00</b>
<b>8. Way finding Signage</b>				
	<i>Vehicular</i>	Lump Sum	\$2,000.00	\$2,000.00
	<i>Pedestrian</i>	Lump Sum	\$2,000.00	\$2,000.00
	<b>Total</b>			<b>\$4,000.00</b>
	<b>TOTAL</b>			<b>\$471,800.00</b>



## Collingdale Town Center Revitalization Project

### *Project Recommendations*

A town center revitalization project is recommended as a high priority Action Plan project to enhance the appearance, safety, and economic development of the "Main Street" of Collingdale. The Collingdale Town Center Revitalization Project satisfies Goal 1: redeveloping existing traditional commercial areas into true pedestrian-oriented neighborhood centers and community focal points, as well as Goal 8: encouraging the adaptive reuse of existing infrastructure and historic preservation of the region's many unique resources. Town center improvements for Collingdale are suggested in phases due to the length of the corridor. Phasing will allow each borough to effectively implement streetscape improvements by earmarking necessary funding to complete each phase incrementally, and will allow projects to begin much sooner due to lower costs. Specifically, the streets recommended for 5-year Action Plan improvements, and the associated phases, include:



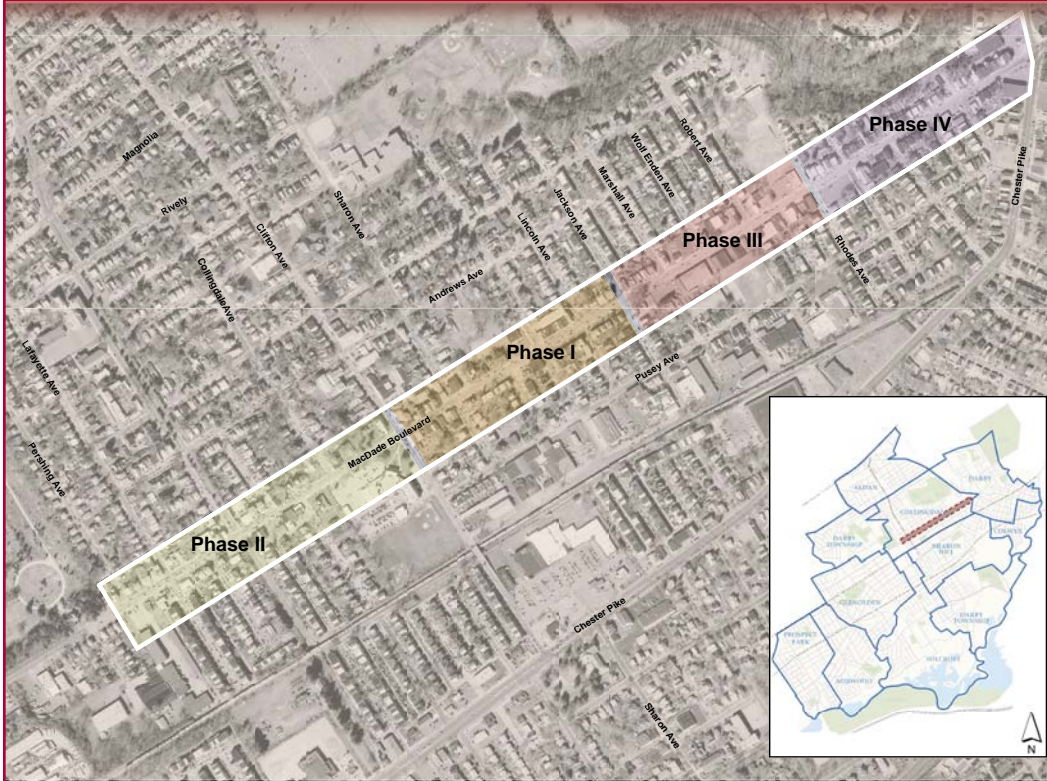
- MacDade Boulevard in Collingdale, from Pershing Avenue to Chester Pike (Map 5)
  - Phase 1: Clifton Avenue to Jackson Avenue
  - Phase 2: Pershing Avenue to Clifton Avenue
  - Phase 3: Jackson Avenue to Rhoades Avenue
  - Phase 4: Rhoades Avenue to Chester Pike

The following specific town center revitalization components are recommended:

#### 1. **Install streetscape amenities to improve aesthetics.**

An attractive streetscape is important for a community to improve the overall appearance of a commercial street and encourage pedestrians to stroll, shop, and meet other people safely. The presence of pedestrians on the street indicates to passing motorists that it is a place to stop, visit, and explore, and that they should slow down. In addition, streetscape improvements will attract new businesses to invest in the area, as well as encourage existing business owners to reinvest in their properties. Streetscape improvement is among the most effective ways for local governments to encourage business district revitalization and renewal. Recommended streetscape improvements include the following:

# Collingdale Town Center Improvements



Map 5.

- **Redesign/Replace Sidewalks:** To create a unified and safe pedestrian system throughout the town center areas, sidewalks should be repaired or replaced. Sidewalk extensions, or bump-outs should be provided at intersections of side streets to provide safer crossings. Bump-outs narrow the distance from curb to curb making it safer for pedestrians to cross the street. Sidewalks of at least 10 feet in width should be provided with attractive brick treatments.
  
- **Plant Shade Trees:** Shade trees will beautify the business districts and help create a sense of place and strong positive image for MacDade Boulevard as well as enhance the pedestrian environment. A durable species, tolerant of urban conditions and drought should be selected and planted at a spacing of 20-30' on center to achieve a continuous canopy. Ornamental trees, such as pear trees or cherry trees, should not be used because they have low branches, obstruct traffic and building fronts, and do not create a desirable canopy. Adequate tree pits with generous soil areas should be provided to allow proper growth. Among recommended street shade tree species are the following:
  - Fraxinus Pennsylvania (green ash)
  - Gleditsia Triacanthos ('Shademaster')
  - Platanus X Acerifolia (London plane tree, Blood Good)
  - Sophora Japonica (Japanese scholar tree)
  - Tilia Cordata (little leaf linden)
  - Zelkova Serrata (village green)
  
- **Install Pedestrian-Oriented Lighting:** New lighting should be installed in each town center area to not only promote pedestrian safety and activity at night, but to improve the aesthetic appearance of the commercial corridor and help improve community identity. Streetlights should be placed approximately 60 feet apart, and should have a mounting height of approximately 12 feet.
  
- **Enhance Crosswalks:** Crosswalk treatments not only identify crosswalks as a pedestrian facility, providing right-of-way to the pedestrian, but also aid in slowing traffic by alerting drivers that they are entering a pedestrian zone. In addition, treated crosswalks lend an attractive aesthetic element to a commercial corridor. Crosswalk treatments should be installed at each intersection in each town center area, and include concrete paver units, stamped concrete or asphalt, or unique and visible striping, and should conform to PENNDOT crosswalk widths.

- **Provide Street Furniture:** Attractive pedestrian-oriented street furniture should be part of the streetscape program. Such furniture should include benches and sitting areas, strategically placed along MacDade Boulevard (especially at transit stops) to enhance the comfort and convenience of pedestrians. In addition to benches, new trash receptacles and bicycle racks should be added to the commercial corridor.
- **Install Way finding Signage:** A signage program should be designed and implemented throughout each town center area that is helpful to visitors, encourages greater utilization of the commercial area, and contributes to the visual attractiveness of the borough. Such a system would help direct pedestrians to businesses, features, and off-street parking. A thematic design should be created to lend a sense of unity and identity to the commercial area. Thematic signs should include:
  - Directional signs
  - Parking identification signs
  - Street name signs
  - Heritage area/points of interest signs
- **Consider New Public Spaces:** Streetscape improvements can also include sites for the installation of public art, areas for public information, and new plazas, park spaces, and gathering places. The borough should consider such spaces to further improve the quality of its "Main Streets".

## 2. Provide traffic calming initiatives to slow traffic and provide safer crossings.

Most town center area "Main Streets" are congested during morning and afternoon peak travel hours, particularly along MacDade Boulevard. However, traffic tends to speed along the corridors at other times, creating danger for automobiles and especially pedestrians. In addition, adequate pedestrian facilities are sometimes non-existent, such as crosswalks that are poorly marked or non-existent, making it dangerous for pedestrians to cross the street.

To enhance pedestrian safety, the boroughs should pursue a traffic calming program, which could be implemented in conjunction with new streetscape amenities. The recommended traffic calming elements include the following:

- **Reduce Lane Widths:** Wide traffic lanes can encourage motorists to drive faster than they should. Most of the travel lanes along MacDade Boulevard are at least 12 feet wide. Most cars are five to six feet wide and buses and trucks are eight feet wide. A narrower lane can provide adequate space for vehicles, accommodate bicycle lanes, and encourage motorists to slow down within the travel area.
- **Reduce Curb Radii:** Curb radii refer to the angle of a street at an intersection. A larger radius involves a wider turn, allowing cars to make quick turns and decreasing safety for pedestrians. Traffic engineering guidelines allow for tighter turns and smaller radii where speeds should be slow. These reduced radii should be applied particularly at the intersection of MacDade Boulevard and Chester Pike, where existing intersection angles particularly encourage fast turning movements.
- **Install Pedestrian and Traffic Signals:** Pedestrian signals with "walk" and "don't walk" messages are an important part of pedestrian infrastructure because they tell pedestrians when it is safe to cross the street. They are especially useful for busy corridors, such as MacDade Boulevard, where crossing the street for pedestrians can be difficult and unsafe.

before



after



3. Establish a façade improvement program to provide business owners with financial incentives for appearance enhancements.

A municipality-sponsored façade improvement program can be an effective way to improve commercial façades and improve the quality of businesses along a commercial "Main Street" by encouraging property owners to rehabilitate and restore the façades of their buildings through financial incentives, such as matching funds, or low-interest or interest-free loans. To initiate the program, the boroughs could establish a base sum (obtained possibly through a PA DCED grant) of funding that would be offered until available funding was exhausted. New loans would be made as the fund is replenished through loan repayment from the initial lending round. Additionally, the borough may be able to encourage local banks to provide special low-interest loans to finance the property-owner match.

As part of the façade improvement program, the boroughs may wish to establish an eligibility priority for loan and grant applications, since it may receive more requests than it can fund. Priority may be given to specific building types or locations, such as corner buildings, large buildings, or groups of buildings that may yield a more significant impact. Ultimately, the goal of the program would be to initiate private investment in facades.

Another recommended component of a façade improvement program is professional design assistance. The boroughs should make this a mandatory feature of the program, requiring the applicant to utilize an architect designated by the borough. The borough could also consider establishing an architectural review committee consisting of borough officials and local businesses people to review and prioritize façade improvement applications, as well as determine conformity with the program's standards, procedures, and policies.



4. Prepare design guidelines to ensure consistent façade improvements and educate business owners of desirable design features.

An important component of a successful façade improvement program is specific design guidelines to which applicants are encouraged to comply in the rehabilitation of their properties. Guidelines should also educate property owners about the value and significance of the architectural style and appearance of their buildings in the context of their setting, surroundings, and history. Therefore, the borough should adopt a standard set of design guidelines for commercial properties along the commercial "Main Street" to provide interested residents and business owners with appropriate guidance and advice for upgrading their façades. Design standards should also include recommendations for new construction, infill, additions, and renovations. Most importantly, the guidelines should be user friendly and function as a helpful tool, providing answers to common questions as well as a range of potential improvement options. Some of the specific design issues that should be addressed in the guidelines include:

- Building Mass, Roof Form, and Scale
- Window Design
- Architectural Types and Styles
- Exterior Finishes
- Design Details
- Materials
- Color Palette
- Signs
- Exterior Lighting

### ***Project Benefits***

Town center revitalization improvements, such as streetscape, traffic calming, and façade improvements, are recommended for a total of ten commercial districts throughout Planning Area 4 located in almost every municipality. Because the Action Plan is intended for initiation and/or completion in the next 5 years, the scope and area for recommended town center improvements needs to be realistic and manageable. Collingdale was chosen due to its existing intact commercial environment, walkable "Main Street", accessible transit, and dense development. Improvements are intended to serve as a "pilot project", providing momentum



for the remaining commercial districts needing improvement recommended for improvement, including Main Street in Darby Borough, Springfield Road in Aldan, MacDade Boulevard in Glenolden, Hook Road in Folcroft, and Chester Pike in Norwood/Prospect Park. Thus, while this project immediately impacts Collingdale, it is intended that they will eventually benefit every municipality in Planning Area 4.

### ***Project Approach***

There are several work tasks that should be undertaken by the borough of Collingdale to begin revitalizing its "Main Street". The following tasks are recommended:

1. Create a streetscape committee. A streetscape design committee should be formed in each borough to coordinate streetscape improvements, including the eventual selection of the actual streetscape and gateway design, and working with a design consultant. Committee members should consist of borough officials, representatives of the business community, and interested residents. The borough planning commission could also serve as the committee.
2. Secure funding for design services. The design committee should solicit funding for a streetscape design to improve MacDade Boulevard for all phases. Funding coordination should involve discussion with the boroughs, local political representatives, the Delaware County Planning Department, and PENNDOT.
3. Prepare an RFP for design/engineering services. The design committee should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed streetscape plan and engineering documents for all phases. The RFP should clearly outline the desired streetscape elements described in the Action Plan.
4. Select a design team. Based on credentials, scope of services offered, and cost proposal, the design committee should select a design team to prepare the streetscape plan and construction documents. The team should consist of urban designers and civil engineers. The plan should include the phasing plan for implementing the improvements as well as a cost estimate for construction.

5. Explore implementation funding. Once a detailed streetscape design has been completed, funding will have to be secured for the actual construction of improvements. Coordination should begin with local political representatives and the Delaware County Planning Department, as well as the Delaware Valley Regional Planning Commission (DVRPC) and PENNDOT in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program and PENNDOT's 12-Year Program to receive federal funding.
6. Monitor the streetscape design process. The streetscape design committee should work with the design consultant as the detailed streetscape plan is prepared to ensure that the concepts and details are satisfactory to the borough. Community involvement should be solicited as well to institute streetscape initiatives that satisfy business owners and residents alike.
7. Construct the streetscape improvements.

### ***Responsible Parties***

To implement streetscape and traffic calming improvements Collingdale, the involvement of several parties will be necessary. They should include, by task:

<b>Project Approach Task</b>	<b>Involved Parties</b>
1	Streetscape design committee, Borough governments, businesses owners, residents
2	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
3	Streetscape design committee
4	Streetscape design committee, streetscape design consultant
5	Streetscape design committee, Borough governments, political representatives, DVRPC, Delaware County Planning Department, PENNDOT
6	Streetscape design committee
7	Contractor

## Funding Sources

Various sources of federal, state, local, and private funding exist for streetscape improvements. The municipalities should consider providing upfront matching funds to begin the design process. The most promising funding sources will be federal. Applicable funding sources include:

Federal: U.S. Department of Transportation - Federal Highway Administration  
(under TEA-3, the latest bill of the Intermodal Surface Transportation Efficiency Act (ISTEA))

- Transportation Enhancement Program (TE)
- Transportation and Community and System Preservation (TCSP) Pilot Program
- Congestion Management and Air Quality Improvement Program (CMAQ)

Federally funded projects must be coordinated through the Delaware County Planning Department and the Delaware Valley Regional Planning Commission.

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including streetscape and traffic calming improvements, as well as historic site and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community	A variety of projects including streetscape and traffic calming improvements, way finding and gateway signage transit station improvements, and planning	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>
CMAQ	Reduce vehicle emissions	16 types of projects including traffic flow, transit, bicycle, pedestrian, and streetscape improvements	Varies	Fall	<a href="http://www.co.delaware.pa.us/planning/transportation.html">www.co.delaware.pa.us/planning/transportation.html</a> <a href="http://www.dvrpc.org/transportation/cmaq-announce.htm">www.dvrpc.org/transportation/cmaq-announce.htm</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- Community Revitalization Program (CRP)
- Infrastructure Development Program (IDP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities	Usually \$150,000 - \$200,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
CRP	Community stability initiatives	A variety of improvements such as the construction and rehabilitation of infrastructure	Usually \$5,000 - \$25,000 per	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
IDP	Infrastructure improvement	Environmental remediation, water and sewer systems, and transportation facilities, including streetscape	Loans and grants up to \$1,250,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
NP	Assistance to Enterprise Zone and Main Street programs	Business development, downtown façade improvements, property acquisition and improvement	Grants up to \$50,000, loans up to \$25,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>

Local: Delaware County

- Renaissance Program Seed/Implementation Funding
- Participating Municipalities
- Local Match Contributions

Private: Local Businesses and Major Employers

Foundations:

- The Allstate Foundation
- Ford Foundation
- Roger S. Firestone Foundation
- Howard Heinz Endowment
- Metropolitan Life Foundation
- Sovereign Bank Foundation
- Surdna Foundation

Foundation	Applicable Eligible Activities	Contact Number
The Allstate Foundation	Highway and automobile safety, as well as community development	(847) 402-5502
Ford Foundation	Economic development	(212) 573-5000
Roger S. Firestone Foundation	Urban/community development	(610) 520-9490
Howard Heinz Endowment	Urban/community development, capital campaigns, general technical assistance	(412) 281-5777
Metropolitan Life Foundation	Urban/community development	(212) 578-627
Sovereign Bank Foundation	Urban community development	(610) 320-8504
Surdna Foundation	Transportation, urban/suburban issues and community revitalization	(212) 557-0100

### ***Approximate Project Schedule***

A streetscape project in Collingdale will take several years from beginning to end for all phases, but efforts can begin as soon as the community has decided to pursue improvements. The following provides an estimated timeline for establishing streetscape improvement efforts and implementing the first phase of each streetscape project:

<b>Project Approach Task</b>	<b>Timeframe</b>
Create design committee	Months 1-3
Secure funding for design services	Months 1-6
Prepare an RFP for design services	Months 3-6
Select a design team	Months 6-7
Explore implementation funding	Months 7-12
Complete design	Months 7-12
Bid project to contractor	Months 12-15
Construction	Months 15-24

The streetscape design should be prepared for all phases at once. Therefore, the timeframe for completing subsequent phases will require only securing construction funding, bidding the project, and construction. This process should take about 18-24 months.

### ***Project Costs***

Approximate costs for Phase 1 are outlined in detail in Table 5. Phase 2, 3 and 4 would all involve the same project elements. The cost is anticipated to be approximately \$900,000 for Phase 2, approximately \$600,000 for Phase 3, and \$800,000 for Phase 4.

The following cost estimates are for conceptual budget planning purposes only.  
 All dimensions are approximate and must be verified in the field.  
 Final design may result in a revision of project quantities and costs.

## Table 5: Collingdale Streetscape/Traffic Calming Improvements

### PHASE 1: MacDade Boulevard from Clifton Avenue to Jackson Avenue

	Unit	Unit Cost		Total
<b>Design:</b>				<b>\$50,000.00</b>

**Construction:**

#### 1. Sidewalks and Curbs (Depending on Condition)

##### New Curbs

MacDade Boulevard: Clifton Avenue to Jackson Avenue	3,000 L.Ft.	\$20.00 L.Ft.		\$60,000.00
<b>Total</b>	3,000 L.Ft.			<b>\$60,000.00</b>

##### New Sidewalks (Average 10-foot wide)

MacDade Boulevard: Clifton Avenue to Jackson Avenue	3,333 Sq.Yd.	\$50.00 Sq.Yd.		\$166,650.00
<b>Total</b>	3,333 Sq.Yd.			<b>\$166,650.00</b>

#### 2. Street Trees

MacDade Boulevard: Clifton Avenue to Jackson Avenue	100 Units	\$500.00 Each		\$50,000.00
<b>Total</b>	100 Units			<b>\$50,000.00</b>

#### 3. Pedestrian-Scale Lights

MacDade Boulevard: Clifton Avenue to Jackson Avenue	50 Units	\$6,000.00 Each		\$300,000.00
<b>Total</b>	50 Units			<b>\$300,000.00</b>

#### 4. Crosswalk Treatments (Concrete Pavers)

MacDade Boulevard at Clifton Avenue	186 Sq.Yd.	\$100.00 Sq.Yd.		\$18,600.00
MacDade Boulevard at Sharon Avenue	160 Sq.Yd.	\$100.00 Sq.Yd.		\$16,000.00
MacDade Boulevard at Juliana Terrace	132 Sq.Yd.	\$100.00 Sq.Yd.		\$13,200.00
MacDade Boulevard at Felton Avenue	160 Sq.Yd.	\$100.00 Sq.Yd.		\$16,000.00
MacDade Boulevard at Lincoln Avenue	160 Sq.Yd.	\$100.00 Sq.Yd.		\$16,000.00
MacDade Boulevard at Jackson Avenue	160 Sq.Yd.	\$100.00 Sq.Yd.		\$16,000.00
<b>Total</b>	958 Sq.Yd.			<b>\$95,800.00</b>

**5. Street Benches**

MacDade Boulevard: Clifton Avenue to Jackson Avenue

	8 Units	\$800.00 Each	\$6,400.00
<b>Total</b>	8 Units		<b>\$6,400.00</b>

**6. Trash Receptacles**

MacDade Boulevard: Clifton Avenue to Jackson Avenue

	8 Units	\$500.00 Each	\$4,000.00
<b>Total</b>	8 Units		<b>\$4,000.00</b>

**7. Bicycle Racks**

MacDade Boulevard: Clifton Avenue to Jackson Avenue

	6 Units	\$250.00 Each	\$1,500.00
<b>Total</b>	6 Units		<b>\$1,500.00</b>

**8. Way finding Signage**

<i>Vehicular</i>	Lump Sum	\$4,000.00	\$4,000.00
<i>Pedestrian</i>	Lump Sum	\$4,000.00	\$4,000.00
<b>Total</b>			<b>\$8,000.00</b>

<b>TOTAL</b>			<b><u>\$762,350.00</u></b>
--------------	--	--	----------------------------

## Housing Rehabilitation Program

### *Project Recommendations*

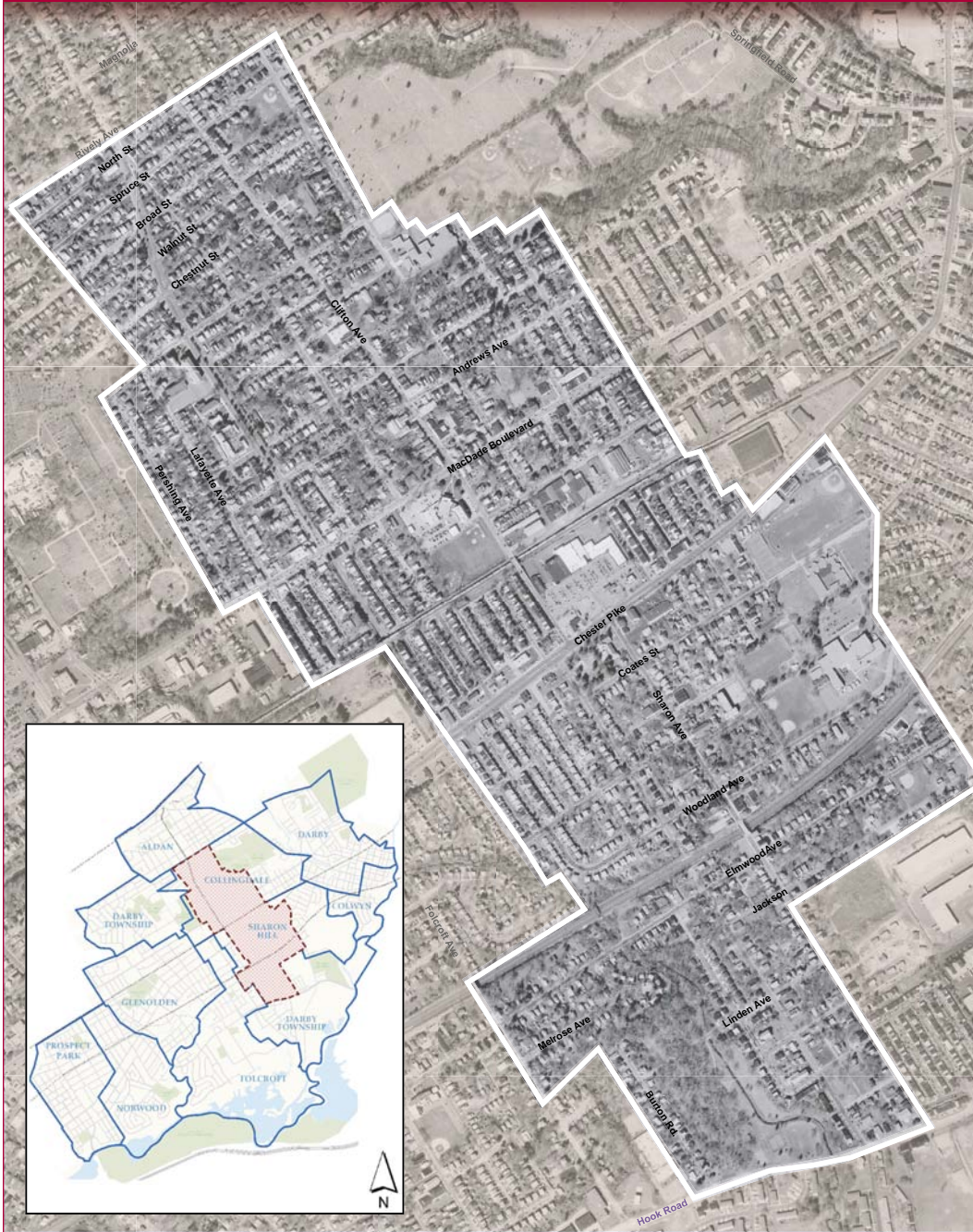
A housing rehabilitation program within the Community Investment Area is a recommended high priority Action Plan project to stabilize and improve housing in southeastern Delaware County. The Community Investment Area is a housing and community revitalization target area bounded roughly by the Aldan/Collingdale Borough line to the north, Hook Road in Darby Township to the south, Calcon Hook Road and Collingdale Park to the east, and the Har Zion Cemetery and Folcroft/Sharon Hill Borough line to the west (refer to Map 6). The Housing Rehabilitation Program satisfies Goal 5: enhancing the desirability of existing residential neighborhoods through targeted investment in housing rehabilitation and the provision of new community amenities. The following specific program components are recommended.

1. **Increase understaffed municipal code enforcement staffs and enforce property maintenance legislation.**

Maintenance is a key housing issue. Most municipal codes clearly define regulations for proper housing and property maintenance, however many residents are in obvious violation of the code. The major problem, however, is enforcing the codes. The Planning Area 4 Task Force indicated that most municipal code enforcement departments are understaffed. Municipal code enforcement staffs are also not always proactive in inspecting properties, identifying properties in violation of the code, and fining owners. In addition, some codes do not require an annual inspection, and only require inspection of rental units when the tenant or lessee changes, further compounding the enforcement problem. Each municipality should ensure that their codes require systematic annual property inspections and modify them if not, particularly for rental units. In addition, they should increase their code enforcement staffs to improve the safety and turnaround of the inspection procedure. Municipalities should consider sharing the expense and services of additional code enforcement. Municipalities could also consider raising fines to discourage violations as part of its efforts to improve property maintenance.



## Community Investment Area



Map 6.

2. Enhance and enforce property maintenance codes for rental property registration and multi-family unit licensing.

A serious housing problem in Planning Area 4 is maintenance of rental and multi-family housing. In most municipalities, tenants of single-family rental properties are responsible for the removal of trash and the maintenance of sidewalks. For multi-family units, most codes require owners to designate a responsible agent to carry out those tasks. Rental housing, however, is often owned or managed by absentee landlords who live out of the municipality/area. As a result, the owners often do not assign responsible agents, and do not tend to the needs of the tenants and property, leading to property deterioration.



To better monitor absentee landlords, and ensure that they are properly maintaining their properties, the municipalities should enforce ordinances that require landlords to register rental properties. The ordinances should outline stipulations for registration, such as off-street parking requirements, clear maintenance requirements specifically for rental units, and penalties for violating the ordinance. In addition, the ordinances should require a multi-family license for all such property owners with units occupied by more than three unrelated persons. The municipality should establish a standard annual license fee for every rental unit. License renewal should be contingent upon strict adherence to property maintenance standards. The key to the success of the ordinance would be a stringent annual inspection of rental properties by code enforcement staff to ensure properties are being adequately maintained before renewing the multi-family license.



3. Limit housing conversions from owner-occupied to rental units.

Housing conversions from owner occupied to rental units occur when a single-family house is rented out by the owner or sold to a landlord to rent. The first step is to limit further conversions to rental units. Municipalities could consider imposing a moratorium on property conversions, particularly within the Community Investment Area. To accomplish this, borough councils/township supervisors would have to pass an ordinance to prohibit any future conversions of units from owner-occupied to rental. Municipalities should also consider permitting conversions to rental and/or multi-family units only as a conditional use. By strictly controlling conversions in this manner, municipalities would be able to permit rental/multi-family units on a case-by-case basis depending on location, parking provisions, etc.



4. Promote county-sponsored rehabilitation grants and programs to assist low-income residents with repairs and maintenance.

Delaware County's Consolidated Plan outlines the county's housing needs and recommends strategies and funding sources to meet them. Funding is available to all municipalities in Planning Area 4, so it is important for the municipalities to take advantage of the available resources. In addition, each municipality should carefully evaluate the housing needs in their community, especially within the Community Investment Area, and identify specific target areas to receive housing assistance when it becomes available. There are many federal, state, and local housing resources for rehabilitation offered through the Delaware County Office of Housing and Community Development.



5. Establish a home improvement program through the county to provide grants and revolving low interest loans to middle-income owners.

Residents of Planning Area 4 constitute all income levels. Often, homeowners who do not meet low-income criteria are not always able to invest in home improvements. However, most assistance is only available to low and moderate-income homeowners. Very limited CDBG funds may be available for property improvements without income restrictions. This funding discrepancy could ultimately lead to disinvestments and continued deterioration of the Community Investment Area.

To further combat the problem of property maintenance and blight, rehabilitation opportunities should be offered to residents who do not qualify for low-income assistance. To spearhead this effort, the Delaware County Office of Housing and Community Development should institute a revolving loan program for the Community Investment Area of Planning Area 4, perhaps with Renaissance Program implementation funding. The revolving loan program would fund housing renovations and rehabilitation, and be offered to other homeowners once the loan is repaid. A larger available loan will provide the opportunity for more homeowners to initiate improvements. Therefore, the county should solicit local financial institutions for assistance to offer middle-income residents low or no interest loans.

6. Promote historic preservation rehabilitation assistance.

Planning Area 4 contains many historic properties, many of which are eligible for the National Register. Funding and assistance exists for rehabilitating historic properties or properties within historic districts on the federal level through the Federal Rehabilitation Investment Tax Credit. This program provides tax incentives to the owners of commercial historic buildings that are located in and contribute to National Historic Districts and many local historic districts. Buildings must be brought up to standards established by the Secretary of the Interior to qualify for tax credits. Interested municipalities should coordinate with the Delaware County Office of Housing and Community Development and the State Historic Preservation Office to determine which properties qualify for tax credits and notify property owners.

7. **Promote financial incentives for potential homebuyers of all income levels.**

Most of the municipalities in Planning Area 4 experienced a loss of homeowners from 1990 to 2000, particularly in the Community Investment Area. To reverse the trend and return homeowners to the region, municipalities should work with the Delaware County Office of Housing and Community Development to promote financial incentives to encourage home purchasing. One program the county offers is the Homeownership First Program, which provides down payment and closing cost assistance for households with incomes at or below 80% of the median. Other first time buyer incentives should be promoted as well.

8. **Institute housing education and home maintenance programs for first-time homebuyers.**

Education programs should be offered to prospective home purchasers, particularly low-income residents, to encourage home ownership and proper home maintenance. Education programs should teach prospective homebuyers how to deal with realtors, attorneys, contractors, and building inspectors, as well as how to take advantage of any first time home buying financial incentives. In addition, courses should provide instruction for basic home repairs, maintenance, and code compliance. Municipalities should coordinate with the Delaware County Office of Housing and Community Development to establish such a program in southeastern Delaware County. Courses should be held in various locations to encourage participation. In addition, municipalities should consider requiring housing counseling before providing any federal assistance.



***Project Benefits***

Immediate intervention and improvement of housing in the Community Investment Area, threatened by a decline in housing conditions and values, will stop the downward trend in the Community Investment Area before it reaches an irreparable state. The Housing Rehabilitation Program will directly benefit municipalities in the Community Investment Area including:

- Collingdale
- Sharon Hill
- Darby Township



The program is also intended to prevent housing decline from spreading west to other municipalities in Planning Area 4, and return housing investment to municipalities further east.

Municipalities impacted indirectly include:

- Darby Borough
- Colwyn
- Darby Township
- Folcroft
- Glenolden
- Norwood
- Prospect Park

A healthy and well-maintained housing stock will translate to an improved economy in which existing residents will want to invest in the neighborhood as it becomes more desirable to prospective residents. While it is recommended that federal, state, and county housing resources be targeted to the Community Investment Area, municipalities outside this zone should not hesitate to initiate similar housing improvement efforts as they are able.

### ***Project Approach***

There are several work tasks that should be undertaken by the municipalities within the Community Investment Area - Collingdale, Sharon Hill, and Darby Township - to begin housing improvement. The following tasks are recommended for each borough, but ideally they should work together:

1. Create a housing committee. A joint housing committee should be formed consisting of members from Collingdale, Sharon Hill, and Darby Township, since housing issues in the Community Investment Area affect each municipality. Ideally, a willing municipality should initiate formulation of the committee. Committee members should consist of a representative from the Delaware County Office of Housing and Community Development, municipal officials, area landlords, and housing related community development corporations.
2. Evaluate municipal codes. The housing committee should review the existing housing maintenance codes for each municipality in the Community Investment Area for the effectiveness of maintenance standards and rental unit licensing and registration. The committee should evaluate the need to revise and enforce the code.

3. Revise municipal codes. When determined appropriate to improve housing maintenance, each municipality should revise their respective codes and have them approved by their councils/supervisors. In addition, conditional uses should be drafted for each code to monitor multi-family dwelling conversions.
4. Identify target areas for improvement. The housing committee should collectively identify areas and or specific properties in each municipality within the Community Investment Area to receive housing assistance and funding first. A database would assist with tracking the identified properties as well as the progress of rehabilitation.
5. Formally solicit funding assistance from Delaware County. The housing committee should contact the Delaware County Office of Housing and Community Development to seek assistance for improving housing in the Community Investment Area. The committee should work closely with the county to identify and apply for rehabilitation grants and loans, as well as initiating housing education programs.
6. Prepare applications for available funding. The housing committee should take responsibility for preparing the applications to receive housing rehabilitation funding for targeted properties. Each municipality will likely have to apply separately, unless a joint application can be prepared and any awarded grants divided among involved municipalities.
7. Organize a housing education program. The housing committee should work with the Delaware County Office of Housing and Community Development to organize a series of home improvement and purchasing courses. Perhaps a county housing employee or Delaware County Community College instructor would be willing to sponsor the program and/or teach the courses.



## Responsible Parties

To initiate a housing rehabilitation program in the Community Investment Area, the involvement of several parties will be necessary. They should include, by task:

Project Approach Task	Involved Parties
1	Housing committee, Borough governments, landlords, housing CDCs
2	Housing committee, Borough governments
3	Housing committee, Borough governments
4	Housing committee
5	Housing committee, Delaware County Office of Housing and Community Development
6	Housing committee
7	Housing committee, Delaware County Office of Housing and Community Development, Delaware County Community College

## Funding Sources

Various sources of federal, state, local, and private funding exist for housing rehabilitation. Typically, funding is administered through municipalities that apply, and the municipality disseminates the funds to individual property owners. Federal funding sources are most reliable for housing, and in certain cases state and local programs are actually federal funds but administered locally, such as CDBG and HOME funding. All applicable funding sources include:

Federal: U.S. Department of Housing and Urban Development (HUD)

- Community Development Block Grant Program (CDBG)
- HOME Program
- FHA 203(k) Program

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
CDBG	Technical assistance to aid communities in economic development	Housing rehabilitation, public services, infrastructure improvement, development and planning	Grants up to \$500,000	Summer 2003	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
HOME	Assistance to expand decent housing for low- and very low-income residents	New construction, rehabilitation acquisition of rental/sales, ownership/rental assistance	Grants up to \$500,000	Summer 2003	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
203(k)	assistance to purchase homes in need of repair	property acquisition, repair, and modernization	Varies	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>

**State:** PA Department of Community and Economic Development

- Communities of Opportunity Program (COP)
- Pennsylvania Access Grant Program (AGP)
- TANF Housing Rehabilitation Program
- Community Revitalization Program (CRP)
- Pennsylvania Housing Finance Agency
- Access Down Payment and Closing Cost Assistance Program (Access)
- Access Home Modification Program (AHMP)
- Closing Cost Assistance Program (CCAP)
- Lower Income Homeownership Program (LIHP)
- Purchasing-Improvement Program (PIP)
- Statewide Homeownership Program (SHP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities and/or the rehabilitation of housing	Usually \$150,000 - \$200,000 per grant	Summer 2003 to \$500,000	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
AGP	Funding for low- and moderate-income people with permanent disabilities to modify their homes	Modifications that increase the ability of disabled to remain in their homes	Usually \$150,000 to \$500,000	Summer 2003	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
TANF	Moving families from welfare to work by funding housing rehabilitation	Includes repairs to homes including roofing, electrical, plumbing, HVAC, window and door replacement, lead base paint abatement	Grants from \$150,000 to \$500,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a> <a href="mailto:tbrennan@state.pa.us">tbrennan@state.pa.us</a>
CRP	Community stability initiatives	A variety of improvements such as the construction and rehabilitation of infrastructure, including streetscape	Usually \$5,000 - \$25,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a> <a href="mailto:ra-dcedcs@state.pa.us">ra-dcedcs@state.pa.us</a>
Access	Mortgage loans for low income persons with disabilities	Down payments and closing costs	Loans range from \$1,000 to \$15,000	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>
AHMP	Rehabilitation loans for low income persons with disabilities	Modifications that increase the ability of disabled to remain in their homes	Loans range from \$1,000 to \$10,000	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>
CCAP	Assistance for purchasing a first home	Closing costs	Loans up to \$2,000	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>
LIHP	Home purchasing assistance for low-income households	Below-market rate financing, below-market origination fees and closing cost assistance	Loans up to \$2,000	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>
PIP	Home improvement assistance for low-income households	Repairs, alterations or modifications to improve the basic livability, accessibility, energy efficiency or safety of the property	Loans up to \$15,000	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>
SHP	Home purchasing assistance for low-income households	Mortgage assistance	Varies	Rolling	<a href="http://www.phfa.org/programs/singlefamily/index.htm">www.phfa.org/programs/singlefamily/index.htm</a>

Local: Delaware County - Office of Housing and Community Development

- Owner Occupied Housing Rehabilitation Program (OOHRP)
- Home Improvement Loan Program (HIL)
- Home Improvement Grant Program (HIG)
- Housing Development Fund (HDF)
- Homeownership First Program (HFP)

Delaware County Renaissance Program Seed/Implementation Funding

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
OOHRP	Housing rehabilitation	Major systems repairs, such as roofs, HVAC, plumbing, and electrical	0% Loans up to \$25,000	Rolling	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
HIL	Housing rehabilitation for households below 80% of the median income	Repairs and rehabilitation	Loans up to \$25,000	Rolling	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
HIG	Housing rehabilitation for low-income homeowners	Major systems repairs, such as roofs, HVAC, plumbing, and electrical	0% Loans up to \$25,000	Rolling	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
HDF	Housing rehabilitation for households below 80% of the median income	Any home improvement projects	Varies	Rolling	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>
HFP	Home purchasing for first time buyers	Down payment and closing costs for first home	Varies	Rolling	<a href="http://www.co.delaware.pa.us/hcd/coupro.html">www.co.delaware.pa.us/hcd/coupro.html</a>

Private: Local Businesses and Major Employers

Foundations:

- Dolfinger-McMahon Foundation
- Fannie Mae Foundation
- Roger S. Firestone Foundation

Foundation	Applicable Eligible Activities	Contact Number
Dolfinger-McMahon Found.	Community development	(215) 979-1768
Fannie Mae Foundation	Housing opportunities for undeserved families	(202) 274-8000
Roger S. Firestone Foundation	Housing, shelter, urban/community development	(610) 520-9490

### ***Approximate Project Schedule***

Although the housing rehabilitation program should be a joint effort between the Community Investment Area municipalities of Collingdale, Sharon Hill, and Darby Township, some municipalities may be prepared to begin sooner than others. In addition, the program should be ongoing until visible housing improvement is accomplished throughout the Investment Area. Therefore the project schedule is tentative and subject to change. The following provides an estimated timeline for starting the program:

<b>Project Approach Task</b>	<b>Timeframe</b>
Create housing committee	Months 1-3
Evaluate municipal codes	Months 3-6
Revise municipal codes	Months 6-9
Identify target areas for improvement	Months 6-9
Solicit assistance from Delaware County	Months 6-12
Prepare applications for available funding	Months 9-12
Organize a housing education program	Months 9-15

### ***Approximate Project Costs***

Housing rehabilitation costs differ based on the size and condition of the house and the amount of renovation to be performed (number of rooms, exterior work, etc.). Rehabilitation costs would include necessary demolition, new materials, and labor. Average rehabilitation costs range from \$40,000 to \$50,000 for major home renovation, and \$15,000 to \$20,000 for minor renovations. Exterior/façade treatments would range from an additional \$5,000 to \$10,000.

## Business Development Program

### *Project Recommendations*

Many of the communities in Planning Area 4 have seen their populations, incomes, and employment rates decline, while the percent of their population below poverty has increased. At the same time, and in part because of these demographic factors, many of the commercial areas are showing signs of obsolescence. In order to provide employment to maintain the population in southeastern Delaware County, a coordinated multi-municipal economic development leadership program is needed, as well as a campaign to promote and encourage living/doing business in southeastern Delaware County. The Business Development Program satisfies Goal 4: expanding and attracting new industry to increase the local tax base while improving the marketability of the region. The following components of the program are recommended:

1. **Create a new economic development coordinator/management entity for southeastern Delaware County.**

Most shopping centers are successful because they have a single management entity supervising appearance, maintenance, marketing, and the recruitment of businesses. Very few traditional commercial districts, however, have this level of coordination and management and, as a result, are often not as successful. Those that do have adopted a form of economic development coordination that mimics the successful strategies of shopping center managers by employing "Main Street managers", hiring downtown coordinators, or forming community development corporations or business improvement districts. Both approaches have a common element - a single individual or organization dedicated to providing economic development and leadership. The economic development leadership organization should be concerned with the regional economic picture, examining issues such as appropriate business mix, new business recruitment, marketing and promotion, and enhancements and maintenance. The entity should be capable of responding to the needs of both small individual entrepreneurs and large corporate residents and integrating the business community of southeastern Delaware County.



The first step in establishing an Economic Development Leadership Program is to develop a regional economic vision for southeastern Delaware County that would identify detailed economic development goals and the strategies to reach those goals. Participants should include the Delaware County Planning Department, Delaware County Commerce Center, Delaware County Community College, and representatives from all participating communities. Following the establishment of a vision, the management entity should initiate a series of specific activities to improve economic development in the region, including:



- Sponsoring business/entrepreneurial clinics for small businesses;
- Identifying and packaging business loan financing;
- Managing planning projects and the implementation of those projects;
- Managing a market study to establish market demand and market niches for retail commercial locations within the region;
- Conducting feasibility studies for business improvement districts, and managing those districts;
- Working with businesses to identify the need for workforce development/job training programs, and coordinating those programs.
- Working with municipalities to pursue participation in the Main Street Program to improve commercial districts

Delaware County Community College is already involved in job training, and the Delaware County Commerce Center administers financial assistance programs for the County's Industrial Development Corporation, Industrial Development Authority, Area Loan Organization, and Economic Development Oversight Board. It also acts as liaison for financing programs of the U.S. Small Business Administration and Pennsylvania Department of Commerce. A regional coordinator would act as an advocate and liaison between existing local and prospective businesses and existing economic development programs that could be accessed by small businesses.



## 2. Establish a regional marketing and promotional campaign.

Planning Area 4 and its neighboring communities have a low profile in the region and lack any consistent and coherent identity. Because it is an area that people do not seek out when looking for homes or business locations, it does not attract new residents, and is losing population. This attrition is reflected as well in a decrease in business in commercial areas, and resulting lack of occupancy and maintenance.

The development of a regional marketing and promotional campaign for southeastern Delaware County should be done in tandem with the development of an economic development leadership function. The economic development entity should undertake the development and implementation of the marketing campaign, or a new marketing coordinator should be hired. In this way, a comprehensive approach can be developed which will integrate industrial and business development with the development/preservation of the region's historic and natural environment. This will encourage the eventual development of small businesses that will support tourism and leisure activities as part of an economic development strategy.

The first step in the process should be to undertake an inventory of the region's social, cultural, historic, natural, and environmental assets. This should be done prior to and used as input into the establishment of a regional economic vision for southeastern Delaware County. From this inventory, and as part of the economic vision, a regional identity can be crafted as input into signage, marketing materials, and special events. Other specific assignments should include:

- Developing media contacts and promotional press releases;
- Working with arts and environmental organizations in the area to organize and promote year-round events;
- Developing and maintaining a multi-municipal web site to promote area businesses and provide public information;
- Creating publications to attract new businesses.

### ***Project Benefits***

A regional coordinator is necessary to implement the economic development vision of southeastern Delaware County, and therefore would benefit every municipality in Planning Area 4. The Coordinator would manage future economic development planning activities throughout the region, coordinate with the County and with institutions within the County that are involved with economic development, such as Delaware Community College, and promote the entry of new businesses and the retention of existing businesses in the region. In addition, the Coordinator could assist all municipalities in pursuing such economic development efforts as participation in the Main Street Program, and in working with the Delaware County Commerce Center to tap into its expertise and financing. The regional marketing and promotional campaign would also impact every municipality in Planning Area 4. Such an effort would raise the profile of southeastern Delaware County as an attractive place to live, work, visit, and do business. As a result, economic development would improve regionally.

### ***Project Approach***

There are several work tasks that should be undertaken to begin clarifying economic development leadership in Planning Area 4. The following tasks are recommended:

1. Create an economic development committee. A committee should be formed to coordinate regional economic development efforts, and a representative from each municipality in Planning Area 4 should be a member of the committee. Ideally, a willing municipality should initiate formulation of the committee. Otherwise, the Delaware County Commerce Center should begin the effort and provide support.
2. Develop a regional economic development vision. The economic development committee should collaborate to form an economic development vision for the southeastern Delaware County region.
3. Hire an economic development coordinator. A new staff person will need to be hired to take on the economic development responsibilities for the new community development organization. The coordinator will need an office, which could possibly be housed at one of the municipal buildings.



4. Coordinate the new community development organization. To coordinate a new economic development organization, a volunteer Board of directors should be formed. The economic development committee should assign Board members to make up the entity's organizational structure and support the coordinator.
5. Establish a work program. The new entity will need to begin developing a mission statement and a work plan for the economic development organization. The work plan should involve such programs as main street management, developing a marketing program, arranging business loan financing, and creating business improvement districts.

### ***Responsible Parties***

To establish a new economic development entity in Planning Area 4, the coordination of several parties will be necessary for its initial organization, implementation, and work program. They should include, by task:

<b>Project Approach Task</b>	<b>Involved Parties</b>
1	Economic development committee, Delaware County Commerce Center
2	Economic development committee
3	Economic development committee
4	Economic development committee, economic development coordinator, board of directors
5	Economic development coordinator

### ***Summary of Potential Funding Sources***

Various sources of funding exist for starting or maintaining an economic development entity for Planning Area 4. These funds come from the public sector including federal, state, and local governments and the private sector including intermediaries, corporate and private philanthropies, and business partnerships. CDBG and New Communities sources are most promising to fund an economic development coordinator. Specific funding sources include:

Federal: U.S. Department of Housing and Urban Development (HUD)

- Community Development Block Grant Program (CDBG)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
CDBG	Technical assistance to aid communities in economic development	Housing rehabilitation, public services, infrastructure improvement, development and planning	Grants up to \$500,000	Summer 2003	<a href="http://www.inventpa.com">www.inventpa.com</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- New Communities/Main Street Program (NCP)
- Shared Municipal Services Grants (SMS)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities and/or the rehabilitation of housing	Usually \$150,000 - \$200,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
NCP	Assistance to Enterprise Zone and Main Street programs	Establishment of a local organization dedicated to downtown revitalization; and the management of downtown revitalization efforts by hiring a full-time professional downtown coordinator		Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a> dikerr@state.pa.us
SMS	Assistance to municipalities to foster efficiency of municipal services	Programs of intermunicipal cooperation	Grants finance up to 50% of project cost	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>

Local: Delaware County Renaissance Program Seed/Implementation Funding

Planning Area 4 Municipalities

- Local Match Contributions

Private: Local Businesses and Major Employers

### ***Approximate Project Schedule***

Redefining an existing economic development entity or establishing a one may take several months, but efforts can begin immediately. The following provides an estimated timeline for the project:

Project Approach Task	Timeframe
Create an economic development committee	Months 1-3
Develop a regional economic development vision	Months 3-4
Hire an economic development coordinator	Months 3-6
Coordinate a new community development organization	Months 6-9
Establish a work program	Months 9-12

### ***Cost Estimates***

Costs for a programmatic project such as establishing an economic development entity depend on many variables. If a new economic development coordinator is hired, it is anticipated that a budget of approximately \$75,000 will be required for the first year of the program to cover administrative costs, legal fees, any additional equipment costs, and salary. A budget of \$50,000 to \$75,000 would be required for subsequent years.

If a separate marketing coordinator position is eventually created, similar costs will be incurred, including administrative costs, legal fees, any additional equipment costs, website fees, materials, and salary. It is anticipated that a similar budget of \$70,000 would be required for the first year. If the economic development entity would perform the marketing duties, a budget of approximately \$20,000 would be required for website fees and materials.

## Transit Facility Improvement Project

### *Project Recommendations*

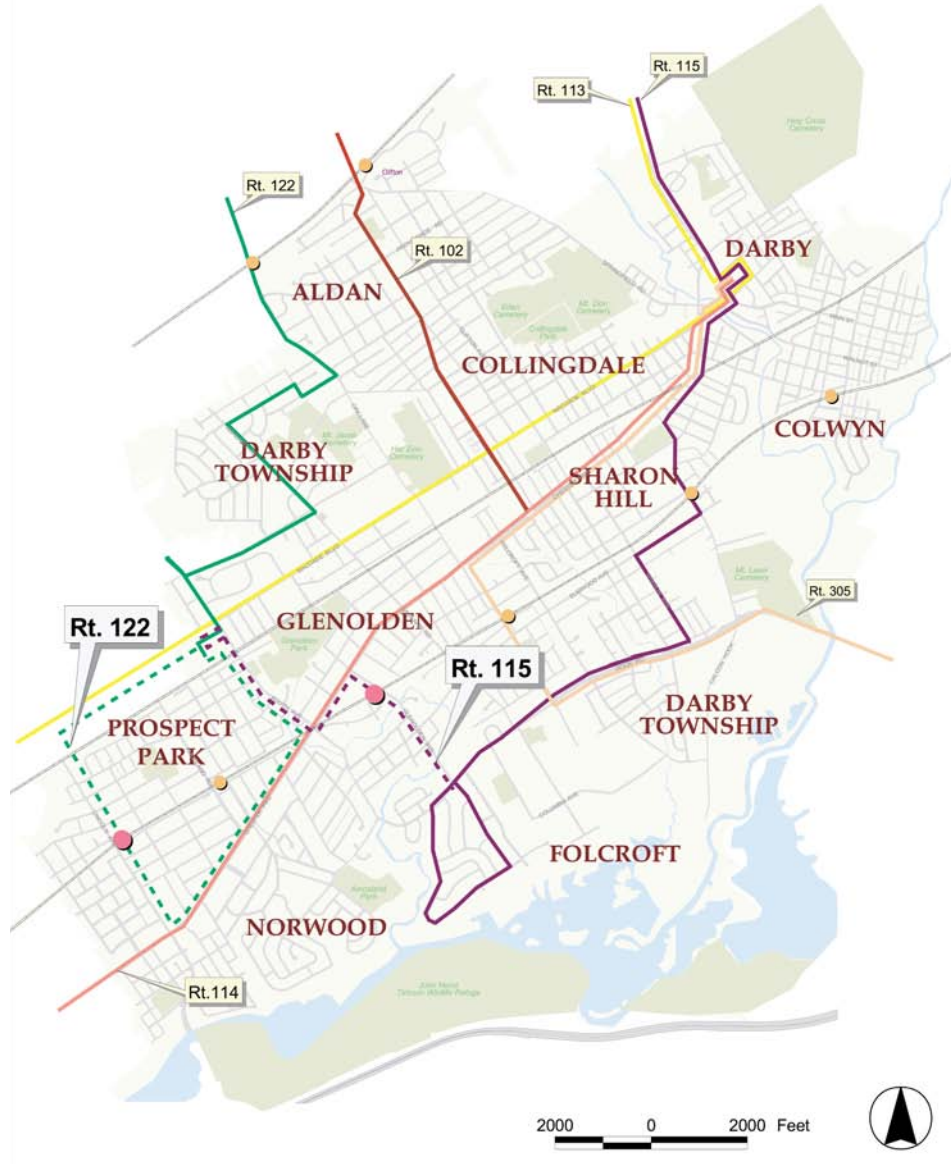
A multi-faceted transit facility improvement program is a recommended high priority Action Plan project to increase transit ridership and improve transit facilities in southeastern Delaware County. Such improvements will improve transit access with greater transit coverage through an expanded north/south bus route, and will improve transit ridership with improved regional rail facilities (refer to Map 7). The Transit Facility Improvement Project satisfies Goal 2: exploiting existing transit connections by physically improving stations and station areas while encouraging new transit-oriented development in those locations, as well as Goal 3: improving regional connections through enhanced transit routes and frequencies. The following specific transit facility revitalization components are recommended:

1. **Institute a new north/south bus route.**

Currently there are several SEPTA bus routes throughout Planning Area 4, including Routes 113, 114, 115, 122, and 305. The bus service takes a variety of routes through Planning Area 4, with many converging at the Darby Transportation Center on Main Street. In general, Planning Area 4 is fortunate to have the variety of transit options serving its residents and employees, including bus, regional rail, and trolley. However, the existing modes tend to travel mostly in an east/west direction, roughly following MacDade Boulevard and Chester Pike with slight variations. As a result, there is a clear need for improved north/south access and service in Planning Area 4, particularly the western area in the vicinity of Norwood and Glenolden. As a result, additional north/south bus service is recommended. While a new bus route is route would be more feasible, and would adequately serve the need of expanded service.



# Recommended Transit Improvements



Recommended Transit Improvements	
<b>Existing Bus &amp; Trolley Routes:</b> <span style="color: red;">—</span> Rt. 102 <span style="color: yellow;">—</span> Rt. 113 <span style="color: purple;">—</span> Rt. 115 <span style="color: green;">—</span> Rt. 122 <span style="color: orange;">—</span> Rt. 305 <span style="color: pink;">—</span> Rt. 114	<b>Proposed Route Extensions:</b> <span style="color: green; border-bottom: 1px dashed green;">—</span> Rt. 115 <span style="color: green; border-bottom: 1px dashed green;">—</span> Rt. 122  <span style="color: red;">●</span> Regional Rail Station Improvements

**Map 7.**

Two route extensions, Route 115 and Route 122, are suggested as possibilities to fill the gap in missing transit service. Either, and particularly a combination of both, would provide significantly improved transit service to the southwestern areas of Planning Area 4. The following project components are recommended:

- Extend Route 115. The Route 115 line currently runs between Brookline and Delmar Village in Folcroft. In Delmar Village, the route makes a loop, which is the southern terminus of the line, and returns to Brookline along Hook Road. Recommended expanded service would extend the Route 115 line from Delmar Village to MacDade Mall, where the route would terminate, via Glenolden Avenue, Chester Pike, and South Avenue. The Route 115 would then follow the same new route back to Delmar Village and return to Brookline the same way. This expansion would provide the southwestern portions of Planning Area 4 new north/south access to Chester Pike, MacDade Boulevard, the Folcroft Industrial Park, and MacDade Mall. In addition, the new route would provide a direct connection to the Glenolden train station.
- Extend Route 122. The Route 122 line currently runs between 69th Street Station in Upper Darby to Springfield Mall in Springfield, and returns to Upper Darby via the same route. Midway through the route, the Route 122 extends south to MacDade Mall via South Avenue, and returns to the north. Recommended expanded service would create a new loop for the Route 122, and extend the line from MacDade Mall along MacDade Boulevard to Lincoln Avenue (PA 420), along Lincoln Avenue to Chester Pike along Chester Pike to South Avenue, and along South Avenue to MacDade Mall to continue its route to either Springfield or Upper Darby. This expansion would provide new north/south access for the southwestern portions of Planning Area 4 to MacDade Boulevard and MacDade Mall. In addition, the new route would provide a direct connection to the Prospect Park train station.
- Coordinate with appropriate agencies. A bus route expansion project will require the coordination of several agencies to ensure that proper procedures are followed for implementation, as well as for garnering funding. These agencies should include SEPTA, the Delaware County Planning Department, and the Delaware County Transportation Management Association.

## 2. Enhance regional rail stations.

Planning Area 4 is served by the R2 and R3 regional rail lines, which travel east/west through southeastern Delaware County and connect western suburbs to Center City Philadelphia. Over the past decade, SEPTA regional rail ridership has increased system-wide. Whether for business, pleasure, or daily needs, more people are using regional rail, and as a result, rail station facilities. For many Planning Area 4 municipalities, the train stations serve as a community gateway, and are an integral part of their community fabric. Unfortunately, many of the original stations have been replaced by simple shelters or glorified sheds. In other cases, quality stations that have remained have fallen into disrepair. In addition, clear pedestrian connections and signage have deteriorated or no longer exist, decreasing access to the stations.



Two specific regional rail stations are recommended as part of the high priority Action Plan transit improvement project - Prospect Park and Glenolden. The Prospect Park station is part of an intact traditional town center, and improvements could help stimulate economic development. In addition, it is located on a major north/south route with easy access to I-95 and central Delaware County, providing increased ridership opportunities. The station is also adjacent to parcels with development opportunities. The Glenolden station is also recommended for priority improvements. Most importantly, the station is located close to employment areas within Glenolden as well as the Folcroft Industrial Park. In addition, the station is just off Chester Pike and is easily accessible to Hook Road. There are also development and redevelopment opportunities located very close to the station. For each station, the following improvement components are recommended:

- Improve the appearance and function of the stations. The unattractive appearance of the rail stations should be enhanced. In addition, the function of stations with structural problems, accessibility issues, parking shortages, etc, should also be improved. Station enhancements should include improving station building facades, pedestrian facilities and signage, lighting, access to commercial, employment, and residential areas, and mitigating parking shortages. Sharon Hill, for example, has recently undertaken an effort to upgrade its regional rail station, which should serve as a model.

- Determine economic development opportunities for stations. In both Prospect Park and Glenolden, stations are located near underutilized commercial opportunities or vacant lots. These municipalities should investigate the commercial potential for nearby buildings, such as for shops or offices, to enhance the overall function of the train station areas. They should also examine the potential for new development nearby to accommodate new commercial and residential uses close to the train station and other amenities. This form of station area improvement is known as transit oriented development (TOD), and is vastly improving transit and commercial amenities in train station areas around the country. Expansion of commercial amenities favorable to transit use will make the station area safer, more attractive, more convenient, and more economically viable. Glenolden has realized the potential of its nearby development opportunities and has rezoned vacant land near the train station for office use. Farther down the R2 line, Marcus Hook is about to embark on a transit oriented development plan for its train station.
- Identify internodal opportunities to enhance transit ridership. The Darby Transportation Center is an ideal example of a successful internodal center where many forms of transit converge at one location. Unfortunately, in Planning Area 4 there are mostly examples of transit disconnect, where bus routes are located several blocks from regional rail stations. This is the case for the Prospect Park and Glenolden train stations. While these municipalities seek train station enhancements, they should also seek to incorporate connection improvements to other forms of transit. The closest bus line to the Prospect Park station is the Route 114 along Chester Pike. Streetscape improvements along Lincoln Avenue would improve this connection, and the recommended extension of the Route 122 would make the ideal direct connection from rail to bus. In Glenolden, improved pedestrian facilities, such as sidewalks and signage, would improve connections from the train station to Chester Pike and the Route 114. The recommended extension of the Route 115 would ideally provide a direct connection from rail to bus and the Folcroft Industrial Park.
- Coordinate with appropriate agencies. A train/trolley station enhancement project will require the coordination of several agencies to ensure that proper procedures are followed for implementation, as well as for garnering funding. These agencies should include SEPTA, the Delaware County Planning Department, and the Delaware County Transportation Management Association.



## ***Project Benefits***

Extending existing bus routes in the southwestern portion of Planning Area 4 would greatly improve north/south transportation for residents and employees in that part of Delaware County with much better access to shopping and employment areas. These improved routes would directly benefit:

- Prospect Park
- Norwood
- Folcroft
- Glenolden

Improvements to the Prospect Park and Glenolden train stations would directly benefit those two municipalities. However, improved station areas and clear pedestrian connections to stations from commercial, employment, and residential areas would provide better transportation choices for many residents and employees of Planning Area 4, and provide better accessibility for an aging population that can no longer rely on the automobile. In addition, each municipality could help mitigate traffic congestion, encourage transit ridership, enhance community image, and entice more potential customers to their commercial areas.

## ***Project Approach***

There are several work tasks that should be undertaken by all municipalities of Planning Area 4 to begin improving transit in their communities. The following tasks are recommended:

1. Create a transit improvement committee. A transit improvement committee should be formed as a regional entity to coordinate improvements, including the pursuit of new bus routes as well as improvements to train stations. Ideally, a willing municipality should initiate formulation of the committee. Committee members should consist of borough officials, representatives of SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association, area business owners, and concerned residents.
2. Create a service/funding plan. The transit improvement committee should solicit the assistance of SEPTA, the Delaware County Planning Department, and the Delaware County Transportation Management Association to plan the bus route extensions, particularly the feasibility and potential route locations, as well as to solicit funding for the routes. SEPTA should perform ridership studies and surveys to determine the most efficient and feasible bus route(s) to extend.

3. Institute new service. Once the route(s) and funding have been established, SEPTA should begin the new bus service.
4. Evaluate train stations to identify improvement needs. The transit improvement committee should collaborate to determine the specific improvements needed to effectively enhance each facility, as well as the potential for desired development opportunities.
5. Secure funding for design and planning services. The transit committee should solicit funding for the planning and design of station improvements, including the potential for transit-oriented development. Funding coordination should involve discussion with the impacted municipalities, local political representatives, SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association, and the Delaware Valley Regional Planning Commission (DVRPC).
6. Prepare an RFP for train station planning/design/engineering services. Once specific improvements have been identified and funding secured, the transit committee should prepare a request for proposals (RFP) to hire a consultant to prepare a detailed design for all station and station area improvements.
7. Select a design team. Based on credentials, scope of services offered, and cost proposal, the design committee should select a design team to prepare the station area design. The plan should include a cost estimate for construction.
8. Explore implementation funding. Once detailed plans have been completed, funding will have to be secured for the actual construction of station improvements. Coordination should begin with local political representatives and the Delaware County Planning Department, as well as DVRPC in the early stages of the design phase so that funding is in place when construction is ready to begin. The project will need to be placed on DVRPC's transportation improvement program to receive federal funding.

9. Monitor the transit improvement process. The transit improvement committee should work with the design consultant as station area plans are prepared to ensure that the concepts and details are satisfactory to the municipalities. In addition, the committee should ensure that bus route improvements are implemented and subsequently effective for improving service to the region. Community involvement should be solicited as well.
10. Construct/implement improvements.

### ***Summary of Responsible Parties***

To implement transit improvements in Planning Area 4, involving bus route extensions and train station enhancements, the involvement of several parties will be necessary. They should include, by task:

<b>Project Approach Task</b>	<b>Timeframe</b>
1	Transit improvement committee, SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association, area business owners, and concerned residents
2	Transit improvement committee, SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association
3	SEPTA
4	Transit improvement committee
5	Transit improvement committee, impacted municipalities, local political representatives, SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association, and the Delaware Valley Regional Planning Commission (DVRPC)
6	Transit improvement committee
7	Transit improvement committee
8	Transit improvement committee, SEPTA, the Delaware County Planning Department, the Delaware County Transportation Management Association
9	Transit improvement committee
10	Contractor

### ***Funding Sources***

Various sources of federal, state, local, and private funding exist for transit and transit facility improvements. The municipalities should consider providing upfront matching funds to begin the design process if possible. The most promising funding sources are federal TEA-3 programs. Applicable funding sources include:

\*Federal: U.S. Department of Transportation - Federal Highway Administration  
 {under TEA-3, the latest bill of the Intermodal Surface Transportation  
 Efficiency Act (ISTEA)}

- Transportation Enhancement Program (TE)
- Transportation and Community and System Preservation (TCSP) Pilot Program
- Congestion Management and Air Quality Improvement Program (CMAQ)

Federally funded projects must be coordinated through the Delaware County Planning Department and the Delaware Valley Regional Planning Commission.

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
TE	Develop/improve transportation facilities	A range of activities including streetscape and traffic calming improvements, as well as historic site and landscape improvements, and planning and design studies	Billions annually	Rolling	<a href="http://www.dvrpc.org/transportation/te.htm">www.dvrpc.org/transportation/te.htm</a>
TCSP	Build livable communities through transportation and community	A variety of projects including streetscape and traffic calming improvements, way finding and gateway signage transit station improvements, and planning	\$120 million annually for FYs 1999-2003	Rolling	<a href="http://www.fhwa.dot.gov/tcsp">www.fhwa.dot.gov/tcsp</a>
CMAQ	Reduce vehicle emissions	16 types of projects including traffic flow, transit, bicycle, pedestrian, and streetscape improvements	Varies	Fall	<a href="http://www.co.delaware.pa.us/planning/transportation.html">www.co.delaware.pa.us/planning/transportation.html</a> <a href="http://www.dvrpc.org/transportation/cmaq-announce.htm">www.dvrpc.org/transportation/cmaq-announce.htm</a>

State: Pennsylvania Department of Community and Economic Development (DCED)

- Communities of Opportunity Program (COP)
- Community Revitalization Program (CRP)
- Infrastructure Development Program (IDP)

Funding Source	Target	Eligible Activities	Amount	Application Deadline	For More Information
COP	Local economic development and community revitalization	Community revitalization and economic development activities	Usually \$150,000 - \$200,000 per grant	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
CRP	Community stability initiatives	A variety of improvements such as the construction and rehabilitation of infrastructure	Usually \$5,000 - \$25,000 per	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>
IDP	Infrastructure improvement	Environmental remediation, water and sewer systems, and transportation facilities, including streetscape	Loans and grants up to \$1,250,000	Rolling	<a href="http://www.inventpa.com">www.inventpa.com</a>

Local: Delaware County

- Renaissance Program Seed/Implementation Funding
- Participating Municipalities
- Local Match Contributions

Private: Developers and Local Businesses

Foundations:

- The Allstate Foundation
- Ford Foundation
- Roger S. Firestone Foundation
- Howard Heinz Endowment
- Metropolitan Life Foundation
- Sovereign Bank Foundation
- Surdna Foundation

Foundation	Applicable Eligible Activities	Contact Number
The Allstate Foundation	Highway and automobile safety, as well as community development	(847) 402-5502
Ford Foundation	Economic development	(212) 573-5000
Roger S. Firestone Foundation	Urban/community development	(610) 520-9490
Howard Heinz Endowment	Urban/community development, capital campaigns, general technical assistance	(412) 281-5777
Metropolitan Life Foundation	Urban/community development	(212) 578-627
Sovereign Bank Foundation	Urban community development	(610) 320-8504
Surdna Foundation	Transportation, urban/suburban issues and community revitalization	(212) 557-0100,

***Approximate Project Schedule***

A transit improvement project in Planning Area 4 could take several years for implementing extended bus routes and train station improvements, but efforts can begin as soon as the region or individual municipalities have decided to pursue improvements. The following provides an estimated timeline:

Project Approach Task	Timeframe
Create transit improvement committee	Months 1-3
Create a service plan	Months 3-9
Begin new extended bus routes	Months 9-18
Identify train station improvement needs	Months 3-9
Secure funding for design services	Months 1-9
Prepare an RFP for train station design/engineering services	Months 9-12
Select a design team	Months 12-13
Explore implementation funding	Months 12-18
Construction	Months 18-30

### ***Approximate Project Costs***

Costs for recommended transit enhancements would involve two facets: supplementing the additional bus service, and financing station area improvements. Costs for additional bus service are estimated to be approximately \$100,000 per year, per route. Detailed route studies from SEPTA would determine a more precise cost for additional service.

For station area improvements, costs would depend entirely on the extent of improvements. Municipalities should expect to provide 10% local matches for any federal or state assistance. Any new transit-oriented development would likely involve financing from a developer. Average costs for basic station improvements would involve the following:

- Building/façade improvements
- New sidewalks
- New signage
- New lighting

Other regional train stations in Delaware County have recently been upgraded or are in the process of being upgraded. The Wayne station was rehabilitated for approximately \$1,000,000 in 2001, while the Sharon Hill train station improvement costs are anticipated to be approximately \$350,000 (with renovations being made to just the structure itself). Therefore, municipalities should anticipate costs in this range.

## RECOMMENDED LONG-TERM AND OTHER MUNICIPAL PROJECTS

### Long-Term Projects

Through the project prioritization process, the Planning Area 4 Task Force identified the aforementioned high priority projects that are fundable, reasonably priced, highly visible, impact several municipalities, and can begin and realistically be completed in a 5-year timeframe. Many of these recommended Action Plan Projects are phases of larger overall projects that could be eventually implemented beyond a 5-year period. These and other remaining projects, while important, are recommended for the longer-term, to be initiated once the Action Plan Projects have been completed. The Planning Area 4 municipalities should therefore refer to these recommended projects once the initial projects are complete, and consider them the next steps for revitalizing southeastern Delaware County. The recommended long-term projects and initial strategies are:

- **Vacant Housing Redevelopment Project**  
*Eliminate vacant housing east of the Community Investment Area.*
  1. Identify potential properties for rehabilitation and/or demolition, particularly corner properties.
  2. Recommend specific properties for acquisition.
  3. Work with or form a local or regional community development corporation to support housing rehabilitation.
  4. Rehabilitate existing vacant housing or construct new infill housing. Silhouette
  
- **North/South Corridor "Main Street" Streetscape Project**  
*Create a new north/south "Main Street" in the Community Investment Area.*
  1. Institute streetscape improvements to enhance the corridor's identity.
    - Redesign sidewalks
    - Plant shade trees
    - Install pedestrian-oriented lighting
    - Enhance crosswalks
    - Provide street furniture
    - Install attractive bus shelters
    - Install way finding signage
    - Consider new public spaces

2. Redevelop Sharon Plaza, at the focal point of the corridor, to make it more pedestrian friendly and tie it into the surrounding environment.

- **North/South "Main Street" Business Improvement Project**

*Enhance the quality of businesses and institutions in the transition area.*

1. Conduct a market analysis to determine appropriate and supportable neighborhood businesses.
2. Work with the Delaware County Commerce center to attract new businesses to the corridor.
3. Sponsor business/entrepreneurial clinics to assist the development of new small businesses.
4. Work with a new local economic development entity (see "Business development/ regional marketing" initiative below).
5. Establish a façade improvement program to provide financial incentives for appearance enhancements.
6. Promote enhanced community appearance standards through design guidelines.

- **Town Center Revitalization Project**

*Improve the "Main Street" character of:*

- Chester Pike in Prospect Park/Norwood and Glenolden
  - MacDade Boulevard in Glenolden
  - Hook Road in Folcroft
  - Springfield Road in Aldan
  - 9th Street and Main Street in Darby Borough
1. Install streetscape elements to improve aesthetics and function.
    - Redesign sidewalks
    - Plant shade trees
    - Install pedestrian-oriented lighting
    - Enhance crosswalks
    - Provide street furniture
    - Install attractive bus shelters
    - Install way finding signage, including signage for train stations
    - Provide new public spaces



2. Provide traffic calming initiatives to slow traffic and provide safer pedestrian crossings.
    - Reduce lanes or lane widths
    - Install curb extensions
    - Reduce curb radii
    - Install pedestrian signals
    - Provide buffer/median areas
  3. Enhance the quality of businesses in town center areas.
    - Establish a façade improvement program to provide financial incentives for appearance enhancements and historic preservation.
    - Promote enhanced community appearance and historic preservation standards through design guidelines.
- **Shopping Center Redevelopment Project**  
*Redevelop vacant or underutilized shopping centers to make them more pedestrian friendly and tie them into adjacent town centers.*
    1. Rehabilitate existing shops with façade, window, and signage enhancements.
    2. Construct new attractive mixed-use developments (including housing, retail, and office space) that include sidewalks, rear parking and new streets.
    3. Add streetscape amenities, such as trees and lighting, to improve aesthetics and tie shopping centers into traditional commercial areas.
    4. Redesign remaining parking lots to create new auto and pedestrian access systems and improve aesthetics.
  - **Industrial Center Signage Project**  
*Enhance the identification of industrial parks.*
    1. Create an industrial park way finding signage design and theme.
    2. Establish signage locations.
    3. Install industrial park way finding signage along major access routes as well as at industrial park entrances.
  - **Municipal Way finding Project**  
*Enhance the identification of municipal features, assets, and institutions.*
    1. Create a way finding signage design and theme.
    2. Establish signage locations.
    3. Install way finding signage along major routes.

- **Heinz Wildlife Refuge Expansion/Access Project**

*Expand the recreational opportunities of the Heinz Wildlife Refuge to the north side of Darby Creek.*

1. Create a new park along Darby Creek through Norwood Borough, Folcroft Borough, and Darby Township.
2. Coordinate with the U.S. Fish and Wildlife Service to negotiate park ownership.
3. Identify the locations for potential on-and off-street public access areas to the park.
4. Construct public access areas.

- **Recreational Greenway/Network Project**

Create clear and convenient connections between municipal parks, residential areas, town centers, the East Coast Greenway, Heinz Wildlife Refuge, and area historic sites.

1. Identify the locations for potential on-and off-street trails.
2. Negotiate the purchase of available land for potential off-street trails.
3. Construct new recreational trails to connect municipal park resources.
4. Provide adequate way finding signage to identify recreational and historical points of interest.
5. Create bicycle routes along primary or secondary roads through striping and signage.
6. Provide recreational connections to the East Coast Greenway via Route 420 or 84th Street through on-street improvements for bicycles and signage.

## **Other Municipal Projects**

Throughout the course of the Delaware County Renaissance Program planning process, several municipalities in Planning Area 4 indicated specific projects they would like to undertake to help revitalize their communities. While the projects may not necessarily fit the Renaissance Program requirements to receive county implementation funding, they are beneficial to the individual municipalities nonetheless. Therefore it is important to identify these projects as a documentation of additional revitalization related needs in Planning Area 4. Municipalities and their desired projects include:

### **Darby Borough**

- Infrastructure Improvements
- Alley Improvements
- Bridge Repairs
- Main Street Tourist Center and History Archive (should be part of the Regional Marketing program)
- Police and Fire Force Reorganization
- Adaptive Reuse of Historic Buildings (should be part of the Regional Marketing program)
- Historic Preservation (should be part of the Town Center Revitalization project)

### **Collingdale**

- MacDade Boulevard Traffic Signal Upgrade (should be part of the Town Center Revitalization project)

### **Prospect Park**

- New Community Center
- New Park at John Morton Homestead
- Prospect Avenue Improvements
- Park Square Improvements
- Lincoln Avenue Zoning Amendments (could be part of the Town Center Streetscape project)
- Moore's Lake Park Rehabilitation
- Water Taxi

*Delaware County Renaissance Program  
Planning Area 4*

An aerial photograph showing a dense urban street grid with various buildings and structures.

**Observations and Issues  
Report**

**December 17, 2002**

# Project Background

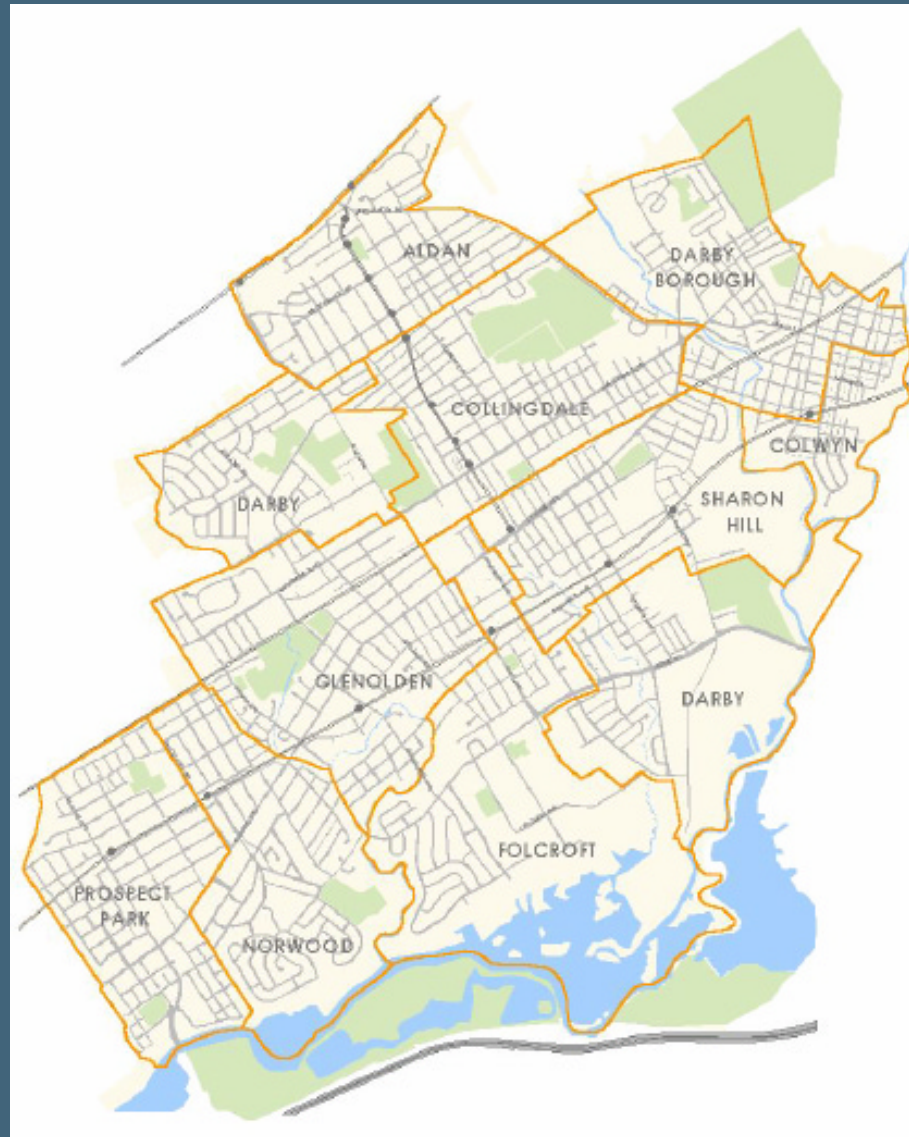
# Project Background

## Delaware County Renaissance Program

- The program was created to revitalize Delaware County's first-generation municipalities by making them more attractive, livable, safe, and economically viable
- The study area was divided into 5 planning areas
- The objective is to formulate a five-year revitalization strategy by preparing a prioritized group of implementable projects
- Information gathered for this report will assist with formulating revitalization strategies for Renaissance Planning Area 4
- Planning Area 4 consists of Darby, Colwyn, Collingdale, Aldan, Sharon Hill, Folcroft, Glenolden, Norwood, and Prospect Park Boroughs, and Darby Township

# Project Background

## Planning Area 4



*Delaware County Renaissance Program - Planning Area 4*

# Project Background

## Delaware County Renaissance Program

- Qualified projects can involve the following:
  - ✓ Economic development
  - ✓ Housing
  - ✓ Transportation
  - ✓ Infrastructure
  - ✓ Public Safety
  - ✓ Other elements, including Parks and Recreation, Cultural Attractions, and Historic Preservation



# **Socioeconomic Analysis**

# Socioeconomic Analysis

## Population Change 1990-2000

- Delaware County was relatively stable
- Planning Area 4 experienced a 5.6% population decrease
- Largest decrease was in Darby Township (12.2%)
- Glenolden increased by 3%

	Pop.	Pop.	Change	% Change
	<u>1990</u>	<u>2000</u>	<u>1990-2000</u>	<u>1990-2000</u>
Aldan Borough	4,549	4,313	-236	-5.2%
Collingdale Borough	9,175	8,664	-511	-5.6%
Colwyn Borough	2,613	2,453	-160	-6.1%
Darby Borough	11,140	10,299	-841	-7.5%
Darby Township	10,955	9,622	-1,333	-12.2%
Folcroft Borough	7,506	6,978	-528	-7.0%
Glenolden Borough	7,260	7,476	216	3.0%
Norwood Borough	6,162	5,985	-177	-2.9%
Prospect Park Borough	6,764	6,594	-170	-2.5%
Sharon Hill Borough	5,771	5,468	-303	-5.3%
Planning Area 4	71,895	67,852	-4,043	-5.6%
Delaware County	547,651	550,864	3,213	0.6%

Source: 1990 and 2000 Census; Delaware County Planning Department

**Delaware County Renaissance Program – Planning Area 4**

# Socioeconomic Analysis

## Racial Composition 1990-2000

- Delaware County experienced a 6.2% decrease in its White population
- Planning Area 4 experienced a 9.8% decrease in its White population
- Boroughs with the greatest (over 20%) change in racial composition were Colwyn, Darby Bor., and Sharon Hill

	1990				2000			
	Total	%	%	%	Total	%	%	%
	<u>Pop</u>	<u>White</u>	<u>Black</u>	<u>Other</u>	<u>Pop</u>	<u>White</u>	<u>Black</u>	<u>Other</u>
Aldan Borough	4,549	99.0%	0.5%	0.5%	4,313	93.3%	4.3%	2.3%
Collingdale Borough	9,175	97.9%	1.0%	1.1%	8,664	91.9%	4.7%	3.3%
Colwyn Borough	2,613	91.0%	7.7%	1.3%	2,453	42.6%	52.1%	5.2%
Darby Borough	11,140	65.7%	33.1%	1.2%	10,299	36.4%	60.0%	3.6%
Darby Township	10,955	61.8%	37.4%	0.7%	9,622	62.3%	36.4%	1.4%
Folcroft Borough	7,506	97.8%	1.3%	0.9%	6,978	93.9%	4.0%	2.2%
Glenolden Borough	7,260	97.1%	1.7%	1.3%	7,476	92.3%	4.0%	3.7%
Norwood Borough	6,182	99.3%	0.5%	0.2%	5,985	97.6%	1.1%	1.3%
Prospect Park Borough	6,764	98.3%	0.8%	0.9%	6,594	95.4%	1.4%	3.2%
Sharon Hill Borough	5,771	91.5%	7.7%	0.8%	5,468	71.1%	24.8%	4.2%
Planning Area 4	71,895	86.8%	12.3%	0.9%	67,852	77.0%	20.1%	2.9%
Delaware County	547,651	86.5%	11.2%	2.3%	550,864	80.3%	14.5%	5.2%

Source: 1990 and 2000 Census; Delaware County Planning Department

# Socioeconomic Analysis

## 1999 Income

- Planning Area 4 incomes are lower than Delaware County's
- Lowest median incomes occur in Darby Borough (\$30,938) and Colwyn (\$33,150)
- Highest median incomes are in Aldan (\$47,292) and Norwood (\$47,043)

	Median	Median	Per
	Household	Family	Capita
	<u>Income</u>	<u>Income</u>	<u>Income</u>
Aldan Borough	\$47,292	\$59,595	\$22,134
Collingdale Borough	\$40,207	\$47,288	\$16,751
Colwyn Borough	\$33,150	\$39,861	\$13,883
Darby Borough	\$30,938	\$36,065	\$13,990
Darby Township	\$37,396	\$43,357	\$17,179
Folcroft Borough	\$44,443	\$50,791	\$17,727
Glenolden Borough	\$41,189	\$48,648	\$20,173
Norwood Borough	\$47,043	\$54,983	\$20,513
Prospect Park Borough	\$45,244	\$51,966	\$19,801
Sharon Hill Borough	\$42,436	\$48,146	\$18,503
<b>Delaware County</b>	<b>\$50,092</b>	<b>\$61,590</b>	<b>\$25,040</b>

Source: 2000 Census, Summary File 3; Delaware County Planning Department

# Socioeconomic Analysis

## Poverty Levels 1990-2000

- 8% of County residents are below poverty
- 10.2% of Planning Area 4 residents are below poverty
- Colwyn experienced the largest increase in those below poverty (4.9%)
- 21% of Darby Borough's population is below poverty
- The percent below poverty decreased in Darby Township and Prospect Park

	1990 Poverty Status		2000 Poverty Status		Change % Below
	Total	% Below	Total	% Below	
	<u>Population*</u>	<u>Poverty</u>	<u>Population*</u>	<u>Poverty</u>	<u>Poverty</u>
Aldan Borough	4,540	4.2%	4,300	5.9%	1.7%
Collingdale Borough	9,130	8.1%	8,636	8.4%	0.3%
Colwyn Borough	2,613	11.7%	2,451	16.6%	4.9%
Darby Borough	10,612	17.7%	9,892	20.6%	2.9%
Darby Township	10,894	14.7%	9,600	11.8%	-2.9%
Folcroft Borough	7,474	5.6%	6,971	8.4%	2.8%
Glenolden Borough	7,238	4.7%	7,441	5.0%	0.3%
Norwood Borough	6,126	4.7%	5,973	7.6%	2.9%
Prospect Park Borough	6,584	6.3%	6,424	4.3%	-2.0%
Sharon Hill Borough	5,766	9.9%	5,409	11.0%	1.1%
Planning Area 4	70,977	9.5%	67,097	10.2%	0.7%
Delaware County	529,346	7.0%	531,111	8.0%	1.0%

\*Persons for Whom Poverty Status is determined

Source: 1990 and 2000 Census, Summary File 3 (sample data); Delaware County Planning Department

**Delaware County Renaissance Program - Planning Area 4**

# Socioeconomic Analysis

## Housing Tenure 1990-2000

- Homeownership dropped by .7% in County and by 2.3% in Planning Area 4
- Homeownership in Colwyn and Darby Boroughs dropped by more than 7%
- Collingdale's homeownership rate fell 5.6%
- Aldan and Darby Township had small increases in homeownership
- Darby Township had highest homeownership rate (79.6%)

	1990			2000			Change Owner Occup. 1990-2000
	Total	#	%	Total	#	%	
	<u>Occup.Units</u>	<u>Owner</u>	<u>Owner</u>	<u>Occup.Units</u>	<u>Owner</u>	<u>Owner</u>	
Aldan Borough	1,769	1,327	75.0%	1,751	1,331	76.0%	1.0%
Collingdale Borough	3,317	2,519	75.9%	3,188	2,244	70.4%	-5.6%
Colwyn Borough	924	689	74.6%	850	572	67.3%	-7.3%
Darby Borough	3,709	2,627	70.8%	3,405	2,165	63.6%	-7.2%
Darby Township	3,822	2,962	77.5%	3,670	2,920	79.6%	2.1%
Folcroft Borough	2,544	2,055	80.8%	2,530	1,966	77.7%	-3.1%
Glenolden Borough	2,907	1,902	65.4%	3,058	1,967	64.3%	-1.1%
Norwood Borough	2,219	1,663	74.9%	2,286	1,707	74.7%	-0.3%
Prospect Park Borough	2,617	1,628	62.2%	2,577	1,588	61.6%	-0.6%
Sharon Hill Borough	2,156	1,630	75.6%	2,091	1,526	73.0%	-2.6%
Planning Area 4	25,984	19,002	73.1%	25,406	17,986	70.8%	-2.3%
Delaware County	201,374	146,281	72.6%	206,320	148,384	71.9%	-0.7%

Source: 1990 and 2000 Census; Delaware County Planning Department

**Delaware County Renaissance Program - Planning Area 4**

# Socioeconomic Analysis

## Housing Vacancy 1990-2000

- The number of housing units in Glenolden and Norwood increased by over 4%
- Vacancy rates in Colwyn and Darby Boroughs increased by over 6%
- Glenolden experienced a slight decrease in vacancies
- All other boroughs saw slight increases in their vacancy rates

	Total	Total	% Change	Vacant	Vacant	% Change
	Units	Units	in Units	Units	Units	Vacancy Rate
	<u>1990</u>	<u>2000</u>	<u>1990-2000</u>	<u>1990</u>	<u>2000</u>	<u>1990-2000</u>
Aldan Borough	1,816	1,817	0.1%	47	66	1.0%
Collingdale Borough	3,483	3,404	-2.3%	166	216	1.6%
Colwyn Borough	970	954	-1.6%	46	104	6.2%
Darby Borough	4,042	3,999	-1.1%	333	594	6.6%
Darby Township	3,941	3,868	-1.9%	119	198	2.1%
Folcroft Borough	2,623	2,629	0.2%	79	99	0.8%
Glenolden Borough	3,055	3,198	4.7%	148	140	-0.5%
Norwood Borough	2,267	2,363	4.2%	48	77	1.1%
Prospect Park Borough	2,712	2,683	-1.1%	95	106	0.4%
Sharon Hill Borough	2,251	2,246	-0.2%	95	155	2.7%
Planning Area 4	27,160	27,161	0.0%	1,176	1,755	2.1%
Delaware County	211,024	216,978	2.8%	9,650	10,658	0.3%

Source: 1990 and 2000 Census

# Socioeconomic Analysis

## Median Values and Gross Rents 2000

- All median housing values were less than the County median of \$128,000
- Aldan had the highest median value of \$110,200
- Colwyn and Darby Boroughs had the lowest median values (under \$53,000)
- Median gross rents ran from \$550 to \$697

	Median Value	Median
	Specified Owner Occ.	Gross
	<u>Units</u>	<u>Rent</u>
Aldan Borough	\$110,200	\$629
Collingdale Borough	\$69,600	\$628
Colwyn Borough	\$52,900	\$617
Darby Borough	\$51,300	\$590
Darby Township	\$79,900	\$669
Folcroft Borough	\$74,800	\$697
Glenolden Borough	\$92,800	\$627
Norwood Borough	\$99,000	\$550
Prospect Park Borough	\$98,100	\$625
Sharon Hill Borough	\$72,800	\$554
<b>Delaware County</b>	<b>\$128,800</b>	<b>\$714</b>

Source: 2000 Census, Summary File 3; Delaware County Planning Department



# Socioeconomic Analysis

## Building Permit History

- 3.9% of the County's building permits have been in Planning Area 4 since 1988
- 33.3% of Planning Area 4's building permits have been in Aldan Borough since 1994
- Darby Township experienced 30.8% of the building permit activity
- Colwyn saw no building permits

	1988- <u>1993</u>	1994- <u>1999</u>	2000- <u>Sept. 2002</u>	% of Planning Area <u>1994-Sept.02</u>
Aldan Borough**	37	79	40	33.3%
Collingdale Borough	0	0	9	2.5%
Colwyn Borough	0	0	0	0.0%
Darby Borough	0	12	0	3.4%
Darby Township	13	20	90	30.8%
Folcroft Borough	30	0	16	4.5%
Glenolden Borough**	49	13	0	3.6%
Norwood Borough	52	64	4	19.0%
Prospect Park Borough	35	4	1	1.4%
Sharon Hill Borough	20	3	2	1.4%
<b>Planning Area 4</b>	<b>236</b>	<b>195</b>	<b>162</b>	
<b>Planning Area as % of County</b>	<b>4.4%</b>	<b>3.0%</b>	<b>4.7%</b>	
<b>Delaware County</b>	<b>5,323</b>	<b>6,576</b>	<b>3,472</b>	

Source of Building Permits: Bureau of Census, Construction Statistics Division;  
Delaware County Planning Department

\*New construction

\*\*Contains 2002 building permit estimates

***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

# Economic Development Issues

## Chester Pike Corridor

*Darby Borough, Collingdale, Sharon Hill, Folcroft, Glenolden, Norwood, Prospect Park*

- Consists of mostly strip-commercial retail
- Some portions serve as more traditional “Main Streets”
- Is auto-oriented and not pedestrian-friendly
- Aesthetics are poor and there is a general lack of attractive streetscape elements
- Appearance and conditions do not support strong civic identity
- Contains vacant and marginal uses
- Some vacant lots exist



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Chester Pike Corridor

*Darby Borough, Collingdale, Sharon Hill, Folcroft, Glenolden, Norwood, Prospect Park*

- Contains a mix of zoning categories
  - Business, industrial, residential
  - Glenolden is rezoning to B-1 Businesses
- New businesses tend to be auto-oriented



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Chester Pike Corridor

*Darby Borough, Collingdale, Sharon Hill,  
Folcroft, Glenolden, Norwood, Prospect Park*



***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

## MacDade Boulevard Corridor

*Darby Borough, Collingdale, Darby Township, Glenolden*

- Consists of marginal strip-commercial retail toward western edge of planning area
- More traditional areas are toward the east
- Contains marginal stores and residences and some vacant parcels
- Does not function as a “Main Street” because of its auto-oriented nature
- Streetscape aesthetics are generally poor and the corridor lacks an identity
- Parking shortage is a problem where it is permitted on-street
- Area needs an image/niche



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## MacDade Boulevard Corridor

*Darby Borough, Collingdale, Darby Township, Glenolden*

- Storefronts are converting to first floor residential in many locations
- A new auto-oriented shopping center is approved for the corner of Oak Lane in Collingdale
- Smaller professional businesses would be desirable



***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

## MacDade Boulevard Corridor

*Darby Borough, Collingdale, Darby Township, Glenolden*



***Delaware County Renaissance Program - Planning Area 4***

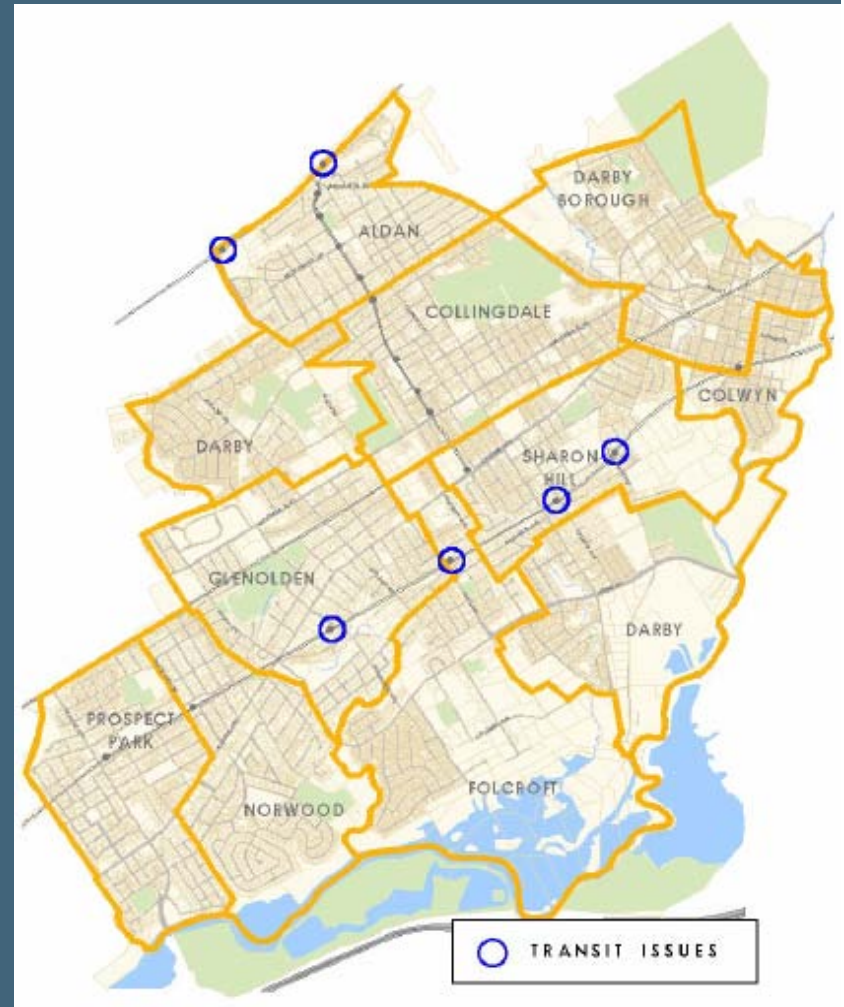


# Economic Development Issues

## Transit Station Areas

*Aldan, Darby Borough, Collingdale, Sharon Hill, Darby Township, Folcroft, Glenolden, Norwood, Prospect Park*

- Locational advantages of stations are not recognized or exploited
- Businesses near train stations are not oriented toward transit use
- Transit-oriented development is needed
- Vacant land near Glenolden station has been rezoned for office use



***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

## Transit Station Areas

*Aldan, Darby Borough, Collingdale, Sharon Hill, Darby Township, Folcroft, Glenolden, Norwood, Prospect Park*



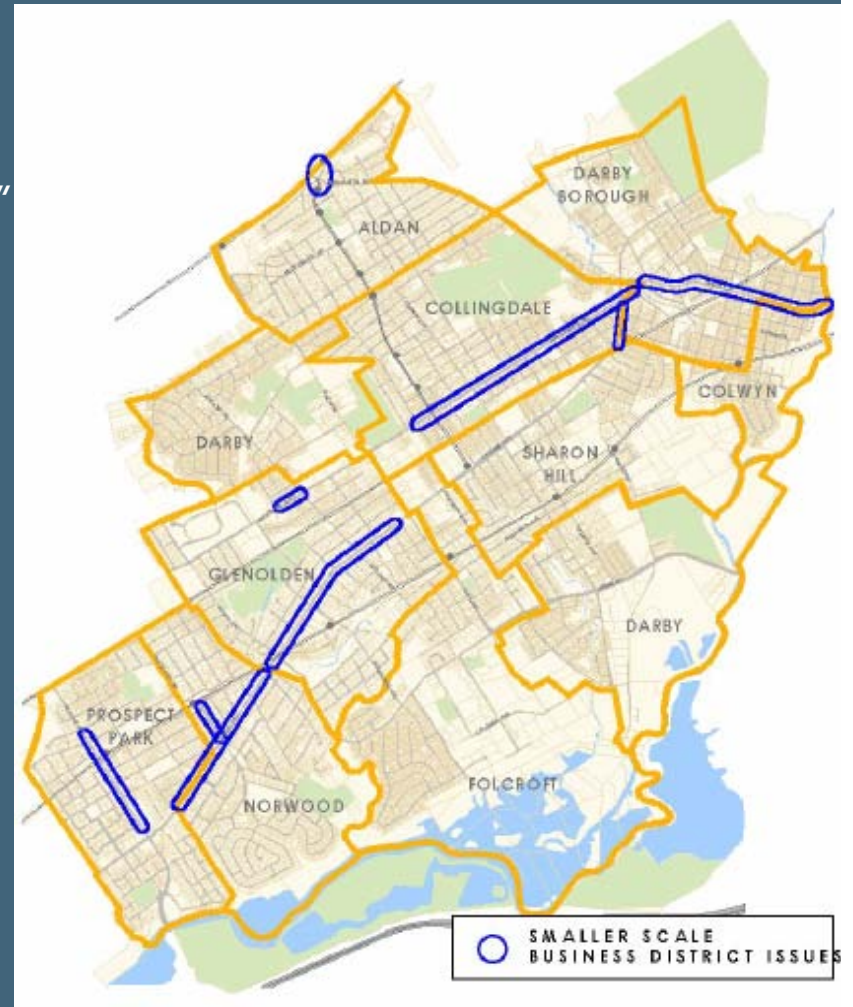
***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Traditional Business Districts

*Darby Borough, Aldan, Collingdale, Folcroft, Glenolden, Norwood, Prospect Park*

- Not found in all Planning Area 4 municipalities
- Originally served as municipal “Main Streets”
- Most lack strong identity
- Traffic calming and streetscape measures are needed in most business districts
- Parking shortage is a problem
- Vacancies are increasing in some municipalities
- Most municipalities no longer have business associations due to lack of interest/funding
- Darby Borough has a façade improvement program to improve storefronts



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Traditional Business Districts

*Darby Borough, Aldan, Collingdale, Folcroft, Glenolden, Norwood, Prospect Park*



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Industrial Areas

*Colwyn, Aldan, Collingdale, Sharon Hill, Darby Township, Folcroft, Glenolden*

- Businesses are vacating in several industrial parks (Colwyn and Folcroft)
- Others are able to remain viable (Collingdale and Darby Township)
- Some industrial areas are growing and expanding (Glenolden)
- Municipalities rely on industrial parks for their tax base
- Marketing industrial areas can be difficult due to environmental constraints or irregular parcel sizes
- Industrial businesses are not always big employers
- Many developable parcels exist



***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

## Industrial Areas

*Colwyn, Aldan, Collingdale, Sharon Hill, Darby Township, Folcroft, Glenolden*



***Delaware County Renaissance Program - Planning Area 4***

# Economic Development Issues

## Shopping Centers

*Darby Borough, Sharon Hill, Glenolden, Darby Township, Folcroft*

- Many have vacant or marginal businesses
- Some have vacant anchor stores
- Most need façade improvements
- Lighting is often poor
- Designs can be outdated
- Most have large areas of surface parking
- Most are not pedestrian-friendly



***Delaware County Renaissance Program – Planning Area 4***

# Economic Development Issues

## Shopping Centers

*Darby Borough, Sharon Hill, Glenolden, Darby Township, Folcroft*



***Delaware County Renaissance Program - Planning Area 4***

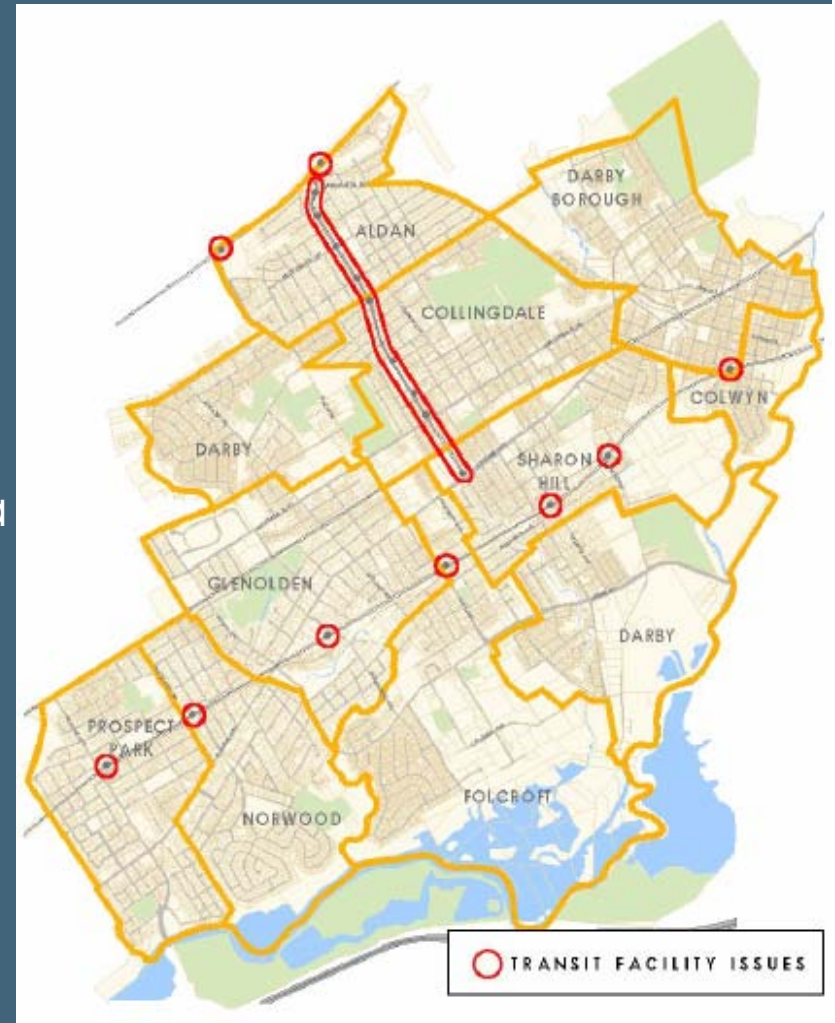


# Transportation Issues

# Transportation Issues

## Transit Facilities *Regional Rail*

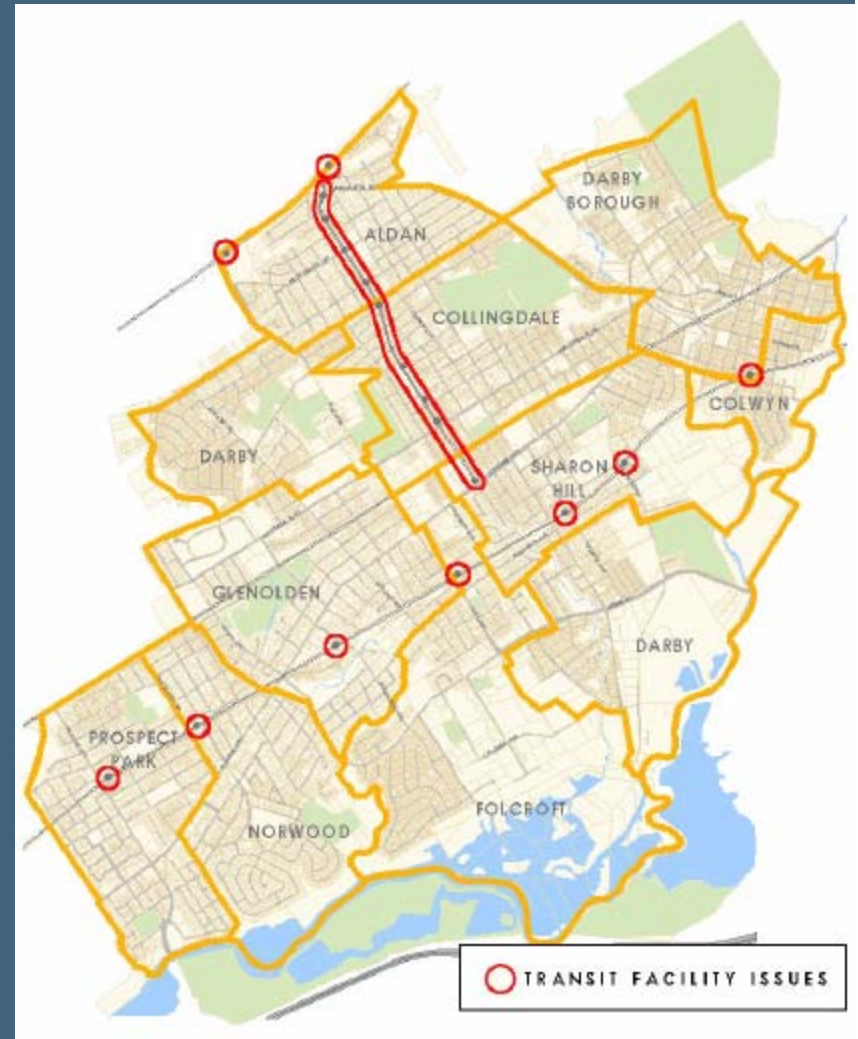
- Stations need physical rehabilitation
- Sidewalks and pedestrian connections are often poor between train stations and surrounding communities
- Directional signage for train stations is often non-existent
- Sharon Hill is rehabilitating their station with a historic preservation grant



# Transportation Issues

## Transit Facilities *Trolley System*

- Station facilities are often in poor condition
- Pedestrian connections to trolley stops are poor
- Signage for trolley stops is poor or lacking



***Delaware County Renaissance Program - Planning Area 4***

# Transportation Issues

## Transit Facilities

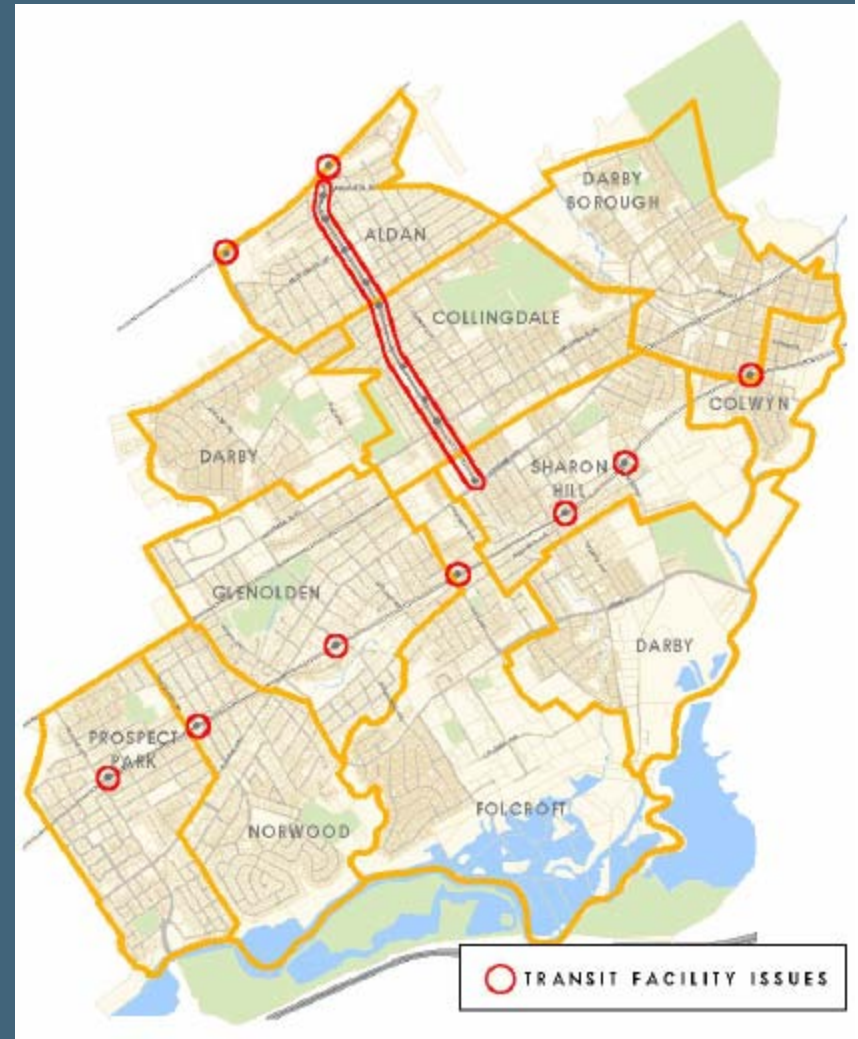


*Delaware County Renaissance Program – Planning Area 4*

# Transportation Issues

## Transit Facilities *Bus System*

- Bus stops (and route and schedule information) are insufficient – more shelters are needed
- North/south bus service is needed to connect Chester Pike and MacDade Blvd



# Transportation Issues

## Bicycle/Pedestrian Facilities

- None of the major thoroughfares has bicycle facilities such as bike striping or signage
- Sidewalks are missing or in need of repair in many locations
- Most traffic signals do not have pedestrian crossing signals
- Many intersections do not have handicap ramps
- Crosswalks are often inadequate or missing
- Traffic speed and volume often make it difficult to cross many streets

# Transportation Issues

## Bicycle/Pedestrian Facilities



*Delaware County Renaissance Program - Planning Area 4*

# Transportation Issues

## Intersections

- Characteristics include poor crosswalks, no left turn lanes, heavy traffic, speeding, confusing patterns, and poor signage
- Particular intersections:
  - Main St. at 9<sup>th</sup> St. – Darby Borough
  - Chester Pike at MacDade Blvd – Collingdale
  - MacDade Blvd at Ashland Rd – Glenolden
  - Chester Pike from Sharon Ave to High St – Sharon Hill
  - Chester Pike at Oak Ln – Glenolden/Folcroft
  - Hook Road at Primos Ave – Folcroft
  - Chester Pike at Amosland Rd – Norwood
  - Chester Pike at Lincoln Ave – Prospect Park





# Transportation Issues

## Intersections

- Signal timing is poor on Chester Pike and MacDade Boulevard
- Poor intersections are primarily confined to the crossing of major north/south and east/west thoroughfares



# Transportation Issues

## Intersections

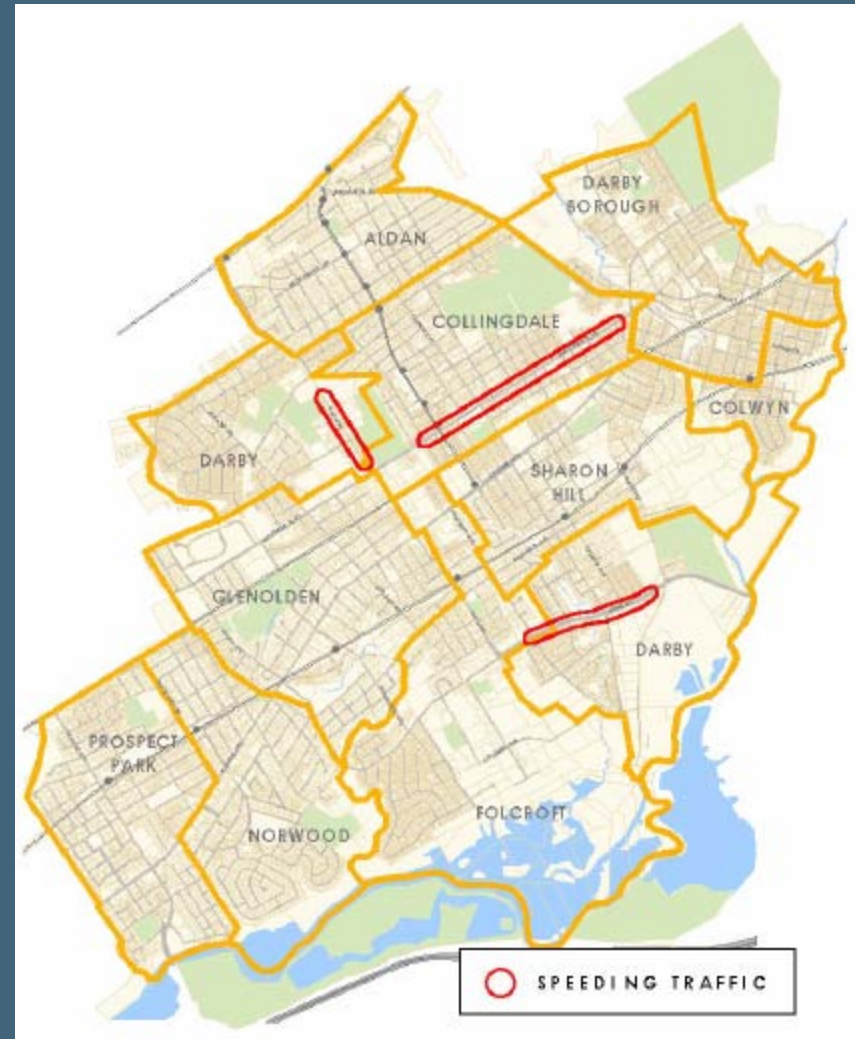


*Delaware County Renaissance Program – Planning Area 4*

# Transportation Issues

## Speeding

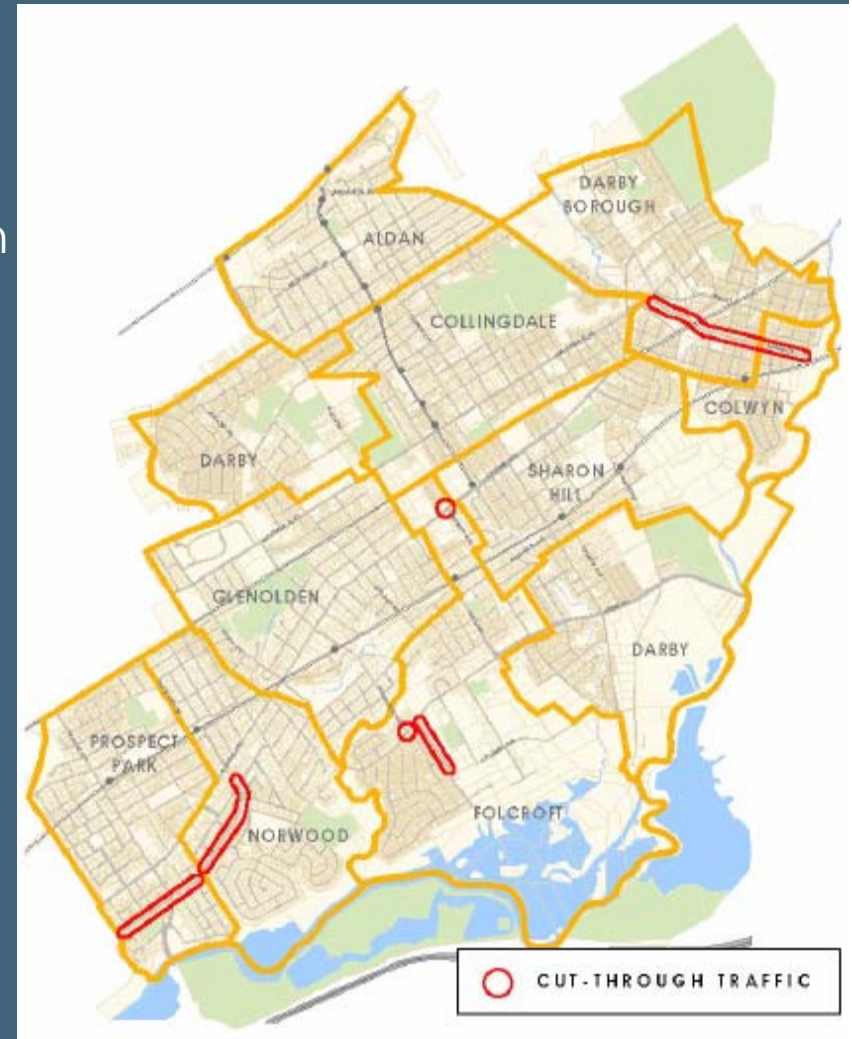
- Speeding is a problem in many locations:
  - MacDade Blvd: Collingdale and Glenolden
  - Chester Pike: entire length
  - Hook Road: Folcroft and Darby Township
  - Oak Lane: Darby Township
- Many municipalities wish to reduce the speed limit on MacDade Boulevard and Chester Pike



# Transportation Issues

## Cut-Through Traffic

- Traffic uses cut-through routes to avoid congested corridors and intersections
- Cut-through traffic is a particular problem in several locations:
  - Walnut Street in Colwyn
  - Folcroft Road at Chester Pike in Folcroft
  - Delmar Drive at Grant Road in Folcroft
  - Cut-through truck traffic to Folcroft Industrial Park
  - Delaware Ave in Norwood
  - 4<sup>th</sup> Ave in Prospect Park



# Transportation Issues

## Cut-Through Traffic



*Delaware County Renaissance Program - Planning Area 4*

# Transportation Issues

## Parking

- Parking shortages are common in traditional commercial districts:
  - MacDade Boulevard in Collingdale
  - MacDade Boulevard in Glenolden
  - Winona Ave and Chester Pike in Norwood
  - Lincoln Avenue in Prospect Park
- Higher density residential areas experience parking shortages
- Alleys are often underutilized for parking
- Truck parking is a problem in Delcroft Shopping Center



# Transportation Issues

## Parking



*Delaware County Renaissance Program - Planning Area 4*

# Housing Issues



# Housing Issues

## Housing Maintenance

- Expanding areas of poor property maintenance are perceived to be associated with an increase in Section 8 and rental housing, especially in:
  - Darby Borough
  - Colwyn
  - Sharon Hill
  - Collingdale
- Absentee landlords are a problem – they don't respond to repair needs
- Code enforcement is overburdened or understaffed in some municipalities
- Many homeowners cannot afford to adequately maintain their homes



***Delaware County Renaissance Program – Planning Area 4***

# Housing Issues

## Housing Maintenance



*Delaware County Renaissance Program – Planning Area 4*

# Housing Issues

## Section 8/Rental Conversions

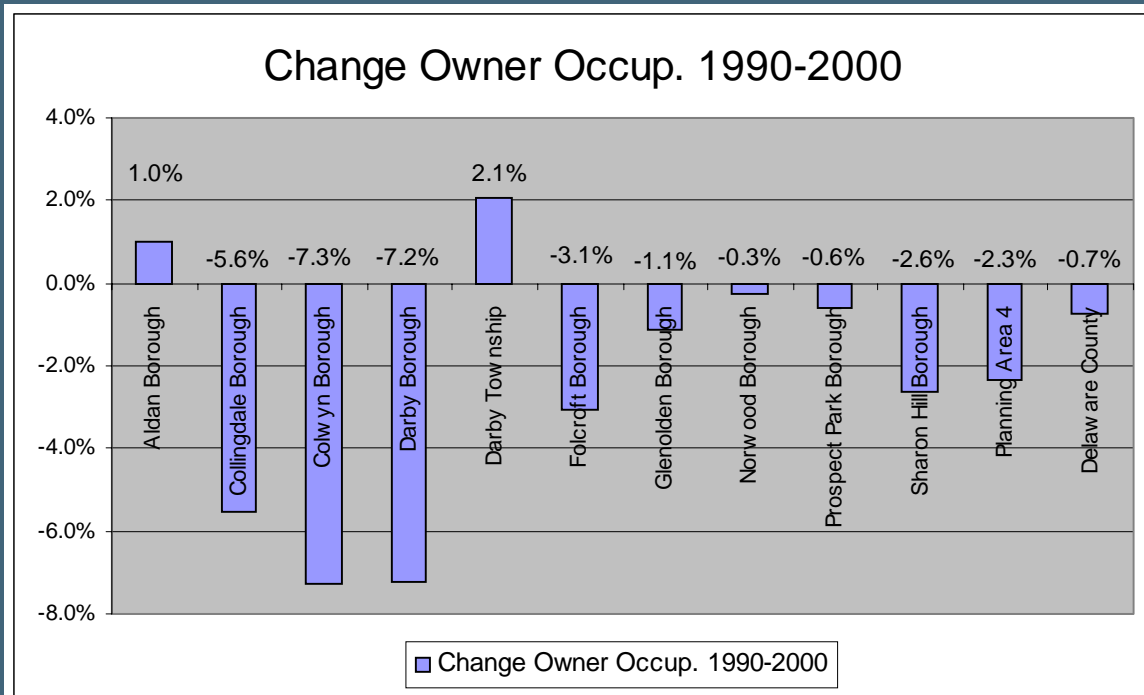
- Subsidized housing is increasing in most communities
- Owner-occupied housing is decreasing
- Darby Borough and Colwyn had the highest number of conversions from owner-occupied to rental/assisted housing
- Housing values are decreasing where rentals are increasing
- Speculative landlords are purchasing vacant homes for Section 8 housing
- There are currently limited opportunities to expand home ownership (financial or educational)



***Delaware County Renaissance Program - Planning Area 4***

# Housing Issues

## Section 8/Rental Conversions



*Delaware County Renaissance Program - Planning Area 4*

# Housing Issues

## Vacant Housing

- Vacant housing has increased in almost every community since 1990
- The highest number of vacancies are in Darby Borough and Colwyn
- Housing demolition is coming increasingly common
- Darby Borough is trying to acquire vacant housing to resell to prospective homebuyers for rehabilitation



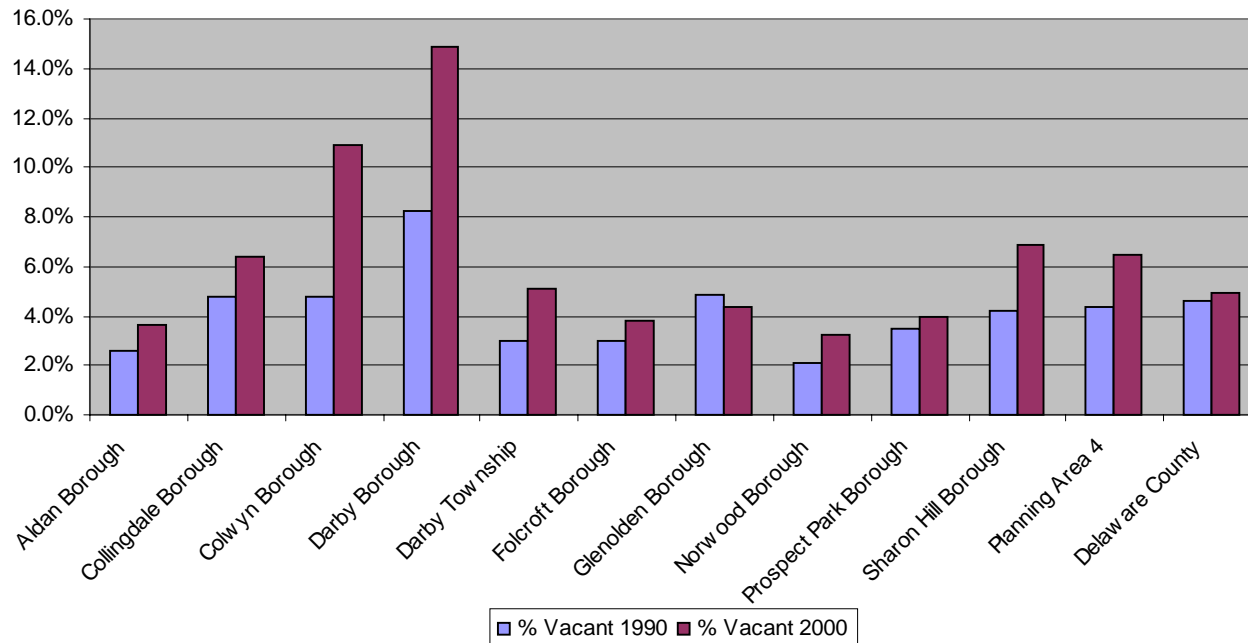
***Delaware County Renaissance Program - Planning Area 4***

# Housing Issues

## Vacant Housing



Housing Units: Vacancy 1990 - 2000



*Delaware County Renaissance Program - Planning Area 4*

# Public Safety Issues

# Public Safety Issues

## Crime

- Crime is increasing in most Planning Area 4 municipalities as the following trends continue:
  - increasing number of renters
  - lowering incomes
  - lowering education levels
  - lowering housing values
- Severe crimes are increasing such as burglaries, armed robberies, shootings, and assaults



# Public Safety Issues

## Lighting

- Lighting is adequate in general in most municipalities
- Some specific businesses and shopping centers need improved lighting

# Public Safety Issues

## Police

- Most police forces in Planning Area 4 are adequately handling crime
- Some municipalities need more officers for their growing crime:
  - Darby Borough
  - Folcroft
- Most municipalities are interested in combining police forces to share personnel and particularly resources

# Infrastructure Issues

# Infrastructure Issues

## Sanitation

- Most municipalities have antiquated water and sewer systems (up to 100 years old)
- Some municipalities are replacing their systems slowly by section
- Various municipalities have received CDBG grants to upgrade their sewer systems, such as Colwyn
- Several have capital improvement plans with budgets allocated for infrastructure improvements
- Some municipalities have flooding problems:
  - Darby Borough (from Darby Creek)
  - Glenolden (from Muckinipattis Creek)

# Infrastructure Issues

## Transportation

- Traffic signals need replacement in some municipalities, particularly along MacDade Boulevard:
  - Darby Borough
  - Collingdale
  - Glenolden
- Signal timing is poor along Chester Pike and MacDade Boulevard
- Sidewalks need repair or replacement with handicap ramps in several municipalities

# Infrastructure Issues

## Transportation

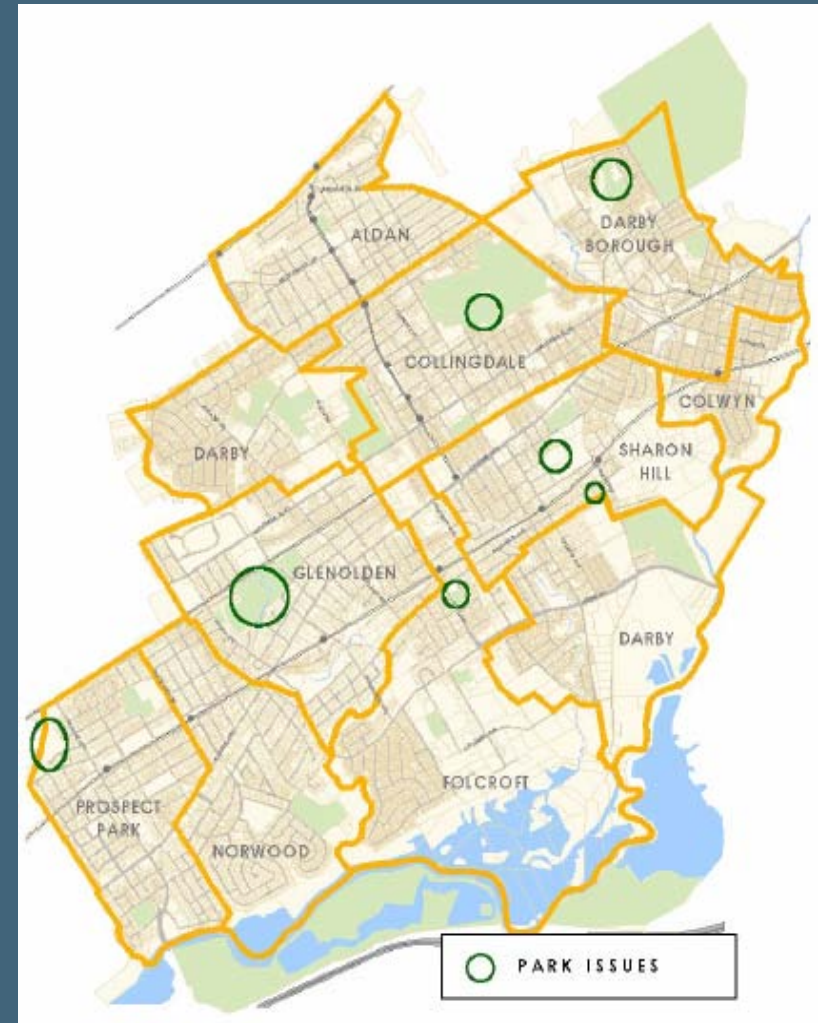


*Delaware County Renaissance Program - Planning Area 4*

# **Parks/Recreation Issues**

# Parks/Recreation Issues

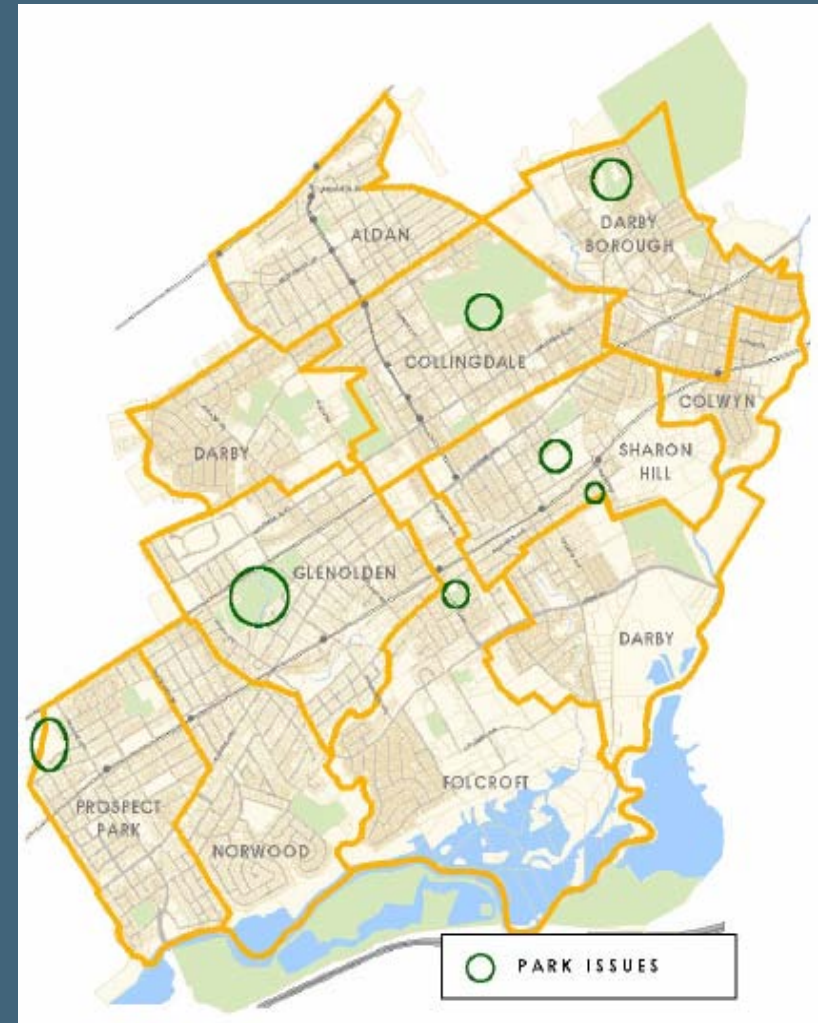
- Parks are generally well-maintained and well used
- Several municipalities have various park needs:
  - new playground equipment: Darby Bor.
  - new landscaping: Weider War Field, Sharon Hill
  - more parking: Collingdale Park, Collingdale
  - electricity, erosion control, and tennis court repair: Glenolden
  - more lighting: Folcroft
  - maintenance/cleanup: Moore's Lake Park, Prospect Park





# Parks/Recreation Issues

- Most municipalities have applied for grants to improve their parks, including:
  - Colwyn
  - Collingdale
  - Aldan
  - Darby Township
- Darby Borough and Norwood would like a community/recreation center, especially for seniors
- Several municipalities would like to create recreational trails to connect parks



# Parks/Recreation Issues



*Delaware County Renaissance Program – Planning Area 4*

# Planning Area 4 Opportunities

# Planning Area 4 Opportunities

**What does the area have to offer? A lot.**

- Existing traditional commercial “nodes” along Chester Pike and MacDade Blvd as well as smaller traditional business districts
- In-tact traditional business districts
- An extensive public transit system offering several modes of transportation and opportunities for transit oriented development
- Close proximity to Philadelphia, the airport, and major interstates
- Underutilized commercial space suitable for redevelopment
- Developable industrial land
- An abundance of historic architecture
- A dense urban network and secondary road system ideal for bicycle circulation

***Delaware County Renaissance Program – Planning Area 4***

# Planning Area 4 Opportunities

**What does the area have to offer? A lot.**

- Close proximity to the East Coast Greenway
- Many well-defined, intact, and walkable residential neighborhoods
- A diverse and affordable housing supply
- Easy access to beautiful community parks and community facilities
- Historic points of interest located throughout the area
- Close proximity to the Tincum Environmental Center and the Heinz National Wildlife Refuge
- A well-developed infrastructure system

***Delaware County Renaissance Program – Planning Area 4***

# Vision Statement

# Vision Statement/Goals

Building on existing assets and opportunities, the Planning Area # 4 Revitalization Plan envisions a regional renewal strategy that includes the following goals:

- **Redeveloping existing commercial strips and shopping centers into true pedestrian-oriented neighborhood centers and community focal points;**
- **Exploiting existing rail line connections by encouraging new transit-oriented development in station areas;**
- **Expanding and attracting new industry to increase the local tax base;**
- **Enhancing the desirability of existing residential neighborhoods through targeted investment in housing rehabilitation and the provision of new community amenities;**
- **Expanding regional pedestrian and bicycle recreational trails and greenways**