



UPPER DARBY COMPREHENSIVE PLAN 2018



EPD
ENVIRONMENTAL
PLANNING & DESIGN, LLC



DELTA DEVELOPMENT GROUP
INC.

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TRAFFIC PLANNING
AND DESIGN, INC.

ACKNOWLEDGEMENTS

This Plan was made possible through the efforts of:

UPPER DARBY TOWNSHIP

MAYOR'S OFFICE

- Mayor Thomas N. Micozzie

COUNCIL MEMBERS

- Jacob A Bierling Jr.
- Barbarann Keffer
- Edward E. Monaghan (partial service)
- Patrick Spellman
- Donald P. Bonnett
- Lisa Faraglia
- Thomas P. Wagner
- Marc Manfre
- Bob Gwin
- Sheikh Siddique
- Sekela Coles
- Laura Wentz (partial service)

STEERING COMMITTEE MEMBERS

- Jacob A. Bierling, Jr. – Chairman
- Donald P. Bonnett
- Michael Chitwood
- Tamara Crump
- Dr. Richard Dunlap (*partial service*)
- Sue Elder
- Lisa Faragila
- Jeff Gentile, P.E.
- Thomas Johnson
- Thomas J. Judge Jr.
- Portia Kamara
- Barbarann Keffer
- Maureen Lucas
- Daniel R. Lutz, P.E.
- Joseph McGettigan
- John McMullan
- Angelo Roman
- James Santora (*partial service*)
- Kate Smith
- Antoinette Testa
- Francis Zarrilli



CONSULTANT TEAM

- Teresa K. Sparacino – Vice President
Delta Development, Group, Inc.
2000 Technology Parkway
Mechanicsburg, PA 17050
- Andrew J. Schwartz, AICP, RLA, LEED®AP – Managing Principal
Environmental Planning & Design, LLC
100 Ross Street
Pittsburgh, PA 15219
- Benjamin Guthrie, P. E. – Transportation Planning Specialist
Traffic Planning and Design
Pottstown Office
2500 East High Street
Suite 650
Pottstown, PA 19464



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INTRODUCTION

LOCATION AND REGIONAL SETTING

Upper Darby Township (Upper Darby) located in Delaware County, Pennsylvania within the Philadelphia-Camden-Wilmington (PA-NJ-DE) metropolitan area. Upper Darby continues to serve as the largest municipality in Delaware County with a population of 82,795. It is the 6th largest municipality in Pennsylvania; municipalities with populations greater than Upper Darby include the cities of Philadelphia (1,526,006), Pittsburgh (305,704), Allentown (118,032), Erie (101,786), and Reading (88,082).

Located adjacent to the City of Philadelphia, Upper Darby is surrounded by Haverford, Springfield, Ridley and Darby Townships, and the Boroughs of Clifton Heights, Aldan, Collingdale, Darby, Lansdowne, East Lansdowne, Millbourne, and Yeadon.

As a bedroom community, Upper Darby offers unique walkable neighborhoods with diverse housing stock at price points which meet the needs of households of all income levels. Dense commercial activity is concentrated within the 69th Street Corridor commercial area; West Chester Pike, Baltimore Avenue and shopping centers such as Home Depot, Barclay Square, Pilgrim Gardens, Bond and Drexeline Shopping Centers. Smaller neighborhood retail is in other areas such as Garrett Road, Burmont Road, State Road, and Long Lane.

IMAGINE UPPER DARBY

Upper Darby also serves as a key transportation hub for the Philadelphia-Camden-Wilmington metropolitan area. Along with the major transportation corridors, Upper Darby provides the following mass transit services:

- 69th Street Transportation Center, a multimodal hub served by:
 - Market-Frankford Line
 - Norristown High Speed Line
 - Media and Sharon Hill Trolley Lines (101, 102)
 - Bus Routes serving Philadelphia, Delaware, Montgomery, and Chester Counties
- Media/Elwyn Line
- SEPTA Bus Service



THE NEED FOR A COMPREHENSIVE PLAN UPDATE

The last Comprehensive Plan update was completed in 2004. The Township, through this planning process, intended to create a document that built upon the 2004 Comprehensive Plan, and provided an action plan to be followed throughout the next 10-year period. The 2016 action-oriented Comprehensive Plan provides all the requirements of the MPC and is consistent with general planning principles.

There have been several key changes since the 2004 Comprehensive Plan was adopted. Over the past 10-year period, the 69th Street commercial area is being transformed into a walkable, lively retail/entertainment district. SEPTA has committed to making huge investments into the 69th Street transportation center, and a major developer has been working with Township officials to dramatically revitalize this important commercial district. The Township has worked diligently to improve their levels of service to enhance the quality of life for residents, and improve the business environment to attract and retain business and industry.

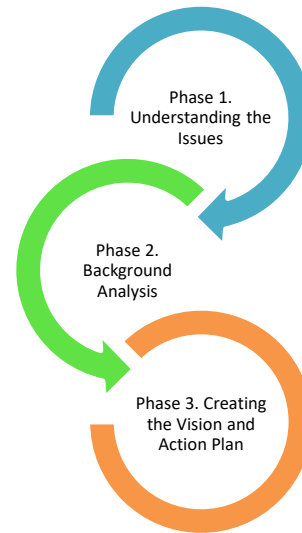


FIGURE 1. PLANNING PROCESS

PLANNING PROCESS

The Upper Darby Comprehensive Plan Update was completed in three separate phases. Phase I, Understanding the Issues, included 7 individual neighborhood meetings to introduce the project and get a better understanding of the issues/opportunities from the residents' perspective. The neighborhood meetings were augmented with community surveys, a business owner focus group session, stakeholder interviews, and meetings with department staff. Phase II, Background Analysis, included an extensive review of Upper Darby's existing conditions including demographic trends, and in-depth review of neighborhood trends. This phase also included an analysis of land use, transportation, recreation and open space, community services, natural resources. Information obtained from this Phase was presented at a Saturday Open House held at the Upper Darby High School. Over 200 residents attended the event and provided input into each of these areas. Phase III, Creating the Vision and Action Plan, took all the information obtained in the first two phases to develop a vision for Upper Darby, and an implementable action plan.



FIGURE 2. OPEN HOUSE

The Planning process was guided by an Upper Darby Comprehensive Plan Steering Committee which represented a cross section of community members, school district officials, township officials, and township staff. The Planning Team worked with the Steering Committee to develop the following public outreach plan which consisted of the following:

- Comprehensive Plan Steering Committee participated in the following activities:
 - Attended neighborhood/ward meetings
 - Met to discuss the results of the community surveys and the input received during the initial neighborhood meetings
 - Met to review and discuss the existing conditions report
 - Attended the community open house
 - Met to review and comment on the recommendations for the draft plan
- Project Website provided links to community surveys, results from public outreach, existing conditions, and notices for public meetings.
- Community survey asked a series of questions to engage the residents during the planning process.
- Stakeholder interviews were conducted during the initial phase of the planning process.
- Seven (7) individual neighborhood meetings held during the first phase of the planning process.
- A Saturday Open House which provided information on existing conditions, and asked residents to complete surveys related to housing, neighborhood conditions, traffic, open space and recreation, and economic development.
- Follow up Survey – Open House. For those who could not attend the Open House, the Planning Team posted a survey on the project website. Over 200 residents participated in this survey.



CHAPTER 2. VISION

For centuries, Upper Darby has been attracting residents, visitors, business, and industry because of its proximity to the City of Philadelphia. Its access to an extensive public transit system, transportation network, quality education, and an excellent quality of life delivered with open space and recreational areas makes Upper Darby a very attractive place to live, raise a family, own a business or work. As a bedroom community, the neighborhoods are one of Upper Darby's greatest assets. The Vision for this Comprehensive Plan update focuses on Upper Darby's neighborhoods. The Plan seeks to reconnect the neighborhoods to vibrant commercial districts, stronger more collaborative neighborhoods, the Region and an improved environment.

GUIDING PRINCIPLES

During the public participation process of *Imagine Upper Darby*, a series of themes arose as the big ideas of the plan. These ideas have become the guiding principles that were used to develop the goals, strategies, and action steps set forth in this comprehensive plan.

- Build on our greatest assets – proximity to the City of Philadelphia and a superior transportation system
- Protect our neighborhoods through aggressive code enforcement
- Engage residents to provide neighborhood solutions
- Maximize redevelopment opportunities to reduce tax burden on residential property owners; capitalize on the transit system
- Reverse the downward trend of home ownership
- Improve our neighborhoods with pedestrian amenities and enhancements
- Promote Upper Darby to attract new businesses, developers, and residents

GOALS AND ACTION STEPS***GOAL 1: RECONNECTING OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS***

1. Create Transit Oriented Development (TOD) Redevelopment Areas
2. Amend Township Zoning Ordinance
3. Enhance C-2 Commercial Districts
4. Designate and construct signage and wayfinding system
5. Develop financial incentives
6. Work with business owners and business associates to create special events
7. Develop a brand and marketing campaign for Upper Darby

GOAL 2: RECONNECT OUR NEIGHBORHOODS TO STRONGER, MORE COLLABORATIVE NEIGHBORHOODS

1. Organize Neighborhood Associations to facilitate collaboration between the Township residents and Upper Darby officials
2. Create neighborhood plans to guide improvements/amendments to zoning and amenities
3. Develop programs and partnerships to retain and increase home ownership within the Township
4. Discuss the option of establishing Residential Historic Districts to preserve the unique character of the Township's historic homes
5. Establish a Land Bank to acquire vacant, abandoned, tax-delinquent, and foreclosed properties

GOAL 3: RECONNECT OUR NEIGHBORHOODS TO THE REGION THROUGH MULTI-MODAL TRANSPORTATION CONNECTIONS

1. Develop the Trolley Line Linear Park
2. Extend the Darby Creek Greenway from Hoffman Park to Pilgrim Park
3. Support Plans to Extend the Cobbs Creek and Naylor's Run Greenway
4. Use technology and congestion management strategies to maximize existing infrastructure
5. Implement a complete streets policy



GOAL 4: RECONNECT OUR NEIGHBORHOODS TO SAFE, ATTRACTIVE, AND SUSTAINABLE ENVIRONMENTS

1. Form a Recreation Committee
2. Create a School-Park Program
3. Create a Neighborhood Improvement District for the 69th Street Area
4. Transform the Nature/Character of Some Community Open Spaces for Passive Use
5. Review conditions of selected athletic fields
6. Investigate the feasibility of neighborhood greenways to integrate recreational space into neighborhoods and improve bicycle/pedestrian connectivity
7. Evaluate the collection methods and public outreach for trash, single stream recycling, and the fall leaf material program.
8. Develop an automated system to improve the efficiency of the Code Enforcement Office
9. Continue to work with the Environmental Advisory Committee and the Eastern Delaware County Stormwater Collaborative to improve stormwater management and water quality in Upper Darby





GOAL ONE RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

CHALLENGES AND OPPORTUNITIES

CURRENT BUSINESS MIX AND CONSUMER SPENDING

Upper Darby's economy is driven by the retail and service business sectors, with more than 12% of its employment base in the retail sector and more than 42% in the service sectors. According to Dun & Bradstreet's business data obtained through ESRI, in 2013, approximately 73.6% of the Township's 3,311 businesses had fewer than three employees.

The highest concentrations of commercial businesses are located along the West Chester Pike, the 69th Street Corridor, State Road, Burmont Road, and Lansdowne Avenue. ESRI estimates the annual aggregate spending potential of households living in Upper Darby Township in 2014 to be over \$840 million. Comparing spending potential to the estimated retail sales (\$590.8 million), it can be assumed that residents spend over \$273 million each year in business establishments outside the Township.

There are 15 major shopping centers comprising over 4.9 million square feet of leasable space within a 5-mile radius of Upper Darby Township; only one of these retail centers is located within the Township. These shopping centers are likely the preferred shopping locations for many of the Township's residents; they offer a high concentration and wide variety of retail options in attractive, highly accessible locations. The Home Depot Plaza on West Baltimore Avenue near the southwest boundary of

Upper Darby Township is the only major shopping center in the Township. Opened in 1960 and renovated in 1996, the Home Depot Plaza features 340,000 square feet of leasable retail space. Its anchors include Home Depot, Acme Markets, and Petco, with one vacant anchor building. The Township's other shopping centers include Barclay Square, Bond Shopping Center, Pilgrim Gardens, Drexel Line, and Providence Road. These centers all include a supermarket, along with other national and local retail stores.



FIGURE 3. RETAIL LEAKAGE

The retail sector's underperformance in the Township suggests that local factors are the most likely reasons for the estimated leakage of retail spending (*See Figure 3*). These local factors likely include:

1. A significant outflow of resident workers; over 37,500 Township residents commute outside Upper Darby Township to work each day (*See Figure 4*). Many of these workers have knowledge and skills that could be pivotal in attracting new businesses to the Township
2. Competitive retail centers
3. The types of existing retail
4. Condition and "curb appeal" of existing commercial/retail buildings

NOTE: The revitalization of the 69th Street Corridor has started to reverse the trend of customers spending disposable income outside of Upper Darby. The effort on 69th Street should be replicated in Upper Darby's older commercial districts.



FIGURE 4. COMMUTE PATTERNS

AGED SHOPPING CENTERS, LOW DENSITY COMMERCIAL AREAS, AND UNDERUTILIZED INDUSTRIAL SITES

Commercial activity in Upper Darby Township is primarily neighborhood scale and the majority of the Township's commercial real estate can be characterized as small strip centers, stand-alone buildings with large setbacks along commercial corridors, and short blocks of inline storefronts. Many of the buildings are older and in poor or deteriorating condition.

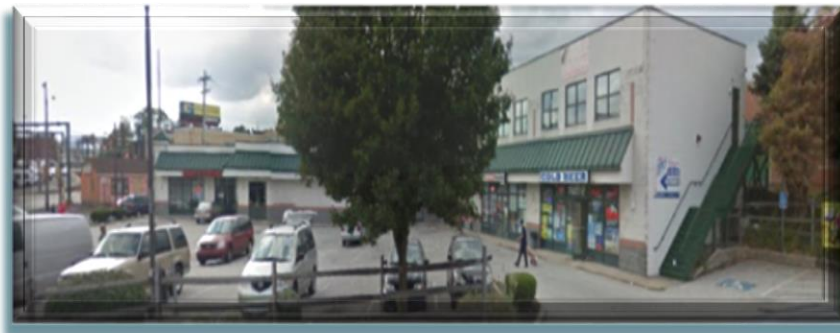


FIGURE 5. LOW DENSITY COMMERCIAL DEVELOPMENT – VICTORY AVENUE

Similarly, many buildings are in areas with deteriorating, cluttered sidewalks and poor lighting. Enhancing the conditions and “curb appeal” of existing commercial/retail buildings in the Township is essential to attracting consumers and retaining businesses. The Township's physical assets include a number of underutilized sites in the Township that have been identified for potential redevelopment.

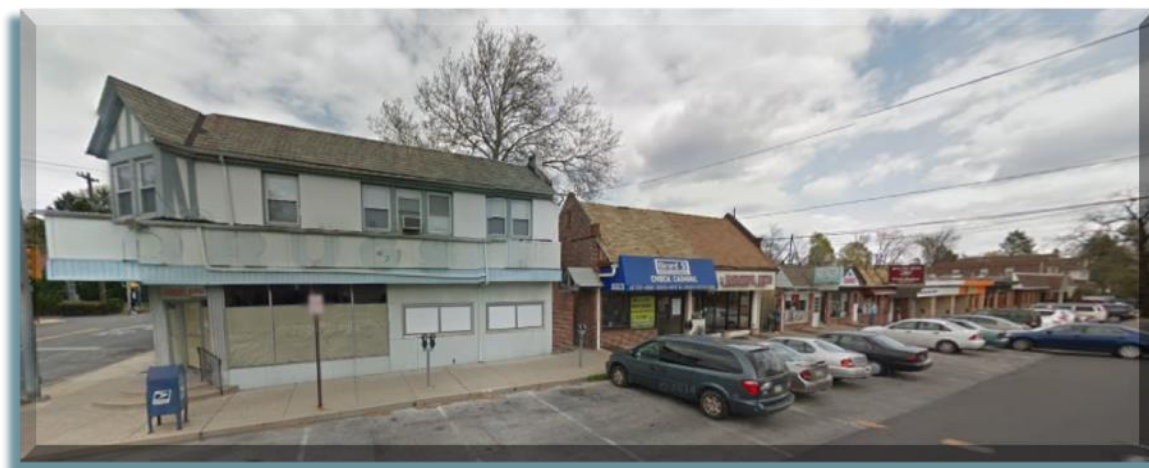


FIGURE 6. AGED COMMERCIAL AREA – GARRETT ROAD

Some of these sites are large enough for mixed-use development that could include office and/or light industrial space. The existing resident workforce can be a key factor in a company's decision to locate or expand at one of these sites.

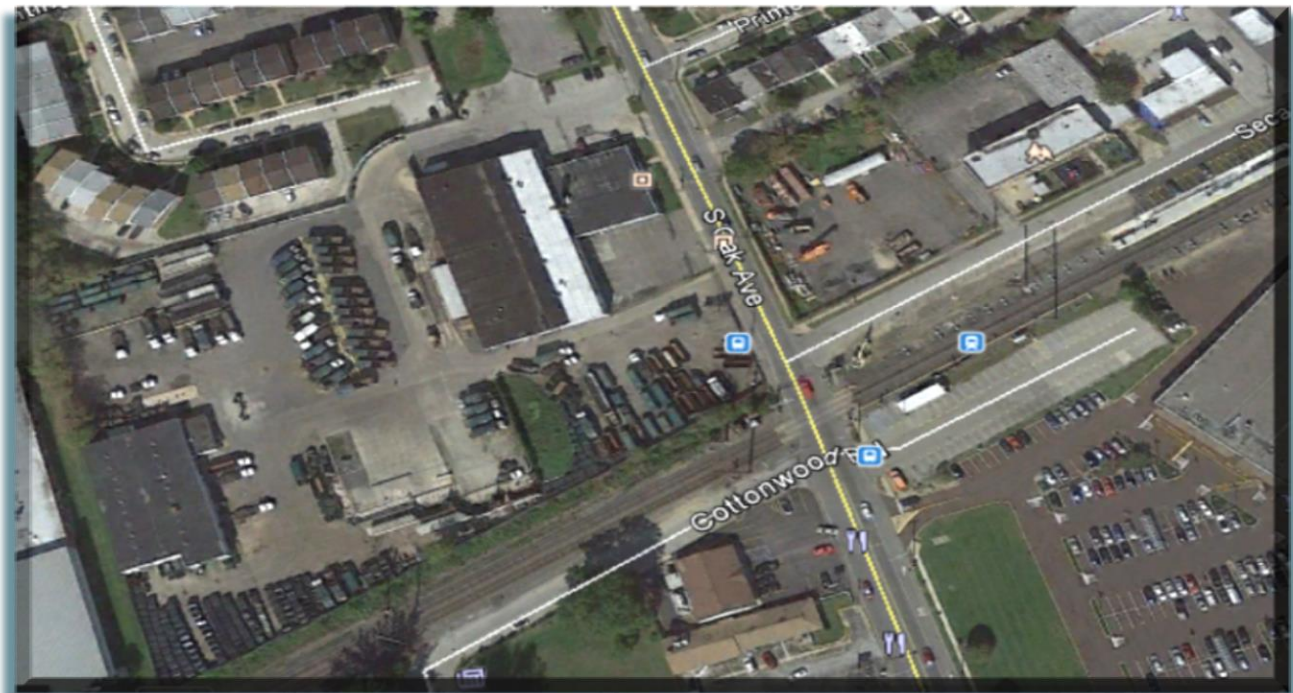


FIGURE 7. WASTE MANAGEMENT SITE – PRIMOS STATION AREA

TAX BURDEN ON NEIGHBORHOODS

LAND USE

Figure 8 highlights the breakdown of the 2010 land use in Upper Darby (source DVRPC, *Land Use by Acres*). Single-family homes account for 39% of the Township land use, with multi-family homes comprising another 5%. 47% of the township's land use is comprised of transportation assets, community services, recreation, wooded areas, and vacant/water. The following is a breakdown of these land uses:

- Transportation – 25%
- Community services – 8%
- Recreation – 5%
- Wooded – 7%
- Vacant/Water – 2%

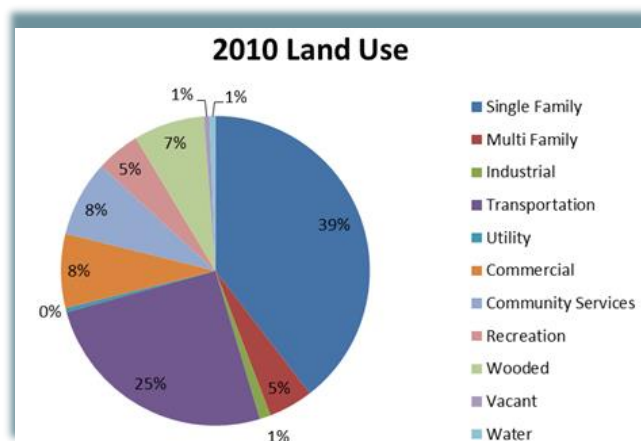


FIGURE 8. 2010 LAND USE (DVRPC)

ASSESSED VALUATION AND TAX REVENUE

According to the Delaware County tax parcel records, residential properties in Upper Darby provide 75% of the Township's real estate property tax; in 2017, this equated to over \$35 million (See Figure 9).



FIGURE 9. 2017 REAL ESTATE TAX

REAL ESTATE TAXES PAID – RESIDENTIAL PROPERTY OWNERS

Table 1 below highlights the average assessment for residential properties. Almost 37% of the residential property owners pay annual real estate taxes in excess of \$8,500. Improving and expanding the commercial tax base will help alleviate the tax burden currently placed on these residential property owners.

TABLE 1. REAL ESTATE TAXES

REAL ESTATE TAXES PAID – RESIDENTIAL PROPERTY OWNERS (2017)						
NO. OF PROPERTIES	ASSESSMENT BETWEEN	AVERAGE ASSESSMENT	COUNTY 5.604 MILLS	TOWNSHIP 20.37 MILLS	SCHOOL 36.2689 MILLS	TOTAL TAXES PAID
12,956	\$0 – \$100,000	\$ 76,006	\$ 426	\$ 1,801	\$ 2,757	\$ 4,984
7,240	\$100,000 – \$200,000	\$ 130,713	\$ 732	\$ 3,098	\$ 4,741	\$ 8,571
265	Over \$200,000	\$ 227,846	\$ 1,277	\$ 5,400	\$ 8,264	\$ 14,941
Delaware County Assessment Records, Delta Projections						

LONG-TERM DECLINE OF PEDESTRIAN EXPERIENCE

Upper Darby's traditional neighborhood shopping districts are located within walking distance of the surrounding residential neighborhoods. However, the public realm in many of these districts has declined over time. Sidewalks are often narrow, and in some locations, are obstructed. There is a lack of street trees, pedestrian scale lighting, and other streetscape elements that beautify a commercial district and provide a sense of place.

On active retail streets, a wide sidewalk provides space for shoppers and residents to walk, shop, and linger in a safe and comfortable environment. The existing sidewalk width varies in Upper Darby's commercial districts. While sections of 69th Street have sidewalks as wide as 18', sidewalk widths near the intersection of Garrett Road and Burmont Road range from 6' to 9'.

In a town/village center, the recommended sidewalk width along collector and arterial roadways is 12' to 18'. This provides a sufficient clear sidewalk width to allow people to comfortably walk side-by-side while still reserving space for the frontage zone and the curb zone. The frontage zone functions as an extension of the storefront and may be used for café tables or sandwich boards. The curb zone is the area between the clear sidewalk zone and the curb, and is used to accommodate street lighting, landscaping, benches, bicycle parking, and other streetscape objects.

In some locations, the existing street design prioritizes traffic throughout at the expense of pedestrian comfort. High-speed traffic can create a hostile environment for pedestrians and reduce opportunities to cross the street. Wide streets and wide intersections encourage higher-speed traffic and increase crossing distances for pedestrians.

The adjacent land uses can also impact the walkability of commercial districts. Vacant lots or surface parking lots create gaps along otherwise continuous storefronts. Auto-oriented uses such as gas stations and automobile service centers might not be compatible with surrounding uses because they require private, high-turnover, off-street parking lots. The required driveway curb cuts can disrupt the pedestrian environment.

CURRENT INITIATIVES

IMPROVEMENTS – 69TH STREET TRANSPORTATION CENTER

Upper Darby has a unique asset in the 69th Street Transportation Center. The Transportation Center is a multimodal hub served by the following transit services:

- Market – Frankford Line
- Norristown High Speed Line
- Media and Sharon Hill Trolley Line (101,102)
- Bus Routes serving Philadelphia, Delaware, Montgomery, and Chester Counties



FIGURE 10

SEPTA completed a \$19.6 million renovation project at West Terminal (*See Figure 10*). The improvements included reconstructing pedestrian ramps to terminal platforms; reconstructing the north and center platforms and canopies, and the center platform waiting area; and partially reconstructing the south platform. Security cameras will be installed to enhance safety and security. Green roofs were incorporated to reduce stormwater drainage, while LED lighting will increase energy efficiency.

PROPOSED DEVELOPMENT – 69TH STREET CORRIDOR

Upper Darby has continued to work with property owners and developers to revitalize this important corridor. The old Sears/Turf Club building should remain a target for redevelopment. This will require a public-private partnership, and funding from a number of state resources such as the Redevelopment Assistance Capital Program (RACP), Keystone Communities Program (KCP) and the new Multimodal Transportation Funds (MTF) program.

The 69th Street Business Area has recently welcomed a new super market to the area. This area will also receive a new hotel “Choice Hotel International” at the corner of Garrett Road and Chestnut Street.

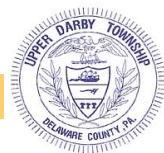
IMPLEMENTATION ACTION ITEMS

1. Create Transit Oriented Development (TOD) Areas
2. Amend the Township Zoning Ordinance
3. Enhance C-2 Commercial Areas
4. Designate and Construct a Wayfinding System
5. Develop Financial Incentives
6. Work with Business Owners to Create Special Events
7. Develop a Brand and Marketing Campaign for Upper Darby

CREATE TRANSIT ORIENTED DEVELOPMENT (TOD) REDEVELOPMENT AREAS

To take advantage of Upper Darby’s outstanding transit resources and promote economic development; future development around major transit hubs should be Transit Oriented Development (TOD). The Delaware Valley Regional Planning Commission (DVRPC) defines TOD as compact, mixed-use “transit villages” with pedestrian-oriented design. By creating an environment where residents and workers can walk outside and take a short, pleasant walk to access frequent transit, TOD can boost transit ridership and create new high-profile centers of activity.

The street design in the TOD village districts should prioritize pedestrian comfort and safety. Residents walking to the transit stop should be able to take a direct route without needing to go out of their way to find a safe crossing location. Providing wide sidewalks, pedestrian scale street lighting, and street trees can create a safe and welcoming environment.



69TH STREET

The Township should continue to take advantage of the improvements being made to the Transportation Center. The area to target is bounded by North Keystone Avenue, West Chester Pike and Victory Avenue. This prime location is highly underutilized with low-level, auto-oriented retail uses. The Township should encourage compact, high-density, mixed-use development. Uses should include; Class A office space, transit oriented retail, and residential lofts targeted toward young professionals who desire to live in proximity to the City.

PRIMOS

The commercial and industrial properties should be targeted for redevelopment. These properties include those fronting on Secane Avenue from Boro Road to South Oak Avenue; and the properties fronting on South Oak Avenue from the rail line to Bunting Lane. The Primos TOD should focus on creating opportunities for flexible industrial space to create higher-paying jobs for residents of the Township and region.

ADDITIONAL TOD ACTION ITEMS

- Create a Transit Revitalization Investment District (TRID) around the 69th Street Transportation Center.
- Implement traffic calming and streetscape improvement on the street network surrounding the 69th Street Transportation Center, Secane Station, and Primos Station.

AMEND THE TOWNSHIP ZONING ORDINANCE

A cornerstone of successful future land use development opportunities and policy amendments are rooted in amending the Township's zoning provisions. The introduction of specific mixed-use zoning along the community's primary corridors (*See Future Land Use Map*) should be customized to transform and support individual corridors that respect pedestrian-oriented scale/uses (e.g.; smaller footprints, retail/restaurant uses) along with vehicular-oriented stretches (e.g.; larger footprints/regionally geared clientele, etc.)

Where possible, the mixed-use districts should respect the presence and scale of residential and non-residential uses. These mixed-use districts will further increase the sense of community and unique neighborhoods Upper Darby has always valued. The delineation of a civic district (encompassing the typically larger-scale institutional, public, municipal, and school-type uses) can also aid in the way quality characteristics of land development (open space, parking impacts, circulation, etc.) can be encouraged as part of the community development review and approval process.

Review the zoning ordinance to ensure that land within a 10-minute walk of major transit hubs is zoned for a compact mixture of pedestrian-scaled residential and commercial land uses.

ENHANCE C-2 COMMERCIAL DISTRICTS

In commercial districts, the street design should encourage shoppers to wander across the street to visit other shops and restaurants. Elements such as benches, street trees, and café seating should encourage residents and visitors to linger. On-street parking and mature street trees can improve pedestrian comfort and safety by providing a barrier between the sidewalk and the street.

Although though not located in the C-2 Commercial District, the 2009 Aronimink Station Area Plan includes recommendations for circulation and streetscape improvements in the area surrounding the Aronimink Station. According to the Plan, the Aronimink Station Area Goals are to:

- Create a consistent streetscape
- Establish and improve community gateways
- Create informal gathering spaces to create “life on the street”
- Slow traffic to improve the pedestrian environment and showcase the community
- Take back excess pavement
- Improve sidewalks and pedestrian crossings
- Enhance building facades
- Improve parking
- This area will also support the development of a new hotel at Drexelbrook

NOTE: Although not located in the C-2 Commercial District, the Township should seek funding to implement the recommendations from this Plan. This would provide a good example of the type of improvements required in the C-2 Commercial Districts.



The Township should look for additional opportunities for infill development on surface parking lots or vacant properties within or adjacent to commercial districts. Infill development on vacant lots increases pedestrian activity and provides a larger customer base for adjacent businesses.

The Township should also create streetscape improvement plans for neighborhood business districts. The following districts may be good candidates for streetscape investment:

- Garrett Road from Walnut Street to West Chester Pike
- Garrett Road from Burmont Road to Riverview Avenue
- West Chester Pike from State Road to Keystone Avenue
- 69th Street/Terminal Square Area
- Garrett Road from Chestnut Street to West Chester Pike



FIGURE 11. FHWA SAFETY PROGRAM (<http://safety.fhwa.dot.gov>)

DESIGNATE AND CONSTRUCT SIGNAGE AND WAYFINDING SYSTEM

A hierarchy of signage should be placed designating the locations and relationships of:

- A. Villages and Neighborhoods
- B. Destinations and Attractions
- C. Public Transit Stations

An attractive and informative wayfinding signage is important in guiding vehicular and pedestrian audiences through the complexities of an urban environment. It is a process of navigating through public and private spaces by explaining the environment ahead, recognizing that a driver, bicyclist, transit user, or pedestrian perceives the surroundings in various ways. Successful wayfinding systems have consistent standards for locating existing destinations, as well as, adaptability for identifying future destinations/attractions.

Creating recognizable graphics and placement standards ensures the system is all-encompassing. Wayfinding combines marketing, consensus building, identity, planning, function, and design. Wayfinding is vital to economic development and making an environment “legible”; it enhances everyone’s experience as it increases their comfort and encourages them to discover unique events, community’s appeal and, as reported within studies of the American Society of Landscape Architects, increases repeat visits by as much as 30% to primary and secondary destinations. With the right message at the right time, communities promote complete and seamless movement. The ease of navigation benefits business, transportation, culture, tourism, and most important, the people. Making connections can also achieve wider social, economic, and cultural benefits and promote business and civic pride.

DEVELOP FINANCIAL INCENTIVES

Rezoning and planning for changes within the commercial districts is a great start, but change will not occur until financial incentives are developed to incentivize property owners to make an investment. For many older shopping plazas and buildings, the lease rates do not provide sufficient capital for property owners to reinvest in the buildings. Financial incentives are required, in order to fill the gap.

LOCAL ECONOMIC REVITALIZATION TAX ASSISTANCE (LERTA). The C-1, C-3, and C-4 Commercial Districts are currently designated as LERTA Districts. The Township should expand this designation to include the C-2 Commercial Districts. The LERTA policy guidelines should be reviewed and modified to encourage use of the LERTA program.

TAX INCREMENT FINANCING (TIF). The Township should designate the C-1, C-2, C-3, and C-4 Commercial Districts as TIF Districts, and develop policy guidelines to direct the use of the TIF. The Township should work with property owners and developers to determine which program would assist in achieving the desired results for façade improvements, infill development, or redevelopment.

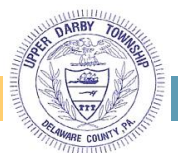
The Township may utilize its CDBG dollars to provide micro-enterprise funding targeted toward small retailers; these funds should be used to attract new retailers to the newly zoned mixed-use districts.

WORK WITH BUSINESS OWNERS TO CREATE SPECIAL EVENTS

Creating energy and excitement in the business districts through special events and engaging residents to participate in the planning of these events, develops a synergy between the commercial districts and the neighborhoods. It also provides an added boost to the retailers. The Township should encourage partnerships between business owners and residents to create a series of special events. These events would include street fairs, Saturday farmers market, and cultural events to celebrate the diversity of Upper Darby neighborhoods.

DEVELOP A BRAND AND MARKETING CAMPAIGN FOR UPPER DARBY

Upper Darby will need to actively promote the Township as a place to conduct business, a place to live, work, visit, and play. Developing a brand image to promote the many assets of the Township is critical in changing the mind-set of those who don't truly understand everything Upper Darby has to offer. The image for Upper Darby should embody the positive attributes such as its convenient location, diversity and affordability of housing, recreation and open space, culture, and its vast transportation network. Marketing materials should be used to promote Upper Darby to attract new residents, businesses, and private investments.





GOAL TWO RECONNECT OUR NEIGHBORHOODS TO STRONGER MORE COLLABORATIVE NEIGHBORHOODS

CHALLENGES AND OPPORTUNITIES

Possessing a broad range of mixed-use urban areas to areas consisting of large lot, single uses, Upper Darby Township is a complete community. The varying composition, scales, densities, and diversity of land uses is a pattern often noted in urban planning discussions of one that stands the test of time and works well. Each of the Township's neighborhoods is distinctive based upon architectural style, development period, and density/scale.

AGED HOUSING STOCK

The majority (83%) of the Township's housing stock was constructed prior to 1960, with almost 30% built prior to 1939 (See Table 2). A key concern for many residents was the lack of code enforcement for repairing and maintaining the older housing stock in Upper Darby. (See Public Outreach Section).

YEAR STRUCTURE BUILT	PERCENTAGE OF HOUSING UNITS
2010 or later	0%
2000–2009	.4%
1990–1999	1.4%
1980–1989	1.6%
1970–1979	4.7%
1960–1969	9.4%
1950–1959	27%
1940–1949	26.4%
1939 or earlier	29.2%

TABLE 2. AGED OF HOUSING STOCK
SOURCE: U.S. CENSUS

TABLE 3.
SOURCE: U.S. CENSUS

	2000	2010	2008– 2012 ACS	% CHANGE
NUMBER OF HOUSING UNITS	34,234	34,133	33,786	-1.3%
NUMBER OF OWNER OCCUPIED HOUSING UNITS	20,249	19,183	18,895	-6.6%
RENTER OCCUPIED HOUSING UNITS	12,204	12,561	11, 808	-3.2%
VACANT HOUSING UNITS	1,779	2,389	3,083	73%

CHANGE IN TENURE

The tenure of the Township's housing units is shifting from owner-occupied to renter-occupied. Although the overall vacancy rate has changed over the last 12-year period, a thorough review of the neighborhoods showed many to be relatively stable (See Table 3).

DIVERSITY AND CHANGING NEIGHBORHOODS

As depicted in the Chapter 8, Neighborhood Descriptions, the diversity in Upper Darby continues to change. Although this results in a very culturally rich community, it also brings challenges. One resident commented on the Open House survey about the need to sponsor different events that teach us of other cultures, their holidays, and how they celebrate these holidays. Language barriers are also a major challenge for neighborhoods and the school district.

ISSUES IDENTIFIED BY RESIDENTS

During the Open House, the Consultant Team asked a series of questions to determine the residents' goals for the Comprehensive Plan, with respect to the neighborhoods. The following were noted in the survey responses:

1. Residents need education on keeping areas safe, clean, and welcoming.
2. Manage stormwater through curb-cut rain gardens.
3. Organize events to introduce existing residents to our neighborhoods.
4. Need to work with local Master Gardeners, horticulturists, and environmental experts to create safe environmental practices.
5. Enforce simple codes to improve neighborhoods.
6. Better restrictions for parking on both sides of small streets and shared driveways.
7. Reduce the number of neglected properties through a stream lined process for fines and Sheriff Sales.
8. Create an opportunity for community gardens. Take control of abandoned properties and turn them into community gardens.
9. Create neighborhood/street clean-up days.

IMPLEMENTATION ACTION STEPS

The Vision for the Township’s neighborhoods is to unite and empower residents to take an active role in improving their neighborhoods. Vibrancy and cleanliness in the neighborhoods is just as important as the attention provided to cleaning and improving the commercial districts. With so much of the land use dedicated toward residential properties, enabling residents to participate in developing plans and strategies that protect and enhance their investments will go a long way in ensuring residents remain in Upper Darby.

1. Organize Neighborhood Associations to facilitate collaboration between the Township residents and Upper Darby officials.
2. Create Neighborhood Plans to guide improvements/amendments to zoning and amenities.
3. Develop programs and partnerships to retain and increase home ownership within the Township.
4. Discuss the option of establishing Residential Historic Districts to preserve the unique character of the Township’s historic homes.
5. Establish a Land Bank to acquire vacant, abandoned, tax-delinquent, and foreclosed properties.

ORGANIZE NEIGHBORHOOD ASSOCIATIONS TO FACILITATE COLLABORATION BETWEEN TOWNSHIP RESIDENTS AND UPPER DARBY OFFICIALS

Neighborhood associations unite residents and provide them with the opportunity to work together to identify concerns and address issues facing their neighborhood. It also provides residents with an opportunity to get to know each other better, and provide a common voice to communicate with Township officials.

The associations can have direct input into decisions being made within their neighborhood; they can work with the Township to organize a local crime watch program, clean-up days, improvement projects, and special events. The neighborhood associations can also collaborate with each other, discuss common issues, and propose solutions to the Township.

RESIDENTS’ GOALS FOR NEIGHBORHOODS

- Improve the aesthetic appearance of the neighborhoods – 98%
- Preserve the historic quality of the neighborhoods – 83%
- Ensure the neighborhoods are safe – 98%
- Create connections to commercial areas – 76%
- Created new opportunities for residents to become more . . . involved with developing plans for neighborhoods – 92%
- Organize events for introducing new residents to neighborhoods – 89%

SOURCE: OPEN HOUSE SURVEY

CREATE NEIGHBORHOOD PLANS TO GUIDE IMPROVEMENTS/ AMENDMENTS TO ZONING AND AMENITIES

A neighborhood plan, completed for the Township's various neighborhoods, is a guide for making future decisions about how the Township can allocate resources, what kinds of redevelopment/infill activity are appropriate, and what issues residents and property owners are specifically concerned about within their respective neighborhoods. A neighborhood plan will outline what a neighborhood wants to achieve, as well as, providing a roadmap to reach those destinations. A neighborhood plan will identify a shared vision for the neighborhood's future, developed through a public engagement process. Further, it will identify goals and strategies that communicate the neighborhood's intended direction to residents, decision-makers, service providers, and business leaders while also leaving flexibility to accommodate real-world matters. The neighborhood plan encourages all residents and businesses to express their concerns and desires. Ultimately, the more residents and properties owners who invest in working with the Township on their respective plan, the greater the catalyst for needed solutions will be realized.

DEVELOP PROGRAMS AND PARTNERSHIPS TO RETAIN AND INCREASE HOME OWNERSHIP WITHIN THE TOWNSHIP

CDBG FUNDING. With a considerable number of rental properties in the Township, there remains an opportunity to increase the rate of homeownership. The Township should continue to use its Community Development Block Grant Funds (CDBG) to move Low Moderate-Income residents from being renters to homeowners.

PARTNERSHIP WITH AMERICAN CREDIT COUNSELING INSTITUTE (ACCI). ACCI, located in Upper Darby, offers homeowners, and potential homeowners, counseling services to create personal financial action plans. Their housing counseling services include foreclosure prevention, pre-foreclosure for homeowners, and pre-closing and pre-purchase counseling for homebuyers. Working to be proactive with residents, providing guidance to help them stay in their homes will stabilize the housing market in Upper Darby.

DISCUSS THE OPTION OF ESTABLISHING RESIDENTIAL HISTORIC DISTRICTS TO PRESERVE THE UNIQUE CHARACTER OF THE TOWNSHIP'S HISTORIC HOMES

Most of the Township's homes were built pre-1950s. Creating a historic district for the Township's neighborhoods can increase the value of the housing prices within the neighborhoods. A study was commissioned by the Pennsylvania Historical and Museum Commission (PHMC) to better understand the economic benefits of historic preservation. Three historic districts were profiled to determine the effects

Table ES.3 Estimated Effects on Property Values from Designations or Expansions of Selected Historic Districts within the Commonwealth of Pennsylvania

Powelton Village (Philadelphia)	Annual price appreciation of 3% more than citywide average in the years after designation
Mexican War Streets (Pittsburgh)	15% increase in house prices the year after district expansion
West Chester Downtown (West Chester)	Houses within newly expanded district command a premium of 36% over West Chester houses

Source: City of Philadelphia Dept. of Records and Office of Property Assessment (2011), Econsult Corp. (2011), Terradatum (2011)

FIGURE 12



on property values, as a result of either designation or expansion of a historic district. As shown in Figure 12, the homes in each of the historic districts increased in value. The Township should work with neighborhood associations to determine if the creation of Residential Historic Districts would be supported and approved by homeowners. This initiative should be embraced by the neighborhood associations. The Township's role in this effort is to provide technical assistance and support.

CREATE A LAND BANK TO ACQUIRE VACANT, ABANDONED, TAX-DELINQUENT, AND FORECLOSED PROPERTIES

COST OF VACANT PROPERTIES TO THE COMMUNITY

Stephan Whitaker and Thomas J. Fitzpatrick IV, for the Federal Reserve Bank of Cleveland, studied the impact of vacancy, neglect associated with material property-tax delinquency, and foreclosures on the value of neighboring homes (within 500 feet) using parcel-level observations. Their study concluded the following:

- Properties that are either vacant or delinquent lowers values by 2.1%
- Properties that are vacant and delinquent lowers values by 2.7%
- Properties that are foreclosed, but not delinquent or vacant, lowers values by 3.9%
- Properties that are foreclosed, vacant, or delinquent lowers values by 6.1%
- Properties that are foreclosed, vacant, and delinquent lowers values by 9.4%

PENNSYLVANIA LAND BANK

The PA Land Bank Act signed into law by Governor Corbett in January of 2014, authorizes counties and municipalities with populations of 10,000 or more to establish land banks. This tool was created to help municipalities remove problem properties and return them to productive use in order to strengthen the community and tax base.

Real property or interests in real property can be acquired by gift from municipalities and tax claim bureaus by devise, transfer, exchange, foreclosure, purchase, or donation. Like a redevelopment authority, land banks can acquire and redevelop properties. When setting up a land bank, all the taxing authorities within the proposed jurisdictional boundaries must be consulted, as they will need to approve the discharge of tax liens from delinquent properties obtained by the land bank.

UPPER DARBY TOWNSHIP LAND BANK

A Land Bank in Upper Darby Township would assist in revitalization and cleanup efforts in the Township. The Township should develop a Land Bank Committee to determine if a Land Bank is a viable option for the Township. The Committee would develop the strategy, guidelines and policy to be approved by the Township. The Implementation Matrix in Chapter provides the necessary steps to create an Upper Darby Land Bank.





GOAL THREE RECONNECT OUR NEIGHBORHOODS TO THE REGION THROUGH MULTI-MODAL TRANSPORTATION CONNECTIONS

CHALLENGES AND OPPORTUNITIES

LACK OF GREENWAYS AND BIKE PATHS

The Greater Philadelphia Region has a growing network of interconnected trails known as The Circuit. The Circuit will ultimately include 750 miles of connected trails throughout Southeastern Pennsylvania and Southern New Jersey. More than 300 miles of trails have already been constructed and the Circuit Coalition estimates that by December 2016 an additional 30 miles of new trails will be completed. Additionally, the City of Philadelphia now has more than 200 miles of bike lanes, including lanes that connect to the Cobbs Creek Trail, which runs along Upper Darby's eastern border.

The Darby Creek Trail is on the Circuit, with a segment recently completed near Kent Park. The Township should continue to create greenway corridors to provide additional opportunities for recreation and active transportation. The heavy traffic volumes on the Township's roads discourage cycling, but as greenways are developed, bike lanes can be added at strategic locations to extend bicycle connections into the Township's neighborhoods.

CONGESTION AND MOVEMENT OF PEOPLE

Like most communities, Upper Darby experiences regular traffic congestion during peak hours of traffic. The following corridors experience recurring peak hour congestion.

Lansdowne Avenue (S.R. 2005) is one of the busiest streets in the Township, with average daily traffic volumes of 21,710 vehicles per day. The section of Lansdowne Avenue between State Road and Garrett Road is particularly challenging because it includes the only access points to Upper Darby High School, Archbishop Prendergast High School, and Delaware County Memorial Hospital. The intersection with Garrett Road also includes an at-grade crossing of the Route 101/102 Trolley Lines.

Garrett Road (S.R. 2019) is a principal arterial roadway that connects a number of key destinations in the center of the Township. During peak hours, there is often delay at signalized intersections along the corridor, particularly near the intersections with Burmont Avenue and Lansdowne Avenue.

Church Lane (S.R. 2001) and Long Lane connect Baltimore Avenue (S.R. 13) and locations to the south with the 69th Street Transportation Center and the business districts located along 69th Street and Long Lane. In addition to congestion issues, Church Lane also has a crash rate over the past five years that is significantly higher than the state average.

In established built-up townships like Upper Darby, traditional “hard infrastructure” improvements are constrained by surrounding land uses. Roadway widening projects are often infeasible and, in many cases, may be undesirable. Widening roadways in established neighborhoods can create barriers to walkability and encourage traffic to travel at higher speeds.

CONNECTIVITY AND WALKABILITY

While the community is largely mixed-use, pedestrian connectivity is better in some areas of the Township than in other areas. As an example, in neighborhoods where there are pedestrian-oriented destinations (e.g., schools), little sidewalk infrastructure may exist. The existing transportation and land use patterns in Upper Darby create an environment that is more walkable than many other suburban municipalities. Shops, restaurants, and other businesses are in proximity to residential neighborhoods.

Throughout the Township there are barriers to street connectivity that interrupt the street grid, particularly in the area around Upper Darby High School. Barriers to connectivity in this area include trolley tracks, Arlington Cemetery, and Naylor’s Run creek and park. A comparable situation exists at the eastern border of Upper Darby.

As stated previously, Upper Darby Township secured a TCDI grant from DVRPC to plan future improvements for the Aronimink Station Area. The Aronimink Station Area is a “Main Street” style retail district adjacent to the Route 101 trolley. It is located at the center of a walkable residential neighborhood. The plan recommended circulation and streetscape improvements to calm traffic, improve access, and improve the general overall appearance of the area. There are other business districts within the Township where a similar approach may be taken.

WALKING ACCESS TO TRANSIT HUBS

Upper Darby has access to the regional transit network that is unrivaled among other suburban communities in the region. The 69th Street Transit Center is a major hub in SEPTA’s network. The Market-Frankford Line and Norristown High Speed Line provide frequent rapid transit to destinations throughout Philadelphia and the surrounding region. The planned future extension of the Norristown High Speed Line will extend access to King of Prussia. In addition to the 69th Street Transportation Center, three regional rail stations provide direct access to Center City via the Media/Elwyn Line (Secane, Primos and Fernwood/Yeadon).



However, to maximize the benefit of the transit infrastructure, jobs and housing must be easily accessible from the station. Today the area within a 10-minute walk of the 69th Street Transportation Center includes a great deal of underutilized land. Low-density, auto-oriented land uses and surface parking lots do not take advantage of the value created by the Transportation Center. There is also underutilized land within a 10-minute walk of the Secane Station and Primos Station.

IMPLEMENTATION STEPS

1. Develop the Trolley Line Linear Park
2. Extend the Darby Creek Greenway from Hoffman Park to Pilgrim Park
3. Support Plans to Extend Cobbs Creek and Naylor's Run Greenway
4. Use Technology and Congestion Management Strategies to Maximize Existing Infrastructure
5. Implement a Complete Streets Policy

DEVELOP THE RAIL LINE LINEAR PARK

Upper Darby has an opportunity to transform a former rail right-of-way into an unparalleled outdoor recreation and commuting experience. With designated right-of-way still imprinted, this corridor offers the foundation for constructing an uninterrupted greenway asset that complements other regional planning initiatives. Reaching many of Upper Darby's surrounding neighborhoods from the Township's northern to its southern border, this linear park encourages connection and the fusion of the Township's land use, open space, and recreation successes.

A detailed feasibility study was conducted for this corridor in April 2011 (*"Naylor's Run Trail Feasibility Study"*). The Delaware County Open Space, Recreation, and Greenway Plan (2015) include this corridor as part of the Newtown Square Branch Rail Trail.

EXTEND THE DARBY CREEK GREENWAY FROM HOFFMAN PARK TO PILGRIM PARK

The expansion of the Darby Creek Greenway connecting Pilgrim Park to Hoffman Park allows for the opportunity to unite Upper Darby with its neighboring communities through trails and open green spaces that align with the greater Delaware County initiative of the Darby Creek Greenway expansion. Through this expansion, Upper Darby will not only be a pioneer in the effort to connect Delaware County communities through greenways, but also it will conserve ecological habitats, educate citizens of wildlife preservation, and be a catalyst in improving the quality of life for the citizens of the greater Delaware County metropolitan area.

The Darby Creek Greenway is included in the Delaware County Open Space, Recreation, and Greenway Plan (2015). The section from Pilgrim Park to Addingham Open Space is referred to as the Darby Creek Trail-Drexel Hill Connector and the section extending from the Addingham Open Space to Pine Street in Darby Borough is referred to as the Darby Creek Stream Valley Park Trail.



SUPPORT PLANS TO EXTEND THE COBBS CREEK AND NAYLOR’S RUN GREENWAY

Cobbs Creek Greenway’s current alignment passes along the eastern border of Upper Darby with a connection via a pedestrian bridge at the Cobbs Creek Community Environmental Education Center. The Greenway currently terminates near the intersection of 63rd Street and Market Street. Regional trail plans include a future extension of the Greenway along Cobbs Creek at the northern edge of the Township and into Haverford Township. Ultimately, the Cobbs Creek Greenway would be part of a regional trail connecting the John Heinz National Wildlife Refuge and Valley Forge National Historical Park. Extension of this Greenway to the rest of Cobbs Creek will open the doors to miles of greenway network expansion and connections to different communities of the Philadelphia region. The Greenway is included in the Delaware County Open Space, Recreation, and Greenway Plan (2015) as the Forge to Refuge Trail.

USE TECHNOLOGY AND CONGESTION MANAGEMENT STRATEGIES TO MAXIMIZE EXISTING INFRASTRUCTURE

Upper Darby can make incremental improvements to traffic flow by using technology and congestion management strategies to maximize existing infrastructure.

5A. CONTINUE TO WORK WITH PENNDOT TO EVALUATE THE PERFORMANCE OF EXISTING TRAFFIC SIGNAL EQUIPMENT ALONG KEY CORRIDORS

Major intersections throughout the Township are controlled by traffic signals. These signals were designed and installed over a period of several decades. Traffic patterns and traffic signal technology has changed dramatically over the years. The Township can improve the performance of the existing network and reduce congestion by identifying critical intersections and corridors and working with PennDOT to evaluate and update traffic signals.

Pennsylvania’s “Green Light-Go” municipal signal partnership program provides funding to improve the efficiency of existing traffic signals on state highways, thus ensuring safety and mobility. The program requires a 50% match from the municipality. The program targets signals on critical and designated corridors and state highways. Designated corridors include state roads with average daily traffic volumes greater than 10,000 vehicles per day. There are several corridors in Upper Darby that meet this designation, including Township Line Road, Lansdowne Avenue, Garrett Road, and Church Lane.

5B. EVALUATE COMPLEX INTERSECTIONS IN CONGESTED AREAS TO DETERMINE WHETHER REDESIGNING THE INTERSECTION CAN IMPROVE SAFETY, SIMPLIFY TRAFFIC SIGNAL TIMING PLANS, AND CREATE NEW PUBLIC SPACE

In evaluating key corridors, the Township should also identify opportunities to simplify complex intersections where there are five or more legs to the intersection or where streets intersect at an angle other than 90 degrees. These irregular intersections may be difficult to navigate, require



complex multi-phase traffic signals, or result in unnecessarily long pedestrian crossings. For example, at the intersection of Lansdowne Avenue and Garrett Road/Winding Way, the eastbound approach of Winding Way requires its own signal phase during which all other movements have a red light. This results in an extended traffic signal cycle and increased delay at the intersection. A traffic analysis at the intersection may find that reconfiguring Winding Way as right-in/right-out can reduce delays for all movements at the intersection. In commercial districts and other locations with significant pedestrian activity, simplifying the intersection may create opportunities for new public space. For example, at the intersection of Burmont Road and Woodland Avenue/Drexel Avenue, the unconventional intersection design has resulted in excessive pavement at the intersection. Reconfiguring the intersection may create an opportunity for a community plaza that complements the adjacent commercial uses.

IMPLEMENT A COMPLETE STREETS POLICY

Upper Darby should implement a Complete Streets policy to guide future roadway improvements in the Township. A Complete Streets policy is designed to meet the needs of all road users, whether they are walking, bicycling, driving, or using public transportation. The goal of the policy is to create a more livable community where residents of all ages have a variety of convenient transportation choices. Complete Streets can improve community health by making it safe and convenient to walk or bike to destinations throughout the community. According to the National Complete Streets Coalition, 30 states and 564 American cities have adopted Complete Streets policies.

The Township's policy should be designed to emphasize sensitive solutions, and, where possible, support the Delaware County Transportation Plan for a Vision Zero policy to eliminate fatalities, and serious injuries on roadways. It is not always possible to provide perfect conditions for every mode of transportation on every street. Each roadway project should consider the needs of all road users and balance the safety and convenience of everyone using the road to the best extent possible within the constraints of the project.



GOAL FOUR RECONNECT OUR NEIGHBORHOODS TO SAFE, ATTRACTIVE, AND SUSTAINABLE ENVIRONMENTS

CHALLENGES AND OPPORTUNITIES

PUBLIC PERCEPTION

The public perception of Upper Darby differs greatly than the reality. Unsightliness, code issues, and the lack of maintenance portray the wrong image of Upper Darby. The great assets of Upper Darby are overshadowed by the properties (commercial and residential) that are in violation of township codes and ordinances, as well as, recreational areas and playgrounds in need of maintenance, repair, and/or replacement.

Residents' concerns include:

- Put a stop to nuisance businesses
- Cleaner streets, improve signage, better lighting, community gardens
- School playgrounds and appearance need to be enhanced
- Eradication of unsightly fences
- [Grass and weeds] grow out of control
- Walking trail unsafe to use

SAFETY AND CLEANLINESS – 69TH STREET CORRIDOR

The 69th Street Corridor, and its continued revitalization, represents a tremendous opportunity to increase the tax base for Upper Darby, while expanding retail options for residents and visitors. As the pedestrian traffic continues to increase throughout this corridor, additional safety measures and efforts to keep this corridor clean will be required. Stakeholders had also commented that the good transit system provides an opportunity for criminals to move in and out of Upper Darby.

CONNECTIVITY OF NEIGHBORHOOD STREETS

Upper Darby's neighborhoods are connected by a compact grid of narrow streets. These neighborhood streets should be maintained as a low-speed environment, where speeding and cut-through traffic are discouraged. Most residents live within walking distance of the trolley or high-frequency bus service, but busy streets may be a barrier in some neighborhoods.

OPEN SPACE AND PLAYGROUNDS

Approximately 5% of land within the Township is slated for recreation use; in terms of general community planning targets, this is generally a small percentage of land in comparison to the Township's overall acreage, as well as, its population density. As a general pattern of residential real estate, when a person or family is considering a move to a new community, parks and recreation are one of the primary considerations (along with school district quality and housing affordability) that weigh in when selecting where to live. Based upon observations of facility conditions (some facilities are "loved to death" while little attention has been dedicated to others), there appears to be a limited commitment to open space and, thus, limited reasons why a prospective resident would consider the Township's parks and recreation spaces as a draw.

There is significant opportunity within the community to improve the way in which information about open space features, maintenance status, and availability for organized/unorganized activities could be shared with the public. Pride invested in public lands has the opportunity to ripple into and encourage pride in the surrounding neighborhood.

IMPLEMENTATION STEPS

1. Form a Recreation Committee
2. Create a School-Park Program
3. Create a Neighborhood Improvement District for the 69th Street Area
4. Transform the Nature/Character of Some Community Open Spaces for Passive Use
5. Review Conditions of the Selected Athletic Fields
6. Investigate the Feasibility of Neighborhood Greenways to Integrate Recreational Space into Neighborhoods and Improve Bicycle/Pedestrian Connectivity
7. Evaluate the Collection Methods and Public Outreach for Trash, Single Stream Recycling and the Fall Leaf Material
8. Develop an automated system to improve the efficiency of the Code Enforcement Office
9. Continue to work with the Environmental Advisory Council and the Eastern Delaware County Stormwater Collaborate to Improve Stormwater Management and Water Quality in Upper Darby



FORM A RECREATION COMMITTEE TO REVIEW UPPER DARBY TOWNSHIP PARKS

A Recreation Committee should be established to include community-oriented volunteers committed to enhancing the possibilities of recreation activities. This Recreation Committee will be established to support and advocate for the Township’s community parks and to create welcoming community green spaces and positive experiences with nature. The Recreation Committee will also engage with community residents and external partners to achieve these goals and serve as the “community voice” for the parks. The Recreation Committee will work with the Township to recruit volunteers for park cleanup and beautification days, fundraising events, organizing recreational and educational programming, advocating for park improvements, and publicizing important park issues.

CREATE A SCHOOL-PARK PROGRAM

As possible in coming years, the Township, Upper Darby School District, and private schools within the community are encouraged to collaborate in optimizing how school campuses and park spaces can enhance one another and offer safe environments to community residents of all ages.

CREATE A NEIGHBORHOOD IMPROVEMENT DISTRICT FOR THE 69TH STREET AREA

A Neighborhood Improvement District could provide essential services to the 69th Street Area. The Improvement District would be a special assessment district where commercial property owners would pay a specified fee based on the assessed valuation of their properties. The Improvement District would be professionally managed and provide cleaning and security services for this heavily traveled commercial area.

TRANSFORM THE NATURE/CHARACTER OF SOME COMMUNITY OPEN SPACES FOR PASSIVE USE

Many of Upper Darby Township’s abundant resources and amenities are hidden gems. In redirecting some low-intensity maintenance activities toward Mansion Park, McKinley Playground, Aberdeen, Guilford and Michele Parks; these sites can provide surrounding residents with quality passive open spaces. With focus on these public lands, the Township could reinforce spaces like these that can reflect the importance of quality of life for its citizens.

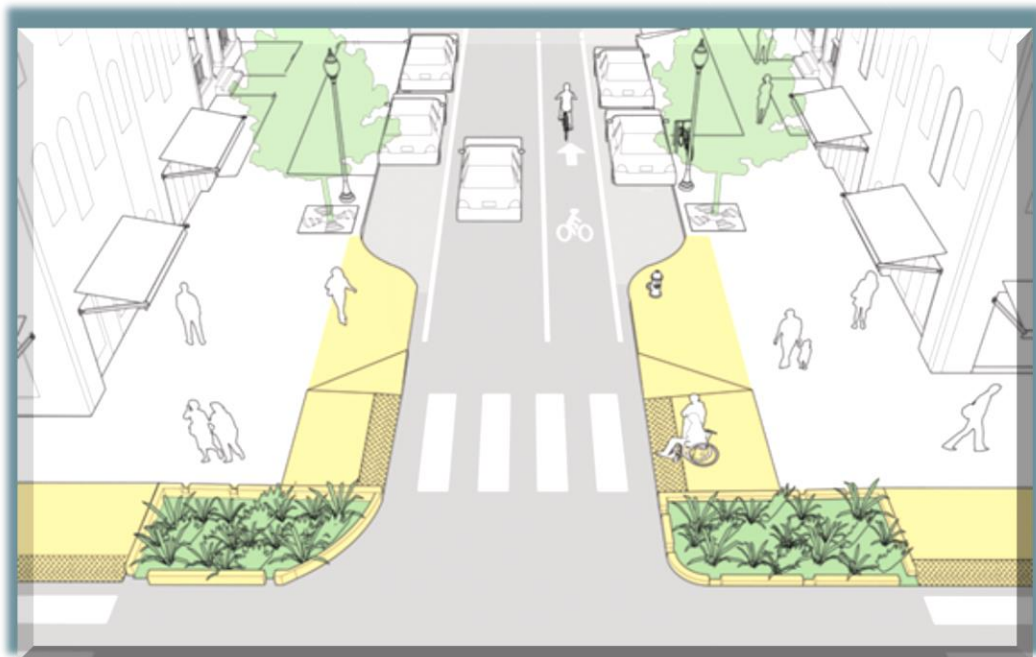
IMPROVE AND MANAGE THE OPERATIONS OF THE SELECTED ATHLETIC FIELDS

Through completing open space strategic planning efforts of Beverly Hills Recreation Area, Drexel Gardens Recreation Area, Naylor’s Run Park, Dermond Recreation Area, Scullion Park, Gillespie Park, and the 69th Street recreation field, the community could identify and institute enhanced long-term maintenance techniques. With coordinated focus on green space and facility maintenance, the Upper Darby community can both lengthen the life and quality of its recreation investments and best serve its many stakeholders and facility users.



INVESTIGATE THE FEASIBILITY OF NEIGHBORHOOD GREENWAYS TO INTEGRATE RECREATIONAL SPACE INTO NEIGHBORHOODS AND IMPROVE BICYCLE/PEDESTRIAN CONNECTIVITY

As drivers enter residential neighborhoods, the street design should subtly encourage them to slow down. On streets where traffic speeds are a concern, curb extensions can be applied at the point where traffic enters the neighborhood in order to create a “gateway” effect. High visibility crosswalks and pedestrian-scaled streetlights can also improve pedestrian and bicycle safety.



SAMPLE PEDESTRIAN GATEWAY FROM THE NACTO URBAN STREET DESIGN GUIDE.

On streets that connect to parks, schools, and trails, there may be opportunities to connect the park to the neighborhood via a neighborhood greenway. Cities such as Seattle and Portland, Oregon, have implemented neighborhood greenways, which are residential streets with low traffic where bicycles and pedestrians are given priority. These low-speed streets may also present opportunities for planting trees or installing rain gardens to introduce more green space into the neighborhood.

CONTINUE TO EVALUATE THE COLLECTION METHODS AND PUBLIC OUTREACH FOR TRASH, SINGLE STREAM RECYCLING, LEAF AND YARD WASTE MATERIAL

The Sanitation Department is currently responsible for the operation and pick-up and safe disposal of trash, single stream recycling, fall yard waste, holiday tree collections and bulk pick-up for each resident of the Township. To ensure the program is cost effective and utilized appropriately by residents, the Township should continue to evaluate the:

- Collection process for all materials
- Current education and public outreach information related to the single stream recycling program (e.g., what materials are acceptable, how to prepare materials, etc.).



DEVELOP AN AUTOMATED SYSTEM TO IMPROVE THE EFFICIENCY OF THE CODE ENFORCEMENT OFFICE

Effective code enforcement can remove nuisances and improve property values and the quality of life for Township residents. Nuisance properties can deter investment, frustrate Township residents and contribute to the image of disorder and crime. Tracking and managing complaints can be a never-ending, thankless job.

Automating the system will enable code enforcement officers to create cases and issue notices while uploading multiple photographs – all from the field via mobile devices (See Figure 13). Forms and violation notices can be triggered from the field and printed in the Township office to expedite the process of sending notices to violators.



FIGURE 13. IMAGE FROM COMCATE.COM

CONTINUE TO WORK WITH THE ENVIRONMENTAL ADVISORY COMMITTEE AND THE EASTERN DELAWARE COUNTY STORMWATER COLLABORATIVE TO IMPROVE STORMWATER MANAGEMENT AND WATER QUALITY IN UPPER DARBY

The Township has created an Environmental Advisory Committee (EAC) to address issues related to stormwater management and water quality. The Township is also part of the Eastern Delaware County Stormwater Collaborative (EDCSC). The Township should continue to work with the EAC and the EDCSC to identify, initiate, and promote projects that improve the Township's nature and ecological assets. The following projects should continue to be the focus of the Township and Committee:

RAIN GARDENS

Improving the quality of water and reducing the flow of water can be a joint effort between the Township and the neighborhoods. The Township should target key commercial corridors continue to encourage the use of rain gardens to improve stormwater management efforts, and improve the appearance of the Township's commercial areas, median strips, and gutters. Figures 14, 15, and 16, show both commercial and neighborhood applications for rain gardens.



FIGURE 14. RAIN GARDEN – STATE COLLEGE, PA



FIGURE 15. STATE COLLEGE, PA



FIGURE 16. CENTRAL OHIO RAIN GARDEN INITIATIVE – DOMINION MIDDLE SCHOOL

RAIN BARRELS

Rain barrels are another method of reducing stormwater flow. Simple, economical, but effective rain barrels collect and store rainwater from roofs and downspouts that would otherwise be lost to runoff and diverted to storm drains and streams. The Township has been hosting workshops to educate the public on this method of stormwater management. A rain barrel fundraising effort could provide an exciting way to implement this program more effectively.

The rain barrels shown below were part of a fundraising effort conducted by the Elkhart River Restoration Association Inc. The Elkhart River Restoration Association, Inc., was founded in 1983 to study the needs of the Elkhart River and its watershed. This event auctions rain barrels painted by a local artist; 50% of the proceeds go to the artist, the other 50% is allocated to river restoration projects.

Upper Darby could partner with the school district to develop this same type of program. Barrels could be designed by high school and local artists. The revenue generated from the auction could be used toward improving playgrounds and athletic fields, or additional stormwater management programs.



FIGURE 17. RAIN BARREL AUCTION – ELKHART RIVER RESTORATION ASSOCIATION INC.



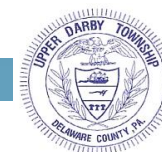
CHAPTER 4. IMPLEMENTATION MATRIX

GOAL 1: RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 1. CREATE TRANSIT-ORIENTED DEVELOPMENT (TOD) REDEVELOPMENT AREAS				
A. Conduct a Transit Revitalization Investment District (TRID) study for the area that is within a half mile radius of the 69th Street Transportation Center. The TRID study should identify needed transportation infrastructure improvements and sites and opportunities for future private development (commercial, retail, institutional, or residential), including their sizes and densities, to forecast potential incremental real estate taxes that could be generated. Sites and infrastructure needs should be prioritized.	UDT Govt.	Local Businesses, Delaware County, DVRPC Millbourne Borough	DCED Municipal Assistance Program (MAP) Grant; DVRPC	Months 06-12
B. Hire a design/engineering team to help the Township determine the needed streetscape improvements in the vicinity of the 69th Street Transportation Center and along the 69th Street commercial business district. Determine and prioritize phases of implementation. Engage the team to prepare design, specifications, and related documentation for the priority phases of the streetscape improvements to ensure that they are “shovel ready.”	UDT Govt.	Local Businesses, Delaware County, DVRPC Millbourne Borough	DVRPC	Months 12-18
C. Seek grant funding and assemble match dollars for the “shovel ready” 69th Street projects. Once funds are available, construct streetscape improvements.	UDT Govt.	Local Businesses, Delaware County, DVRPC Aldan Clifton Heights	PennDOT’s MTF or TAP programs; PA Infrastructure Bank; DVRPC	Months 18-30; ongoing
D. Conduct a TRID study or redevelopment study for the area that is within a half mile radius of the SEPTA Primos Station.	UDT Govt.	Local Businesses, Delaware County, DVRPC Aldan and Clifton Heights Borough	DCED MAP Grant; DVRPC	Months 12-18

GOAL 1: RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
E. Hire a design/engineering team to help the Township determine the needed streetscape improvements in the vicinity of the SEPTA Primos Station. Determine and prioritize phases of implementation. Engage the team to prepare design, specifications, and related documentation for the priority phases of the streetscape improvements to ensure that they are “shovel ready.”	UDT Govt.	Local Businesses, Delaware County, DVRPC Aldan Clifton Heights	DVRPC	Months 18-24
F. Seek grant funding and assemble match dollars for the “shovel ready” Primos Station projects. Once funds are available, construct streetscape improvements.	UDT Govt.	Local Businesses, Delaware County, DVRPC Aldan Clifton Heights	PennDOT’s MTF or TAP programs; PA Infrastructure Bank; DVRPC	Months 24-36
G. Conduct a TRID study or redevelopment study for the area that is within a half mile radius of the SEPTA Secane Station.	UDT Govt.	Local Businesses, Delaware County, DVRPC Ridley and Springfield Township	DCED Municipal Assistance Program (MAP) Grant; DVRPC	Months 18-24
H. Hire a design/engineering team to help the Township determine the needed streetscape improvements in the vicinity of the SEPTA Secane Station. Determine and prioritize phases of implementation. Engage the team to prepare design, specifications, and related documentation for the priority phases of the streetscape improvements to ensure that they are “shovel ready.”	UDT Govt.	Local Businesses, Delaware County, DVRPC Ridley and Springfield Township	DVRPC	Months 24-30
I. Seek grant funding and assemble match dollars for the “shovel ready” Secane Station projects. Once funds are available, construct streetscape improvements.	UDT Govt.	Local Businesses, Delaware County, DVRPC Ridley and Springfield Township	PennDOT’s MTF or TAP programs; PA Infrastructure Bank; DVRPC	Months 30-48; ongoing
ACTION ITEM 2. AMEND THE TOWNSHIP ZONING ORDINANCE				
A. Review and update the zoning ordinance to limit or restrict incompatible businesses locating in pedestrian-oriented commercial districts or residential areas.	UDT Govt.	Local Businesses, Neighborhood Associations	DCED Map Grant; DVRPC PCTI Grant	Months 06-12
B. Consider, develop, and enforce design guidelines in pedestrian-oriented commercial districts to ensure walkability, safety, and perpetuation of pedestrian scale.	UDT Govt.	Local Businesses, Neighborhood Associations	DCED MAP Grant; DVRPC	Months 12-18
C. Review and update the zoning ordinance to confirm that it supports growth and reuse of underutilized sites. Examine policies concerning density, mixed-use, parking, etc. Ensure they are not inhibiting growth and redevelopment.	UDT Govt.	Local Businesses, Neighborhood Associations		Months 06-12
D. Consider establishing an overlay district focused on civic, institutional, and/or cultural uses. For such an overlay district, special considerations can be given to parking and circulation requirements, open space needs, etc.	UDT Govt.	Local Businesses and Institutions	DCED MAP Grant; DVRPC	Months 06-12



GOAL 1: RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 3. ENHANCE AND BALANCE MOBILITY AND WALKABILITY IN THE C-2 COMMERCIAL DISTRICTS				
A. Upper Darby should map its “gray infrastructure” of underutilized, vacant, and blighted sites throughout the township. These sites should be assessed for their reuse potential (in terms of ownership, proximity to transit, commercial districts, and/or transportation networks, suitable uses given proximities, compatible uses within the neighborhoods, infrastructure needs, and all unique, attractive features of the sites).	UDT Govt.	Local Businesses, Delaware County IDA, DVRPC	DVRPC PCTI Grants	Months 06-12
B. For the available “gray infrastructure” sites, consider the barriers to their reuse. (For instance, is environmental cleanup needed; does the Township need to declare a property as blighted or abandoned; is additional infrastructure needed to support a reuse; do security concerns need to be addressed; does available parking need to be addressed; etc.) The Township and applicable stakeholders need to address identified barriers to reuse of available underutilized sites. Consider providing financial incentives for redevelopment of the available sites and market them.	UDT Govt.	Local Businesses, Delaware County IDA, DVRPC		Months 06-12
C. Work with stakeholders and hire a design/engineering team to help the Township determine the priority areas needing mobility and streetscape improvements and to prepare the design, specifications, and related documentation for the needed improvements so that priority projects are “shovel ready” and eligible for funding opportunities.	UDT Govt.	Local Businesses, Delaware County, DVRPC	DVRPC	Months 12-18
D. Seek public and private funding and, once awarded/assembled construct streetscape improvements in priority areas.	UDT Govt.	Local Businesses, Delaware County, DVRPC	PennDOT’s MTF or TAP programs; PA Infrastructure Bank; DVRPC	Months 18-36
E. The Township should seek funding to construct the improvements identified within the Aronimink Station Area Plan. (Note: This station is located in the C-1 Commercial District. The streetscape improvements can provide an example of the types of improvements needed in the C-2 Commercial Districts)	UDT Govt.	Local Businesses, Delaware County, DVRPC	PennDOT’s MTF or TAP programs; CFA MTF program; PA Infrastructure Bank; DVRPC	Months 06-18



GOAL 1: RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 4. PLAN FOR AND INSTALL SIGNAGE AND WAYFINDING SYSTEM				
A. Work with designers and fabricators to plan and design a context sensitive, effective wayfinding system that reflects Township “branding.” The wayfinding must enable all users, including those with disabilities, to navigate and find public facilities and amenities.	UDT Govt.	Local Businesses, Delaware County	DVRPC	Months 36-42
B. Consider augmenting the wayfinding system to include gateway markers for neighborhoods and commercial districts, and pedestrian-oriented kiosks and board signage with information about events and nearby restaurants, shops, and amenities.	UDT Govt.	Local Businesses, Delaware County		Months 36-42
C. Once the system is designed, seek public and private funding and fabricate and install the wayfinding signage, markers, and kiosks.	UDT Govt.	Local Businesses, Delaware County	PennDOT’s TAP program	Months 42-48
ACTION ITEM 5. ESTABLISH FINANCIAL INCENTIVES FOR COMMERCIAL DISTRICT REINVESTMENT				
A. Identify areas to be designated as LERTA or TIF Districts. A priority consideration should be C-2 areas + the area surrounding the 69th Street Transportation Center. Meet with the impacted school district(s) and the County to discuss the LERTA and TIF programs and opportunities.	UDT Govt.	Local Businesses, Delaware County, DVRPC		Months 06-12
B. Review and amend the Upper Darby LERTA Program. Program guidelines should include the geographic description and boundary lines, percentage of taxes to be abated, apportionment per taxing body, duration, any requested stipulations, etc.	UDT Govt.	Local Businesses, Delaware County, DVRPC		Months 12-18
C. Develop an Upper Darby TIF Program. Program guidelines should include the geographic description and boundary lines, improvements to be financed through the TIF, diversion rate, duration, any requested stipulations, etc.	UDT Govt.	Local Businesses, Delaware County, DVRPC		Months 12-18
D. Develop authorizing ordinances for the revised LERTA Program to be adopted by Upper Darby Township, as well as resolutions for the County and School District. Based on future development, adopt TIF Ordinances as required.	UDT Govt.	Local Businesses, Delaware County, DVRPC		Months 18-24
E. Develop a marketing brochure that promotes the LERTA and TIF Programs.	UDT Govt.			Months 24-30



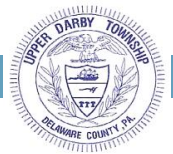
GOAL 1: RECONNECT OUR NEIGHBORHOODS TO VIBRANT COMMERCIAL DISTRICTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 6. WORK WITH BUSINESS OWNERS TO COORDINATE SPECIAL EVENTS				
A. Existing business associations should coordinate special events, such as street fairs, farmers market, and cultural events, to encourage residents to visit the commercial districts and celebrate the diversity of Upper Darby's neighborhoods.	UDT Govt.	Local Businesses, Business Associations, Neighborhood Associations		Months 06-12
ACTION ITEM 7. DEVELOP A BRAND AND MARKETING CAMPAIGN				
A. Seek or assemble funding and hire expertise to develop and then conduct a comprehensive marketing campaign for the Township and its commercial districts. The campaign should promote Upper Darby's commercial districts as destinations that have variety and uniqueness and are pedestrian-friendly, safe, and attractive. The campaign should also demonstrate how the commercial districts complement each other and regional destinations.	UDT Govt.	Local Businesses, Business Associations		Months 12-18
B. The marketing campaign should include branding of the commercial districts of Upper Darby. A brand name and a tag line should reflect the Township's unique assets, characteristics, and identity and enable the promotion of these assets.	UDT Govt.	Local Businesses, Business Associations		Months 12-18
C. Seek or assemble funding and hire expertise to develop and then conduct a comprehensive marketing campaign for the Township and its commercial districts. The campaign should promote Upper Darby's commercial districts as destinations that have variety and uniqueness and are pedestrian-friendly, safe, and attractive. The campaign should also demonstrate how the commercial districts complement each other and regional destinations.	UDT Govt.	Local Businesses, Business Associations		Months 12-18
D. The marketing campaign should include branding of the commercial districts of Upper Darby. A brand name and a tag line should reflect the Township's unique assets, characteristics, and identity and enable the promotion of these assets.	UDT Govt.	Local Businesses, Business Associations		Months 12-18



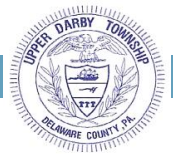
GOAL 2: RECONNECT OUR NEIGHBORHOODS TO STRONGER, MORE COLLABORATIVE NEIGHBORHOODS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 1. ORGANIZE NEIGHBORHOOD ASSOCIATIONS TO FACILITATE COLLABORATION BETWEEN TOWNSHIP RESIDENTS AND LOCAL GOVERNMENT OFFICIALS AND STAFF				
A. Individuals who have an interest in forming a neighborhood association will need to meet and discuss the major concerns that they have about the neighborhood and form goals for the association. Needs, vision, goals, and objectives for the neighborhood can be formalized in a Neighborhood Plan.	UDT Govt.	Local Businesses, Existing HOAs		Months 06-12
B. The group must obtain “buy-in” or support from the rest of the neighborhood. They can do this by involving them in the development of the Neighborhood Plan.	UDT Govt.	Local Businesses, Existing HOAs		Months 12-18
C. Register or formalize the neighborhood association with the Township. Discuss key issues, needs and concerns with Township officials and staff. The Neighborhood Plan can be used as guide to show priority issues and neighborhood “buy-in.”	UDT Govt.	Local Businesses, Existing HOAs		Months 12-18
ACTION ITEM 2. DEVELOP NEIGHBORHOOD PLANS TO ANTICIPATE AND GUIDE NEEDED IMPROVEMENTS, ZONING AMENDMENTS, AND AMENITIES				
A. Once interested individuals have established the needs and goals of the neighborhood association, a Neighborhood Plan should be developed. The plan will likely be more robust and receive more support if a neutral third party or consultant is hired to facilitate the plan’s development.	UDT Govt.	Local Businesses, Existing HOAs		Months 18-36
B. The third party or consultant facilitator should work through a process with the participants of each neighborhood that includes the identification of needs/concerns, a vision statement, goals, objectives, tasks, and priorities. If not already apparent, a leadership group and structure should evolve from the plan development process. Present the plan to local government officials.	UDT Govt.	Local Businesses, Existing HOAs		Months 18-36
ACTION ITEM 3. DEVELOP AND PROMOTE PROGRAMS AND PARTNERSHIPS TO RETAIN AND INCREASE HOMEOWNERSHIP				
A. The Township should maximize the use of its Community Development Block Grant (CDBG) funds to move Low Moderate-Income residents from being renters to homeowners.	UDT Govt.	Local Businesses, Delaware County, HUD		Months 06-12
B. The American Credit Counseling Institute and/or the Township’s Community Development Department should increase and regularly hold counseling workshops that discuss foreclosure prevention, pre-purchase counseling for perspective homebuyers, and availability of CDBG funds to assist renters in becoming homeowners. These workshops should be promoted on the websites and bulletin boards of rental complexes, as well community websites and bulletin boards.	UDT Govt.	Local Businesses, Delaware County, HUD		Months 06-12
ACTION ITEM 4. CONSIDER ESTABLISHING RESIDENTIAL HISTORIC DISTRICTS TO PRESERVE THE UNIQUE CHARACTER OF THE TOWNSHIP’S HISTORIC HOMES				
A. Work with an architectural historian and prepare a Pennsylvania Historic Resources Survey Form for the residential historic districts under consideration.	UDT Govt.	UD Historical Society, Local Businesses, Neighborhood association(s)	PHMC Keystone Historic Preservation Project Grant	Months 48-54
B. If a Determination of Eligibility is obtained, continue to work with the architectural historian and prepare a National Register Historic District nomination.	UDT Govt.	UD Historical Society, Local Businesses, Neighborhood association(s)	PHMC Keystone Historic Preservation Project Grant	Months 54-60



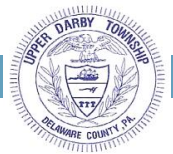
GOAL 2: RECONNECT OUR NEIGHBORHOODS TO STRONGER, MORE COLLABORATIVE NEIGHBORHOODS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 5. CREATE A LAND BANK TO ACQUIRE VACANT, ABANDONED, TAX-DELINQUENT, AND FORECLOSED PROPERTIES				
A. The Township should appoint a Land Bank Committee (LBC). The LBC will be responsible for researching best practices, developing a strategy for acquisition and reuse, and developing the guidelines and policy to be adopted by the Township. The LBC should communicate its findings, educate, and garner “buy-in” from staff, elected officials, authorities, and taxing entities.	UDT Govt.	Local Businesses, Delaware County, PHFA		Months 06-12
B. Since a land bank authority will need capitalization for property acquisition, maintenance, insurance, staff, and other expenses, the LBC should develop a Business Plan for the anticipated authority.	UDT Govt.	Local Businesses, Delaware County, PHFA		Months 06-12
C. The LBC should prepare an ordinance creating a Land Bank Authority that Township Council will need to consider and pass.	UDT Govt.	Local Businesses, Delaware County, PHFA		Months 12-18
D. Once the ordinance passes and the Land Bank Authority is created, the land bank should wisely use its resources and acquire properties that can be conveyed to pre-qualified developers with firm property development proposals, financing commitments, definitive settlement and construction start dates, and commitments to pay holding and transaction costs.	UDT Govt.	Local Businesses, Delaware County, PHFA		Months 18; ongoing



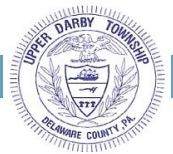
GOAL 3: RECONNECT OUR NEIGHBORHOODS TO THE REGION THROUGH TRANSPORTATION CONNECTIONS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 1. DEVELOP TROLLEY LINE LINEAR PARK				
A. Work with the stakeholders implementing the Delaware County Open Space, Recreation, and Greenway Plan (2015) and developing the Newtown Square Branch Rail Trail. Delineate the social, economic, recreational, and health benefits derived from developing the linear park.	UDT Govt.	Delaware County Planning Dept., DVRPC		Months 06-12
B. Seek DCNR and/or PennDOT grant funding for the Trolley Line Linear Park using the Delaware County Open Space, Recreation, and Greenway Plan (2015) and Naylor's Run Trail Feasibility Study.	UDT Govt.	Delaware County Planning Dept., DVRPC	DCNR C2P2; PennDOT's TAP program	Months 12-18
C. Once awarded funding, hire a design/engineering team to prepare construction drawings, specifications, and related documentation for the Trolley Line Linear Park. The construction document preparation will usually be the municipality's responsibility and should serve as match dollars for the project. Once construction documents are complete and funds are available, construct the linear park through the Township.	UDT Govt.	Delaware County Planning Dept., DVRPC		Months 18-36
ACTION ITEM 2. EXTEND THE DARBY CREEK GREENWAY FROM HOFFMAN PARK TO PILGRIM PARK				
A. Work with the stakeholders implementing the Delaware County Open Space, Recreation, and Greenway Plan (2015) and developing the Darby Creek Greenway Expansion. Delineate the social, economic, recreational, and health benefits derived from developing the greenway.	UDT Govt.	Delaware County Planning Dept., DVRPC		Months 06-12
B. Seek DCNR and/or PennDOT grant funding for the Darby Creek Greenway, from Hoffman Park to Pilgrims Park, using the Delaware County Open Space, Recreation, and Greenway Plan (2015) and Darby Creek Greenway Expansion study.	UDT Govt.	Delaware County Planning Dept., DVRPC	DCNR C2P2; PennDOT's TAP program	Months 12-18
C. Once awarded funding, hire a design/engineering team to prepare construction drawings, specifications, and related documentation for the Darby Creek Greenway. The construction document preparation will usually be the municipality's responsibility and should serve as match dollars for the project. Once construction documents are complete and funds are available, construct the greenway between the parks.	UDT Govt.	Delaware County Planning Dept., DVRPC		Months 18-30
ACTION ITEM 3. SUPPORT PLANS TO EXTEND THE COBBS CREEK AND NAYLOR'S RUN GREENWAY				
A. Work with the stakeholders implementing the Delaware County Open Space, Recreation, and Greenway Plan (2015) and champions of the Cobbs Creek and Naylor's Run Greenway; seek DCNR grant funding for the preparation of a feasibility studies for the Forge to Refuge Trail of the Cobbs Creek and Naylor's Run Greenway.	UDT Govt.	Delaware County Planning Dept., DVRPC	DCNR C2P2; PennDOT's TAP program	Months 06-12
B. Once awarded funding, hire a design/engineering team to prepare a feasibility study.	UDT Govt.	Delaware County Planning Dept., DVRPC		Months 18-30



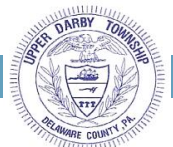
GOAL 3: RECONNECT OUR NEIGHBORHOODS TO THE REGION THROUGH TRANSPORTATION CONNECTIONS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 4. USE TECHNOLOGY AND CONGESTION MANAGEMENT STRATEGIES TO MAXIMIZE EXISTING INFRASTRUCTURE				
A. Meet with PennDOT to discuss eligible traffic signals and intersections, and available funding.	UDT Govt.	Delaware County, DVRPC, PennDOT		Months 06-12
B. Consult with an engineering team to prioritize eligible traffic signals and intersections.	UDT Govt.	Delaware County, DVRPC, PennDOT		Months 12-18
C. Seek funding to modernize and improve the priority traffic signals and intersections.	UDT Govt.	Delaware County, DVRPC, PennDOT	PennDOT Green Light Go	Months 12-18
ACTION ITEM 5. IMPLEMENT A COMPLETE STREETS POLICY				
A. Seek funding to hire a design/engineering team to plan and prepare design guidelines and policy recommendations for implementing complete streets. The guidelines and policy recommendations should provide direction in the decision making and design processes to ensure that all users are considered during the planning, design, construction, funding, and operations of the local transportation network.	UDT Govt.	Local Businesses, Delaware County, DVRPC	DCED MAP; PennDOT's TAP program	Months 06-18
B. Deliberate on and adopt recommended policies that ensure the needs of all users are considered for multimodal and active transportation projects and "complete streets" are designed and constructed.	UDT Govt.	Local Businesses, Delaware County, DVRPC		Months 18-24



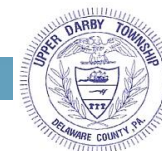
GOAL 4: RECONNECT OUR NEIGHBORHOODS TO SAFE, ATTRACTIVE AND SUSTAINABLE ENVIRONMENTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 1. FORM A RECREATION COMMITTEE				
A. The Township should notify residents of the opportunity to serve on the new Recreation Committee. Residents who have an interest in participating on the Committee should be asked to contact the Director of Leisure Services. The Director should compile and provide the list of proposed members to the Township for official appointment at a public meeting.	UDT Govt.	Neighborhood Associations, Delaware County		Months 12-18
B. The Township should convene monthly meetings of the Recreation Committee to discuss concerns and desires, and develop a proposed work plan to be shared with the Township.	UDT Govt.	Neighborhood Associations, Delaware County		Months 12-18
C. The Recreation Committee should be prepared to advocate for various needs and projects, and work with the Township to raise money for various projects.	UDT Govt.	Neighborhood Associations, Delaware County	DCNR C2P2	Months 18-24
ACTION ITEM 2. CREATE A SCHOOL PARK PROGRAM				
A. Neighborhood associations or interested individuals should prepare and make a presentation to the Township's administration and then to school administrators and boards on the opportunity and value of transforming their school grounds into neighborhood parks. Upper Darby's Department of Leisure Services should establish a process and policy of recognizing school grounds as neighborhood parks, a School Park Program.	UDT Govt.	Neighborhood Associations, School Districts		Months 24; ongoing
B. The school and neighborhood should work together to determine needed improvements for the newly created neighborhood park. Improvements may include playground equipment and integrating art and landscaping into the design. Such a collaborative effort can result in a park that reflects the needs, interests, and creative efforts of a particular neighborhood.	UDT Govt.	Neighborhood Associations, School Districts	DCNR C2P2	Months 18-30; ongoing
ACTION ITEM 3. CREATE A NEIGHBORHOOD IMPROVEMENT DISTRICT FOR THE 69TH STREET AREA				
A. Property owners, associated stakeholders, and the Township should form a Neighborhood Improvement District (NID) task force.	UDT Govt.	Local Businesses, Residents, Property Owners		Months 36-42
B. The 69th Street NID Task Force should seek assistance and prepare a NID Plan. The Plan should include the proposed district's boundaries, area description, proposed improvements for the NID, proposed service improvements, image/branding campaign, outreach marketing opportunities, estimated timeframe of activities, estimated budget for activities, projected sources of revenue, and recommended NID administration.	UDT Govt.	Local Businesses, Residents, Property Owners	DVRPC	Months 42-48
C. The Task Force should prepare and execute a NID communications plan that will include task force members educating property owners about the benefits and autonomy of the NID, process of enacting it and maintaining it, and anticipated annual assessment fees for the NID.	UDT Govt.	Local Businesses, Residents, Property Owners		Months 42-48



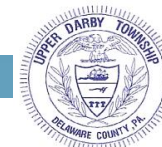
GOAL 4: RECONNECT OUR NEIGHBORHOODS TO SAFE, ATTRACTIVE AND SUSTAINABLE ENVIRONMENTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
D. Once the necessary support from property owners is achieved, the Task Force will need to publicly present the proposed NID Plan to the Township Council. Council will need to hold a 45-day public comment period and consider formally establishing the NID at the conclusion of the 45-day period.	UDT Govt.	Local Businesses, Residents, Property Owners		Months 48-54
E. Following Township Council's enactment, the NID should begin executing its Plan, including hiring staff to help implement the Plan.	UDT Govt.	Local Businesses, Residents, Property Owners		Months 54-60; ongoing
ACTION ITEM 4. TRANSFORM THE NATURE/CHARACTER OF SOME COMMUNITY OPEN SPACES FOR PASSIVE USE				
A. Evaluate the active and passive usage of parks, recreational lands, and open space in the Township.	UDT Govt.	Recreation Committee Neighborhood Associations		Months 06-12
B. Consider whether some active parks and playgrounds, especially those requiring substantial maintenance, should have their equipment and impervious surfaces removed to become passive open space.	UDT Govt.	Recreation Committee Neighborhood Associations		Months 12-18
ACTION ITEM 5. REVIEW CONDITIONS OF THE SELECTED ATHLETIC FIELDS				
A. The Township should evaluate and prioritize the maintenance needs of Upper Darby's parks, playgrounds, and recreation areas. The Township should delineate the specific maintenance needs of each park or area and include cost estimates with maintenance needs.	UDT Govt.	Recreation Committee Neighborhood Associations, Local Businesses		Months 06-12
B. The Township Council should address the priority maintenance needs with limited tax dollars. The Township should explore whether businesses, institutions, or neighborhood associations could adopt a park and provide funding or volunteer time to address maintenance needs.	UDT Govt.	Recreation Committee Neighborhood Associations, Local Businesses		Months 12-18
ACTION ITEM 6. INVESTIGATE OPPORTUNITIES TO IMPLEMENT TRAFFIC CALMING MEASURES ON RESIDENTIAL STREETS THROUGH STREETScape IMPROVEMENTS, GREENWAYS, AND RAIN GARDENS				
A. Hire a design/engineering team to examine the streets with apparent or noted need for traffic calming, as well as any streets with high pedestrian-vehicular incidents, and determine the traffic calming and greenway and rain garden opportunities. The team should prepare design, specifications, and related documentation for the priority streets needing traffic calming measures and ensure that they are "shovel ready" for available funding.	UDT Govt.	Neighborhood Associations, Delaware County, DVRPC		Months 24-30
B. Seek grant funding and assemble match dollars for the "shovel ready" projects. Once funds are available, construct the traffic calming measures.	UDT Govt.	Neighborhood Associations, Delaware County, DVRPC	PennDOT's MTF or TAP programs	Months 30-48; ongoing



GOAL 4: RECONNECT OUR NEIGHBORHOODS TO SAFE, ATTRACTIVE AND SUSTAINABLE ENVIRONMENTS

ACTION ITEMS AND STEPS	LEAD PARTNER	KEY STAKEHOLDERS	FUNDING OPPORTUNITIES	TIME-FRAME
ACTION ITEM 7. EVALUATE THE COLLECTION METHODS AND PUBLIC OUTREACH FOR TRASH, SINGLE STREAM RECYCLING AND FALL LEAF MATERIAL				
A. The Township should conduct an analysis of the current collection methods for trash, single stream recycling and the fall leaf collection program. This analysis should include information related to tonnage collected in all programs, disposal methods, and cost. The Township should determine improvements required to increase efficiency and cost for all programs.	UDT Govt.			Months 06-12
B. The Township should conduct an evaluation of the current public outreach methods use to educate the public on the single stream recycling program.	UDT Govt.			Months 06-12
ACTION ITEM 8. DEVELOP AN AUTOMATED SYSTEM TO IMPROVE THE EFFICIENCY OF THE CODE ENFORCEMENT OFFICE				
A. The Township should seek information and software demonstrations of automated systems of Code Enforcement. An automated code enforcement system should be able to retrieve real time information, obtain accurate information via interface from all applicable departments, display all active permits, licenses, and violations for a particular property or property owner, and allow officers to update the system immediately after an inspection.	UDT Govt.	Local Businesses		Months 06-12
B. Before selecting a vendor, the Township should create and place a code enforcement survey on-line for completion by applicable Township personnel and departments and applicable stakeholders.	UDT Govt.	Local Businesses		Months 06-12
C. Involve the Township's code enforcement and information systems offices in the process and develop a request for proposals for an automated code enforcement system. Ensure that the system allows property owners and residents to check the status of Code Enforcement complaints and cases on-line, as allowed by law.	UDT Govt.	Local Businesses		Months 12-18
D. Select the system that best meets the Townships needs and budget.	UDT Govt.	Local Businesses		Months 18-24
ACTION ITEM 9. CONTINUE TO USE THE ENVIRONMENTAL ADVISORY COMMITTEE (EAC) AND THE EASTERN DELAWARE COUNTY STORMWATER COLLABORATIVE (EDCSC) TO IMPROVE STORMWATER MANAGEMENT AND WATER QUALITY IN UPPER DARBY				
A. Continue to educate the public on the importance of stormwater management.	UDT Govt.	EAC, EDCSC		Current, ongoing
B. Identify key commercial areas for the implementation of a commercial rain garden program.	UDT Govt.	EAC, EDCSC		Months 0-6 months; ongoing
C. Seek Funding for commercial rain gardens to beautify the commercial areas while improving stormwater management and water quality	UDT Govt.	Neighborhood Associations, Delaware County	William Penn Fdn, PA Resources Council, National Fish and Wildlife Foundation	Months 06-12; ongoing
D. Work with the Upper Darby School District and local artists to develop a residential rain barrel program.	UDT Govt.	Neighborhood Associations, Delaware County	William Penn Foundation	Months 6-18 months





CHAPTER 5. RELATIONSHIP BETWEEN PLANS

A total of 20 Delaware County municipalities border Upper Darby Township including; Haverford Township, Springfield Township, Darby Township, Darby Borough, Clifton Heights Borough, Collingdale Borough, Lansdowne Borough, East Lansdowne Borough, Millbourne Borough, and Yeadon Borough. All Land Use Plans included within these municipalities comprehensive plans are compatible with what is proposed in Imagine Upper Darby Comprehensive Plan. The following is a summary of the newly adopted Land Use Plans:

DELAWARE COUNTY COMPREHENSIVE PLAN: 2035

The Delaware County Comprehensive Plan 2035: (*The Land, The People, The Places*) was adopted by the County Council on November 27, 2013. The Plan divides the County into 8 different areas:

- Character Areas
 - Mature Neighborhoods
 - Growing Suburbs
 - Open Spaces
 - Greenways
- Greenways Central Places
 - Urbanized Centers
 - Town Centers
 - Neighborhood Centers
 - Activity Corridors

The land use planning goal for the County's Comprehensive Plan is "to preserve and enhance the existing diversified mix of land uses and provide for orderly and coordinated development that sustains a high

quality of life”. The County’s future land use policies will focus on infill development, particularly around center. The Plan encourages transportation and infrastructure improvements to spur redevelopment.

The County’s Land Use Plan includes the following Objectives:

- Create desirable places to live by ensuring that land resources are allocated for uses that will achieve the following:
 - Accommodate and enhance established community character and planned growth;
 - Support viable transportation and infrastructure systems;
 - Include a range of housing options;
 - Protect natural and historic resources, and;
 - Provide for adequate community facilities.
- Encourage compatible land use, redevelopment, and revitalization that will protect the stability and enhance the character of mature neighborhoods.
- Encourage context-sensitive design and sustainable development and redevelopment.
- Preserve, connect, and expand greenways and open space to protect natural and historic resources, and promote healthy lifestyles.
- Improve land use compatibility and accommodate population growth, institutions, services, and culture to strengthen economic competitiveness. One series of policies and actions is presented for Urbanized Center, Town Center, and Neighborhood Center since they share a common objective.
- Promote economic redevelopment and development, while preserving community character and improving accessibility.

This Plan supports *Delaware County 2035* (2013), and subsequent detailed components plans for *Open Space and Recreation*, *Economic Development*, and *Transportation*. The Plan is also consistent with the County’s Historic Preservation Plan.

SPRINGFIELD-CLIFTON HEIGHTS BOROUGH JOINT COMPREHENSIVE PLAN

LAND USE MAJOR CONCEPTS

The Land Use Plan incorporates four main interrelated concepts for the Joint Planning Area, summarized as follows:

- New mixed-use centers at selected locations along Baltimore Pike with hubs of retail, office and residential uses. Centers are to be walkable, compact concentrations of the mixture of uses incorporating public open spaces and pedestrian amenities.
- New and intensified Transit-Oriented Development (TOD) at Regional Rail and designated trolley stops.
- Revitalized borough center area in Clifton Heights.
- Extensive system of open space and greenways throughout the two municipalities, including a transformation of Baltimore Pike into a landscaped boulevard.



CHAPTER 6. PUBLIC OUTREACH

NEIGHBORHOOD WORKSHOPS

The public outreach phase of the Comprehensive Plan began with several neighborhood workshops. The workshops were held on September 24, 2015 and September 25, 2015, at the following locations:

- Anthony's Restaurant
- Beverly Hill Middle School
- Drexel Hill Middle School
- Highland Park Elementary School
- Holy Child Elementary School
- Watkins Senior Center
- Westbrook Park Elementary School

Over 70 residents attended these meetings to provide their insight into the opportunities and challenges facing Upper Darby. (Summary notes from these meetings are included as Exhibit A.)

These neighborhood sessions began with a brief presentation on the comprehensive planning process; the Consultants explained that the planning process would be divided into the following phases:

- Public Involvement Phase, which would include neighborhood workshops, surveys of residents and business owners, a business focus group session, and stakeholder interviews;
- Identification Phase, which would identify issues, and assist in understanding the opportunities relative to land use, parks and recreation, economic development, housing, traffic/circulation, and environmental issues.
- Visioning Phase would begin with a Community House to provide residents with the opportunity to hear the results of the public involvement and analysis phases and to discuss their Vision for Upper Darby Township.

The introduction was followed by a facilitated discussion that allowed the residents to convey what assets in Upper Darby they value most, as well as, its most pressing issues and threats. The following questions were used to facilitate this interactive session:

1. Assets and Values

- a. What assets do you value most in Upper Darby Township?
- b. Of the things listed above, which values/assets are unique to Upper Darby?

2. Issues and Threats

- a. What do you see as the most pressing issues and/or threats in Upper Darby Township? What is unique to Upper Darby Township? What is shared with the region?

The participants identified the following as assets they valued most in Upper Darby Township:

- Sense of community
- Location to Philadelphia and access to employment centers
- Walkability
- Cultural diversity
- Population diversity
- The School District
- Access to higher education
- High quality daycare/preschools
- Access to municipal and government services
- Township officials
- Public works services
- Emergency services (including) police, fire and EMS
- Access to public transportation
- Neighborhoods (including the diversity in housing, architecture and affordability)
- Quality of life for families
- Access to performing arts
- Tower Theater
- Location within the region; access to everything and anything within a 20-minute drive time
- Urban/suburban mix
- Activities for youth

The assets that were unique to Upper Darby included the access to municipal services/government; sense of community; location; urban/suburban mix; activities for youth; quality of public safety; and access to public transportation.

Threats/challenges in Upper Darby Township included:

- High number of rental properties; lack of pride in maintaining their homes
- Continuing decrease in property values
- The aging housing stock
- Section 8 housing
- Multiple families residing in a single-family home
- High tax rates; impact on older residents
- Aging infrastructure
- Decline in residents sitting on their porches; lack of community feeling
- Residents living in surrounding communities attending schools illegally in Upper Darby
- Overcrowding schools; senior high school
- Stigma of the school district
- Perception of drugs and crime; changing environment of safety
- Lack of street sweeping
- Residential parking
- Lack of positive image for Upper Darby
- Township is perceived as not business friendly
- A large number of vacant homes and businesses
- Outdated store fronts; Commercial property maintenance/re-investment
- Challenge of multicultural tolerance
- Lack of diversity with respect to the tax base; 68% residential, 21% commercial, 8% institutional, and 3% industrial

The issues/threats unique to Upper Darby included challenges of multicultural tolerance, diversification of tax base, aging housing stock, lack of positive image, vacant store fronts, stigma of the school district, and high tax rates.

Participants were then given colored dots and asked to prioritize the Assets/Values and Issues/Threats. The blue dot represented their first priority, yellow – second priority; green dot – third priority; and red – fourth priority.

TOP 10 PRIORITIZED ASSETS:

- Quality of life afforded by location
- Public safety
- Diversity
- Education
- Public services
- Transportation
- Neighborhoods
- Arts and culture
- Diversity in housing
- Quality of life afforded by the community



TOP 10 PRIORITIZED THREATS/ISSUES:

- Housing, vacancy, and condition
- Quality of life
- Public safety
- Taxes
- Education
- Public services
- Image/branding
- Condition of commercial properties
- Neighborhoods
- Economic base

PRIORITIES. After the prioritization exercise, the participants were brought back together to discuss obstacles that would prevent change from happening. The following were provided:

- Money, funding issues, and the need to increase taxes to pay for services
- Accountability, how do we track success
- Apathy, resident's priorities, and the attitude of the area
- Changing communities
- Lack of community pride, volunteerism, community involvement
- Lack of communication, need to educate the public
- Lack of visible advertising, banners, and positive advertising
- Cultural diversity; breaking language barriers
- No model for bringing people together
- It is a "mall society," influence on viability of small stores
- Lack of buy-in; common ownership of vision
- Resistance to change

VISION. Participants were also given an Upper Darby Vision card and asked to complete the card during the workshop. The following is a short list of what was provided; a full list of the vision statements is included in Exhibit A:

- Banner system celebrating the various neighborhoods in Upper Darby. "It's Better on the Hill" (Drexel Hill); "It's Better in the Park" (Drexel Park); "It's Better on the Street" (69th Street). This banner system would tie the neighborhoods and Upper Darby together.
- Build on rich history and diversity
- Renewal of community involvement
- Thriving updated commercial corridors; make Upper Darby a destination to come/move to Upper Darby Township.

COMMUNITY SURVEYS

An online survey was hosted on the comprehensive planning website for a period of 45 days. Over 340 residents responded to the survey. Of the 340, 65% were female; 87% were homeowners; 85% were aged 35 and older; 53.4% have lived in Upper Darby for 20 years or more. (Summary of the Community Survey has been included in Exhibit A.)

2004 COMP PLAN OBJECTIVES. Residents were asked about the relevance of the objectives provided in the 2004 Comprehensive Plan. The top five objectives residents selected were the following:

- Preserving the quality of existing stable neighborhoods
- Promoting revitalization of neighborhoods in need of reinvestment
- Redeveloping or improving the appearance of select commercial areas
- Protecting existing woodlands
- Increasing home ownership

GUIDING FUTURE GROWTH. Residents felt the top three objectives that should guide future growth and development in Upper Darby were enhancing public safety; improving the appearance of housing; and recruiting new business and industry.

LIVING IN UPPER DARBY. Residents choose to live in Upper Darby because of the proximity to Philadelphia (53.5%); near family (48.5%); close to job/employment opportunities (40.8%); cost of living (30%).

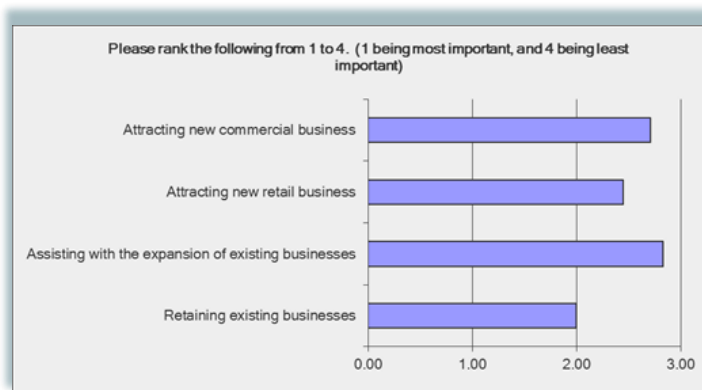


FIGURE 18. RATING ATTRIBUTES

RATING ATTRIBUTES. Residents were then asked to rate Upper Darby with respect to a number of attributes. Again, 75% of the participants responded to this survey question (*See Figure 18*). Attributes that received higher ratings (residents rated it either excellent/good) included:

- Upper Darby as a place to live – 52%
- Mass transit – 77%
- Health care accessibility – 52%
- Police force – 69%
- Fire department – 77%
- Trash collection – 74%
- Recycling services – 78%
- Library – 68%

Attributes that the majority of residents ranked either as fair or poor included:

- Economic conditions – 80%
- Business recruitment – 62%
- Protecting the environment – 51%
- Traffic congestion – 72%
- Traffic safety – 62%
- Bicycle/pedestrian safety – 70%
- Quality of sidewalks – 53%
- Public parks – 56%
- Response to homelessness – 53%

When asked what they felt was important within the Township, the top five selections were:

- Education quality – 95%
- Crime – 97%
- Walkable neighborhoods – 97%
- Recreation and open space – 92%
- Township government – 94%

NATURAL AND CULTURAL RESOURCES. With respect to natural and cultural resources, the vast majority of those responding to the question felt it was important to improve water, air quality, and protect the cultural resources, open space, and drinking water quality. They also agreed the Township should expand or improve the use of renewable energy.

TRANSPORTATION AND CIRCULATION. Residents were asked a number of questions about transportation and circulation within the Township. When asked what roadway improvements should be made in Upper Darby (residents could select 3 options), 54% thought the Township should focus on maintaining good pavement quality; 46.3% felt the traffic signals should be more efficient; 35% thought the Township should add sidewalks and bike lanes along roadways; 33% thought street lighting needed to be improved; and 28% thought the Township should implement traffic-calming measures.

BICYCLE/PEDESTRIAN IMPROVEMENTS. When asked about improvements needed for cyclists and pedestrians, residents selected improvements that provided off-street bikeways/trails (51.6%) and facilities that reduce the conflict between cyclists/pedestrians and vehicular traffic (44.4%).

IMPROVING ECONOMIC CONDITIONS. When asked to rank programs to improve economic conditions, assisting with the expansion of existing businesses received the highest ranking (2.83/4.00); followed by attracting new commercial business (2.71/4.00).

OFFERING INCENTIVES. When asked what incentives should be used to retain or recruit business and industry, over 52% of those responding to this question thought reducing permit fees and funding commercial façade improvements were important.

COMMUNICATION. Residents were asked to choose three methods for receiving information from the Township; over 62% selected email, over 60% selected the Township’s website, and 50% selected direct mail.

BUSINESS FOCUS GROUP SESSION

Two business focus group sessions were held to discuss the opportunities and challenges for Upper Darby from a business perspective.

When asked about the Township’s assets, business owners identified the transportation network, infrastructure, proximity to Philadelphia, diverse business mix, and unique residential neighborhoods as strengths that attract new residents, visitors and businesses. Urban location and the population/customer base are noted as great strengths. Tower Theater is an asset that draws people into Upper Darby; the Township should explore historic grants for the structure. Upper Darby Township is referred to as a “mini United States” due to its diversity (cultural, financing, neighborhoods, etc.). The affordable housing stock provides opportunities for starter homes.

When asked about issues facing the Township, business owners cited the stigma of 69th Street as being unsafe and dirty. Personal taxes are high, which is consistent with the County, but not so much for the region. The communication between local police forces needs to be improved. Many businesses are looking for resources to improve their locations and/or expand. The Township lacks a central organization (such as a Chamber) to help assist businesses with marketing and other programs. The County has a Chamber of Commerce but it is cost prohibitive for many small businesses to participate.

Education and making sure the workforce has the basic skills was also identified as an issue. The school district is overcrowded and test scoring is lower because of the language barriers – this impacts the perception of the quality of schools in Upper Darby.

Opportunities for the Township include marketing campaigns that promote the fact that you can purchase everything in Upper Darby. The Township should also develop a program to improve the districts with regular cleaning and capital projects such as streetscaping, and façade improvements to enhance the appeal for customers. Other promotions should include Restaurant Week (Township wide) and customer appreciation days.

Create a township wide business association that combines all the existing associations. Work with the library to create training sessions for business owners, speaking engagements, and opportunities for businesses to network.

Other suggestions included a business incubator, better communication with business owners, incentives to attract new businesses, and funds to assist current businesses owners with façade improvements. The businesses need a non-political cheerleader, as well as, ways to cross promote services.

When asked about obstacles to creating change in Upper Darby, business owners responded that there are competing priorities, and the lack of support and funding. The business owners noted these challenges are not unique to Upper Darby Township.

Business owners want to work together to improve the economic conditions, but schedules do not always allow for such collaboration. It is sometimes very difficult to get everyone on the same page; it is also difficult to motivate people to get out of their own neighborhoods.

The group indicated that business associations work best when they have one big issue to focus on, but become difficult to maintain if business owners do not see increases in sales/profits.

BUSINESS OWNER SURVEY

A business owner survey was also hosted on the Comprehensive Plan’s website for 45 days. (Full survey results have been included in Exhibit A.) Fourteen business owners completed the survey; 7 of these owners were Township residents. Industries represented by the participants included restaurant, retail, professional office, personal services, and commercial. The majority of participants had been in business for over 10 years. The majority also leased their locations, and felt enhancements such as painting, new signage, and façade improvements were required to attract customers.

Proximity to customers and home, and access to transit, is cited as the top reasons for operating a business in Upper Darby.

Security, higher taxes, and parking were cited as disadvantages to operating a business in Upper Darby.

Fire protection, police protection, street lighting, and municipal services (snow removal, refuse/recycling, storm water management) all received higher ratings by the business owners.

Business owners felt the municipality should focus on improving the appearance of the commercial districts (along the roadways), improving the Township’s neighborhoods and infrastructure. The majority of business owners also indicated that new development should focus on bringing in additional retail.

Most of the business owners felt they were informed about what is going on in Upper Darby. They receive their information through a number of sources.

STAKEHOLDER INTERVIEWS

Delta interviewed 10 stakeholders as part of the public outreach process. These stakeholders included:

- Ken Weinstein – Developer
- Brian Kane, CRS,GRI – Associate Broker – RE/MAX
- Francis E. Kelly – Assistant General Manager – SEPTA
- Jeffrey D. Kneuppel, P.E. – Deputy General Manager – SEPTA
- Maureen Ingelsby – Realtor – Keller Williams Main Line Realty
- William P. Kaiser – Division Director, Delaware County and Chester County Services
- Mary Jo Boyer, Ph.D. – Vice Provost and Vice President – Delaware County Community College (Chester County)
- Michael L. Ranck –President and CEO – The YMCA
- Jason Bray – General Manager – Philadelphia Market, Theaters and Clubs (Live Nation)
- Susan M. Bratton – CCIM – Regional Real Estate Manager – Wawa



The stakeholders were asked a series of questions which regarding the current strengths and weaknesses of the Township, future opportunities and direction of the Township. The following is a summary of their responses:

WHAT DO YOU SEE AS UPPER DARBY'S GREATEST STRENGTHS/ASSETS?

UPPER DARBY GOVERNMENT AND SCHOOLS

- The people, who are in the government, and the police department, are passionate about their community; they focus on moving forward in a positive direction; Upper Darby has a good mayor.
- The Township provides a lot of great services; the police force is also very good
- Upper Darby has a very well run municipal government; the current leadership within the Township is very thoughtful and committed.
- Township employees are great. They are working to bring down the property taxes; or to at least trying to hold the line.
- Upper Darby has the proximity to, and lower taxes than, Philadelphia and does not have the Philadelphia City Wage Tax.
- Some of the best programs offered by the township are the parks and recreation programs.
- The school district is great asset.
- There are a number of great assets in and around the community – transportation, shopping, Parishes/churches, schools (both public and private).
- Upper Darby's greatest strengths is it cultural diversity, its transportation system, and the community's commitment to educational access.

PEOPLE

- The new residents coming from the city have created a multi-ethnic environment that I love.
- The schools and community are very ethnically and racially diverse, which creates a great environment to learn and live in.
- The people who live here are very culturally aware and strive to accept and welcome everyone.
- I do see more young people (millennials) coming to the township and trying to improve things.
- The population density in Upper Darby is a great asset and makes the township a very attractive place for certain types of businesses to locate and grow.
- For the most part, the residents of Upper Darby are contributing members of society who work hard and take care of their properties.

REAL ESTATE

- The homes in Drexel Park are gorgeous mini-mansions. They are the “best bang for the buck” in real estate.
- The housing stock is interesting and attractive.

TRANSPORTATION

- Transportation is a great strength for the township. Major assets include the SEPTA bus transportation system; the 69th Street Terminal which serves as a major transportation hub; and the trolley system which extends to 69th Street station. The elevated trains at the 69th Street station provide access throughout the region, including Center City.
- The 69th Street Station is the township’s biggest asset; the amount of people moving through the 69th Street station creates many opportunities and brings people to the central business district.
- The 69th street terminal is receiving a number of improvements and the entire terminal will be even nicer and more inviting.
- The Primos Rail Station is an excellent asset and is ripe location for Transit Oriented Development.
- Construction on the Secane Rail Station will start in less than a year and will result in a first-class facility.
- Proximity to transit is a great strength; Upper Darby has good transportation assets.
- Upper Darby is closely linked by a great transportation network; very few communities in the U.S. share this asset.

AMENITIES

- The township also has great shopping – especially now that the 69th Street area is being improved.
- The Upper Darby Performing Arts Center is amazing.

CHALLENGES/CONCERNS:*UPPER DARBY GOVERNMENT AND SCHOOL DISTRICT*

- Upper Darby has the population density of a city, but it may not be able to get the type of funding that a city would get.
- There is not a very clear notion of the overall priorities of the Township.
- Upper Darby does not have zoning that shows a conscious decision of where growth should take place; consequently, they are essentially working against themselves in recruiting businesses.



- Keeping the taxes under control is critical.
- Reduce taxes without reducing needed services.
- The tax base and affordability of the township services are a major challenge, especially since there has been no new development to help with the tax burden.
- High taxes are significantly affecting the marketability of homes in the Township.
- The existence of so many apartment complexes with the children who live in them receiving education from the district, but the owners of the buildings don't pay enough to make up for how many children are attending the schools.
- Realtors are finding a lot of apathy in the codes enforcement department.
- Crime in Upper Darby is so highly publicized that it puts a very bad light on the township.
- The Township does not publicize the good things happening at the school; many students from Upper Darby go on to attend Ivy League schools.
- Families are leaving our township to move further out because there is a common perception that those schools are better than ours are.
- The Township and School District should improve the appearance of the football field.

PEOPLE

- Diversity brings the challenges of language barriers.
- Trash and debris are a common problem for neighborhoods close to the commercial districts.
- There is competition among the local social organizations and some end up duplicating efforts.

REAL ESTATE

- The township has too much of an imbalance between homeowners and businesses; the lack of larger industries or office parks does not support the local tax burden.
- Adding restaurants to the 69th Street commercial area will greatly enhance this commercial district

TRANSPORTATION AND INFRASTRUCTURE

- It is unclear whether Upper Darby's road system can handle significant increases in population density.
- Lack of parking is a big issue in the 69th Street area.
- The infrastructure of Upper Darby is aging, a replacement and maintenance program is critical.
- The layout of the township poses traffic congestion problems; when schools let out, there is gridlock in the area.



CRIME

- Although the Township is doing a good job in combatting crime, with the good transit system, it is easy for criminals to get in and out of the community; the Township will need to remain vigilant in fighting crime.
- Need a bigger police presence in the 69th Street Corridor business district.

OPPORTUNITIES/ASPIRATIONS:

- Create a clearer notion of a coherent community, since people are unaware of what Upper Darby has to offer.
- Upper Darby needs to expand the tax base by making the center business district effective, so that new businesses can offset the tax burden from existing homeowners and businesses.
- Make sure that the zoning allows for the right type of growth in the right locations.
- Improve the economic conditions of Upper Darby by bringing in corporate headquarters or companies that need office space, since taxes in Upper Darby are lower than in Philadelphia.
- Leverage proximity to transit with Transit Oriented Development, since it's such a short train ride to Philadelphia.
- Provide opportunity for vertical construction in the township to accommodate growth and additional development, rather than just focusing on horizontal development.
- Continue to bring big box stores into the area to help support the tax base.
- Continue to revitalize and improve the 69th street area.
- Need a stronger police presence in the 69th Street Corridor business district so that restaurants and retailers will want to be here.
- The opportunity for TOD right by the 69th Street terminal is enormous.
- Come up with incentives that will entice good businesses (not pawn shops) to locate in the 69th Street Corridor.
- Consider rezoning the areas adjacent to the 69th Street corridor to commercial; transition the housing from this corridor and replace with office and other commercial uses.
- Improve the streetscape environment since a lot of the commercial stock is trail-worn and not necessarily attractive for shoppers.
- Perhaps building up the restaurant district like Broad Street, or creating a business environment that draws mom-and-pop shops to the area, and you can have a quaint, walkable commercial district.
- The business district provides good opportunities, but the township needs to clean it up and make it shine.

- Need to proactively go out and recruit businesses to locate here and work to keep good companies here to support the tax base.
- Substantially lower both the school tax and township tax and increase the Earned Income Tax so that senior citizens on fixed incomes are paying less.
- Keep the area safe and improve public perception regarding the township's safety.
- Provide positive publicity for the (many) good things happening in the township and in the school district.
- Find more ways to keep the tax base stable and keep taxes from going up.
- The social organizations in the township need to come together to do what is best for the residents rather than compete with each other.
- The township has some wooded open space areas that they could use for additional parks, instead of these open spaces being turned into shopping areas.
- Naylor's Run Park is a great asset. It could be improved by removing places where criminals can hide and making it more open.
- The Long Lane Business District could be a good opportunity for the township, since there is a group of business owners working with local officials to clean up the district.
- Ensure the accessibility of the public transportation system.
- Develop better partnerships with social service providers.
- Provide English as a second language classes.
- Provide free or low-cost job training for the community.
- Offer collegiate education to the community.
- I do see more young people (millennials) coming to the township and trying to improve things.
- Turn the archdiocese vacant building property into office space and encourage major companies to put their headquarters.
- Plan to open three new stores in Upper Darby within the next 5-10 years, since it is a proactive community.

WHERE DO YOU SEE UPPER DARBY IN 20 YEARS?

- Upper Darby's central business district will make it or break it. If the revitalization of the district happens successfully, it will be a huge success for the community. If they are able to cater to the younger generation that wants to be able to walk or take public transportation, they will be such a strong community.

- If the Township focuses on transit as an opportunity and if the current trends continue in terms of people moving back to denser, transit-oriented communities, redevelopment/revitalization could occur in Upper Darby, similar to what has happened in the Girard Avenue area of Philadelphia and people would move back to the township.
- The Township will be much more diverse, in regards, to race and ethnicity, even more than it is now.

OPEN HOUSE

The Delta Team facilitated an Open House on February 28, 2015, at the Upper Darby High School to provide residents, business owners, and community leaders with the opportunity to comment on various components of the Comprehensive Plan. Approximately 250 attendees had the opportunity to visit five (5) different stations to understand existing conditions and issues related to education, transportation, civic and open space, neighborhoods, and the Township's commercial areas. (*See Exhibit A – Information Station Boards*).

PIGGY BANK ACTIVITY. Over 180 attendees spent forty-one cents, in the form of a quarter, dime, nickel, and penny, in five (5) different planning areas; these included education, commercial districts, recreation and open space, neighborhood improvements, and transportation. \$26.03 was collected in the Education Piggy Bank; \$19.34 was collected in the Commercial Improvement Piggy Bank; \$ 15.55 was collected in the Neighborhood Improvement Piggy Bank; \$8.02 was collected in the Recreation/Open Space Piggy Bank; and \$5.32 was collected in the Transportation Piggy Bank.

Attendees also participated in a survey. The following are results from the Open House Survey:

COMMERCIAL DISTRICTS

- What percent of your household's spending for goods and services would you estimate is spent in Upper Darby Township?
 - Less than 20% – 40%
 - Between 20% to 40% – 23%
 - 40% to 60% – 18%
 - Over 60% – 19%
- Consider the location you identified as the place you most frequently shop. Why do you choose to shop there? (participants could choose more than one)
 - Closest to my home – 62%
 - It's clean and attractive – 38%
 - I feel safe there – 41%
 - It has stores/goods/services that meet my every day needs – 64%
 - It has good restaurants – 16%
 - It has specialty stores/services that I frequent – 22%

- Is there a commercial area closer to your home than the one where you shop most frequently?
 - Yes – 44%
 - No – 56%
- If yes, why do you not shop there?
 - Its stores/goods/services don't meet my every day needs – 61%
 - It has no specialty stores/services that attract me – 41%
 - It has no restaurants that attract me – 64%
 - It's in poor physical condition and not inviting – 16%
 - I don't feel safe there – 22%

IMPROVING OUR NEIGHBORHOODS

- Would you agree with the following vision for Upper Darby's Neighborhood Plan? "Attractive, clean, walkable neighborhoods that are safe, and celebrate our cultural diversity."
 - Yes – 96%
 - No – 4%
- Additions to Vision Statement:
 - Community, Convenience, Charm
 - Progressive, Innovative
 - Community, Convenient, Character
 - It's where it all began
 - Replace attractive (too clinical) with vibrant
 - Historic
 - Small town charm
 - Green
- Deletions from Vision Statement:
 - Safety – quit talking about it; stop apologizing for a perception
 - Replace celebrate with reflect
 - Change walkable to friendly
 - Cultural Diversity
- To achieve the vision, a number of goals would need to be established. Please note, if you agree with the following goals for the Upper Darby Neighborhoods (percentages below denote the responded who agreed with the goal).
 - **GOAL 1** – Improve the aesthetic appearance of the neighborhoods – 99%
 - **GOAL 2** – Preserve the historic quality of the neighborhoods – 86%
 - **GOAL 3** – Ensure the neighborhoods are safe – 100%
 - **GOAL 4** – Improve the walk-ability of the neighborhoods – 91%



- **GOAL 5** – Create connections to commercial areas, but maintain the compatibility between neighborhoods and commercial areas – 92%
- **GOAL 6** – Create new opportunities for residents to become more involved with developing plans for the neighborhoods – 94%
- **GOAL 7** – Organize events for introducing new residents to our neighborhoods – 86%
- Additional goals included:
 - Reduce township and school taxes
 - Improve commercial areas and downtown to keep our money in Upper Darby
 - Maintain property values and perception of safety
 - Enforce codes for rental properties
 - Increase senior housing
 - Add farmer’s markets and community gardens
 - Continue to focus on improving schools
- What are improvements you would like to see in your neighborhood?
 - Property maintenance enforced
 - Improve fields; drainage at fields
 - Unified business marketing
 - Cleanliness
 - More local meetings
 - Street lights
 - Keep working on the 69th Street Corridor
 - Neighborhood pride
 - Additional police patrols
 - Coordinated look; landscaping and streetscapes
 - Reduce number of vacant houses
 - Clean graffiti
- Would you like to see a neighborhood association organized for your neighborhood?
 - 64% responded yes
 - 61% stated they would serve as board members
 - 66% would contribute to the neighborhood association
- When asked, what dollar amount they would be comfortable in contributing?
 - \$50 – 57%
 - \$100 – 25%
 - \$250 – \$11%
 - \$500 – 7%
- Additional suggestion included:
 - Including absentee landlords and renters in the neighborhood associations
 - More open space for recreation
 - Make meetings more widely known through Facebook, Twitter, etc.



RECREATION AND OPEN SPACE

- How often does your household utilize the Township's open space and recreation facilities?
 - More than once a week – 13%
 - At least once a week – 19%
 - At least once a month – 14%
 - A couple of times a year – 26%
 - Almost never – 29%
- Do you, and those in your household, need to travel outside of your neighborhood to participate in the types of outdoor recreation activities that you like to do?
 - Yes – 75%
 - No – 25%
- From your perspective, what do you consider open space?
 - Parks – 97%
 - Streetscapes – 36%
 - Public Plazas – 62%
 - Community Gardens – 67%
 - Vacant Land – 33%
- Recreation space is often categorized as either active space (including ball fields, courts, playgrounds, etc.) or passive space (open fields, woodlands, walking trails, etc.) How would you describe the Township's current balance of active and passive space? (images were provided)
 - There is currently a good balance of active and passive spaces to meet the community's needs – 15%
 - There is a need for more active recreation spaces – 18%
 - There is a need for more passive recreation spaces – 35%
 - There is a need for more active and passive recreation spaces – 32%
- Should open space and recreation facilities be neighborhood/District oriented, or should these facilities be serve residents Township-wide?
 - Neighborhood/District – 46%
 - Township-wide – 54%
- If the Township provided improved bicycle/ pedestrian facilities, what type of facilities do you think are most appropriate?
 - Shared auto/bicycle – 27%
 - Designated on-road bicycle – 25%
 - Separated bicycle/pedestrian – 38%
 - None – 10%

- What types of uses/destination should be connected by any potential bicycle/pedestrian network within the Township? (images provided)
 - Schools – 70%
 - Parks and Open Space – 87%
 - Neighborhood Commercial Districts – 55%
 - The 69th Street Corridor – 40%
 - SEPTA Facilities – 45%
 - Other – 3%
- Municipal parks and open space (including public streetscapes) can provide opportunities for communities to address other land development issues (such as; stormwater management, water and air quality, heat island effect, etc.) as part of integrated land management strategies. This can be accomplished through increased landscaping, bio-swales, rain gardens, permeable pavement, etc., and can be implemented on various scales. What scale/character of integrated land management strategies would be most appropriate for implementation in Upper Darby Township? (image provided)
 - Limited (site specific-small scale implementation) – 10%
 - Localized (Neighborhood/District-wide – medium scale implementation – 39%
 - Comprehensive (Township-wide integrated network - large scale implementation) – 47%
 - None – 4%
- If the Township were to improve its multipurpose field areas, what type of facility would you prefer to see? (image provided)
 - Natural un-programmed field (lower cost item) – 45%
 - Natural turf multi-purpose field (moderate cost item) – 48%
 - Synthetic turf multi-purpose field (high cost item) – 6%

CONNECTIVITY

- When planning future improvements for Township roadways, please indicate how important each of the following is to you?
 - Reduce traffic speeds in neighborhoods
 - Extremely Important – 54%
 - Somewhat Important – 28%
 - Create family-friendly bicycle routes
 - Extremely Important – 39%
 - Somewhat Important – 33%
 - Improve the flow of traffic
 - Extremely Important – 56%
 - Somewhat Important – 29%
 - Improve walkability
 - Extremely Important – 54%
 - Somewhat Important – 28%



- Reduce the number of severe crashes
 - Extremely Important – 61%
 - Somewhat Important – 23%
- Which of the following would cause you to use trains or trolleys more often? (more than one could be selected)
 - Improved crosswalks and sidewalks on my walk to the trolley stop or train station – 28%
 - A safer bicycle route to the nearest trolley stop or train station – 21%
 - A convenient drop-off/pick-up area – 40%
 - Improvements to the nearest trolley stop or train station (lighting, shelter, landscaping, etc.) – 32%
 - Improvements to the 69th Street Transportation Center – 56%
 - None of the above – 24%
- Which of the following improvements should be implemented in neighborhood business districts?
 - Wider sidewalks – 32%
 - Improved street lighting – 75%
 - More street trees and landscaping – 72%
 - Café tables or other outdoor seating – 53%
- Would you like to see additional landscaping and green infrastructure on neighborhood streets?
 - Yes – 85%
 - No – 15%

BRANDING AND IMAGE

- What describes Upper Darby as a place to live?
 - Close to City
 - Already great and improving
 - Diversity, close to city, affordable
 - A place to grow
 - Neighborhoods and churches
 - Convenient, diverse, unique
 - Community, convenience, character
 - Make friends with the world
 - Good schools
 - Stable, safe, community
 - Neighborhood to thrive in
 - Tranquil and convenient
 - Families, recreation, community
 - Good school district, superior police force, volunteer fire department
 - Quiet, friendly, beautiful homes



ONLINE SURVEY – OPEN HOUSE FOLLOW UP

Information from the Open House, and the survey used at the Open House, was posted on the *Imagine Upper Darby* website. Residents who could not attend the Open House were encouraged to complete a survey. 184 people completed the online survey; the following is a summary of their responses:

COMMERCIAL DISTRICTS

- What percent of your household's spending for goods and services would you estimate is spent in Upper Darby Township?
 - Less than 20% – 48%
 - Between 20% to 40% – 20%
 - 40% to 60% – 29%
 - Over 60% – 4%
- Consider the location you identified as the place you most frequently shop. Why do you choose to shop there? (participants could choose more than one)
 - Closest to my home – 61%
 - It's clean and attractive – 40%
 - I feel safe there – 45%
 - It has stores/goods/services that meet my every day needs – 69%
 - It has good restaurants – 17%
 - It has specialty stores/services that I frequent – 21%
- Is there a commercial area closer to your home than the one where you shop most frequently?
 - Yes – 40%
 - No – 60%
- If yes, why do you not shop there?
 - Its stores/goods/services don't meet my every day needs – 58%
 - It has no specialty stores/services that attract me – 38%
 - It has no restaurants that attract me – 30%
 - It's in poor physical condition and not inviting – 53%
 - I don't feel safe there – 30%
- What places in Upper Darby could easily become great places?
 - Naylor's Run Park
 - Bond shopping center, entire length of West Chester Pike, sections along State Road
 - Garrett Road, 69th Street
 - Aronomink Station
 - Cosmetic makeovers could do wonders
 - Senkow in walking distance



- Main streets – Lansdowne Avenue, State Road, Burmont Road, Garrett Road
- Pilgrim Gardens, Baltimore Pike
- Downtown Drexel Hill, Terminal Square
- Vacant buildings could be restructured
- Waverly strip (near McGillicuddy's), West Chester Pike (near Pica's), Garrett Road, near the bowling alley
- Granite Run Mall – it is 69th Street time
- Drexelbrook Shopping Center
- Area around the Township building

IMPROVING OUR NEIGHBORHOODS

- Would you agree with the following vision for Upper Darby's Neighborhood Plan? "Attractive, clean, walkable neighborhoods that are safe, and celebrate our cultural diversity."
 - Yes – 93%
 - No – 7%
- Additions to Vision Statement:
 - Friendly
 - Neighborhoods attractive in and of themselves
 - Schools
 - Timeless, safe
 - Protect environment
 - For everyone to live, work, play
 - Access to public transit
 - Cycle friendly
- Deletions from Vision Statement:
 - Attractive and clean are redundant
 - Safety
 - Cultural Diversity
- To achieve the vision, a number of goals would need to be established. Please note if you agree with the following goals for the Upper Darby Neighborhoods (percentages below denote the responded who agreed with the goal).
 - **GOAL 1** – Improve the aesthetic appearance of the neighborhoods – 97%
 - **GOAL 2** – Preserve the historic quality of the neighborhoods – 88%
 - **GOAL 3** – Ensure the neighborhoods are safe – 99%
 - **GOAL 4** – Improve the walk-ability of the neighborhoods – 95%
 - **GOAL 5** – Create connections to commercial areas, but maintain the compatibility between neighborhoods and commercial areas – 82%

- **GOAL 6** – Create new opportunities for residents to become more involved with developing plans for the neighborhoods – 94%
- **GOAL 7** – Organize events for introducing new residents to our neighborhoods – 89%
- Additional goals included:
 - Educate residents on cleanliness
 - Use curb-cut gardens for stormwater management
 - Organize events to introduce existing residents to neighborhoods
 - Dog parks
 - Traffic patrols on speed streets after hours
 - Additional school buildings, better maintained fields
 - Improve our reputation
 - Add more businesses
 - Get residents personally involved
 - Improve appearance of 69th street corridor
 - Lower taxes
 - Enforce codes
- What are improvements you would like to see in your neighborhood?
 - Better walkability to schools
 - More bike paths
 - Clean up Drexel Line Shopping Center
 - Enhanced school playgrounds
 - Litter pick up programs
 - Cleanliness
 - More local meetings
 - Street lights
 - No more section 8 housing
 - Lower Taxes
 - Additional police patrols
- Would you like to see a neighborhood association organized for your neighborhood?
 - 82% responded yes
 - 18% stated they would serve as board members
 - 46% would contribute to the neighborhood association
- When asked what dollar amount they would be comfortable in contributing:
 - \$50 – 49%
 - \$100 – 31%
 - \$250 – \$11%
 - \$500 – 10%

- Additional suggestion included:
 - Taxes should cover it
 - Would contribute if things get done
 - If improvements are worthwhile

RECREATION AND OPEN SPACE

- How often does your household utilize the Township's open space and recreation facilities?
 - More than once a week – 8%
 - At least once a week – 12%
 - At least once a month – 18%
 - A couple of times a year – 30%
 - Almost never – 32%
- Do you, and those in your household, need to travel outside of your neighborhood to participate in the types of outdoor recreation activities that you like to do?
 - Yes – 69%
 - No – 31%
- From your perspective, what do you consider open space?
 - Parks – 92%
 - Streetscapes – 34%
 - Public Plazas – 57%
 - Community Gardens – 61%
 - Vacant Land – 29%
- Recreation space is often categorized as either active space (including ball fields, courts, playgrounds, etc.) or passive space (open fields, woodlands, walking trails, etc.) How would you describe the Township's current balance of active and passive space? (images were provided)
 - There is currently a good balance of active and passive spaces to meet the community's needs – 14%
 - There is a need for more active recreation spaces – 11%
 - There is a need for more passive recreation spaces – 34%
 - There is a need for more active and passive recreation spaces – 41%
- Should open space and recreation facilities be neighborhood/District oriented, or should these facilities be serve residents Township-wide?
 - Neighborhood/District – 94%
 - Township-wide – 35%

- If the Township provided improved bicycle/pedestrian facilities, what type of facilities do you think are most appropriate?
 - Shared auto/bicycle – 24%
 - Designated on-road bicycle – 25%
 - Separated bicycle/pedestrian – 42%
 - None – 9%
- What types of uses/destination should be connected by any potential bicycle/pedestrian network within the Township? (images provided)
 - Schools – 62%
 - Parks and Open Space – 83%
 - Neighborhood Commercial Districts – 51%
 - The 69th Street Corridor – 31%
 - SEPTA Facilities – 42%
 - Other – 6%
- Municipal parks and open space (including public streetscapes) can provide opportunities for communities to address other land development issues (such as stormwater management, water and air quality, heat island effect, etc.) as part of integrated land management strategies. This can be accomplished through increased landscaping, bio-swales, rain gardens, permeable pavement, etc., and can be implemented on various scales. What scale/character of integrated land management strategies would be most appropriate for implementation in Upper Darby Township? (image provided)
 - Limited (site specific-small scale implementation) – 10%
 - Localized (Neighborhood/District-wide – medium scale implementation) – 41%
 - Comprehensive (Township-wide integrated network – large scale implementation) – 45%
 - None – 4%
- If the Township were to improve its multipurpose field areas, what type of facility would you prefer to see? (image provided)
 - Natural un-programmed field (lower cost item) – 38%
 - Natural turf multi-purpose field (moderate cost item) – 56%
 - Synthetic turf multi-purpose field (high cost item) – 6%

CONNECTIVITY

- When planning future improvements for Township roadways, please indicate how important each of the following is to you?
 - Reduce traffic speeds in neighborhoods
 - Extremely Important – 42%
 - Somewhat Important – 34%

- Create family-friendly bicycle routes
 - Extremely Important – 29%
 - Somewhat Important – 49%
- Improve the flow of traffic
 - Extremely Important – 57%
 - Somewhat Important – 31%
- Improve walkability
 - Extremely Important – 61%
 - Somewhat Important – 21%
- Reduce the number of severe crashes
 - Extremely Important – 61%
 - Somewhat Important – 21%
- Which of the following would cause you to use trains or trolleys more often? (more than one could be selected)
 - Improved crosswalks and sidewalks on my walk to the trolley stop or train station – 30%
 - A safer bicycle route to the nearest trolley stop or train station – 21%
 - A convenient drop-off/pick-up area – 43%
 - Improvements to the nearest trolley stop or train station (lighting, shelter, landscaping, etc.) – 47%
 - Improvements to the 69th Street Transportation Center – 56%
 - None of the above – 24%
- Which of the following improvements should be implemented in neighborhood business districts?
 - Wider sidewalks – 47%
 - Improved street lighting – 73%
 - More street trees and landscaping – 77%
 - Café tables or other outdoor seating – 63%
- Would you like to see additional landscaping and green infrastructure on neighborhood streets?
 - Yes – 90%
 - No – 10%

BRANDING AND IMAGE

- What describes Upper Darby as a place to live?
 - Timeless and authentic
 - Urban suburban
 - Old homes with character, close to transportation, multi-cultural
 - Diversity; community, spirit and guts
 - Multi-cultural, resilient, hardworking
 - We are trying!
 - Upper Darby Proud
 - Near the City
 - Vibrant global community
 - Tough but good
 - Convenient, family, cultural
 - Diverse, tight knit, convenient
 - Neighbors, location, easily able to get places
 - Nice affordable neighborhoods
 - Affordable, diverse, underrated
 - Best of both worlds (city & burbs)
 - Business friendly
 - Opportunity prevails
- How does living in Upper Darby benefit you?
 - Close to office and city
 - Easy access to City with a suburban feel
 - Location, affordability, schools
 - Schools good for children
 - Services are good
 - Great place to raise a family
 - Easy commute into Philadelphia
 - Proximity to goods and services
 - Diversity of people keeps me involved and growing
 - Close to city, highways and airport
 - Strong sense of community
- Who competes with Upper Darby for new residents and why?
 - Springfield, Media, West Chester, Haverford: Our taxes are too high, declining schools, safety, range of housing
 - Everyone that has lower taxes
 - Western suburbs – nicer surroundings
 - University City, Fishtown/Northern Liberties – young, affluent people looking for less expensive housing, diversity, good restaurants
 - City of Philadelphia and other areas of Delco with lower taxes and better schools



- Ridley – affordable first-time buyer market
- Surrounding towns based on taxes and school districts
- How should Upper Darby market itself to new residents?
 - Close to the bustle, with none of the hustle
 - Diverse, close to city, sophisticated, beautifully built homes, old fashioned neighborhood feel
 - A town with a ton of potential and the right people working towards making it great
 - A diverse and affordable neighborhood with decent schools, close to everywhere
 - Easy access to Philly and good real estate values, diversity
 - Getting better
 - Ease of access, bustling 69th Street area
 - Great schools with many opportunities for children
 - Convenient cosmopolitan living
 - Convenience to City, public transportation
 - Good services, easy way to navigate
 - Urban and suburban
 - Township of neighborhoods
 - Diverse, family friendly, great schools
 - Best of both worlds; Charm, character, history and close to everything
 - Up and coming; family oriented
 - Great neighborhoods (get testimonials from residents); have home tours
 - Cheaper alternative to City, but accessible to City
 - Culturally diverse
 - Superior municipal services; ultimate in convenience.



DEMOGRAPHIC AND SOCIO-ECONOMIC – UPPER DARBY

POPULATION

- Upper Darby Township's population is increasing at an annual growth rate, comparable to the County, as a whole.
- Population growth is projected through 2035.
 - Growth will impact housing and education.
- Adjacent communities, with the exception of Millbourne Borough, are losing population.

TABLE 4. POPULATION TRENDS

MUNICIPALITY	1990 CENSUS	2000 CENSUS	2010 CENSUS	2020 ESTIMATE	2035 ESTIMATE	% ANNUAL GROWTH RATE (90-00)	% ANNUAL GROWTH RATE (00-10)	% ANNUAL GROWTH RATE (10-20)
MILLBOURNE BOROUGH	831	945	1,159	1,170	1,215	1.29%	2.06%	.09%
EAST LANSDOWNE	2,691	2,585	2,668	2,665	2,654	-.40%	.32%	-.01%
ALDAN BOROUGH	4,549	4,315	4,152	4,156	4,173	-.53%	-.38%	.01%
CLIFTON HEIGHTS BOROUGH	7,111	6,780	6,652	6,649	6,636	-.48%	-.19%	-
DARBY TOWNSHIP	10,955	9,625	9,264	9,230	9,086	-1.29%	-.38%	-.04%
LANSDOWNE BOROUGH	11,712	11,044	10,620	10,593	10,477	-.59%	-.39%	-.03%
DARBY BOROUGH	11,140	10,300	10,687	10,711	10,814	-.78%	.37%	.02%
YEADON BOROUGH	11,980	11,762	11,443	11,401	11,225	-.18%	-.27%	-.04%
SPRINGFIELD TOWNSHIP	24,160	23,675	24,211	24,318	24,769	-.20%	.22%	.04%
HAVERFORD TOWNSHIP	49,848	49,608	48,491	48,508	48,581	-.05%	-.23%	-
UPPER DARBY TOWNSHIP	81,177	81,821	82,795	83,262	85,232	.08%	.12%	.06%
DELAWARE COUNTY	547,651	551,989	558,979	560,989	569,463	.08%	.13%	.04%

POPULATION BY AGE

The age of the Township's population will determine priorities for housing, education, recreation facilities and centers, consumer goods, health care, and public services. It will also provide important information for industries that may be looking to locate into the Township (e.g.; workforce, customer base).

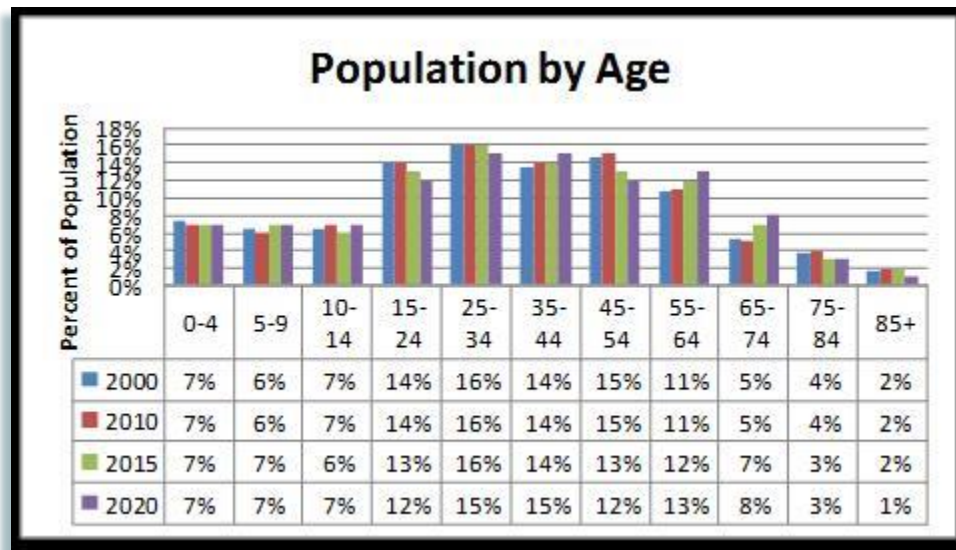


FIGURE 19.

The composition of the Township's population by age has not changed that dramatically since the 2000 census. According to the chart below, the Township is retaining and attracting families and young professionals. According to the 2000 census, 46% of the Township's population fell between the ages of 25 and 54; in 2010, this number decreased slightly to 45%.

POPULATION BY RACE

Figure 19 represents the racial composition of the Township's population, and the changes that have occurred from 2000 to 2010. As depicted in the Table 20, the diversity of the Township's population continues to change. Between 2000 and 2010, the White population decreased by almost 26% (16,387), while the Black/African American population increased by 145% (13,461), and the Asian population increased by 27% (1,972). As of 2010, the racial composition of the Township was:

- 57% White
- 27% Black
- 11% Asian
- 2% some other race
- 3% two or more races

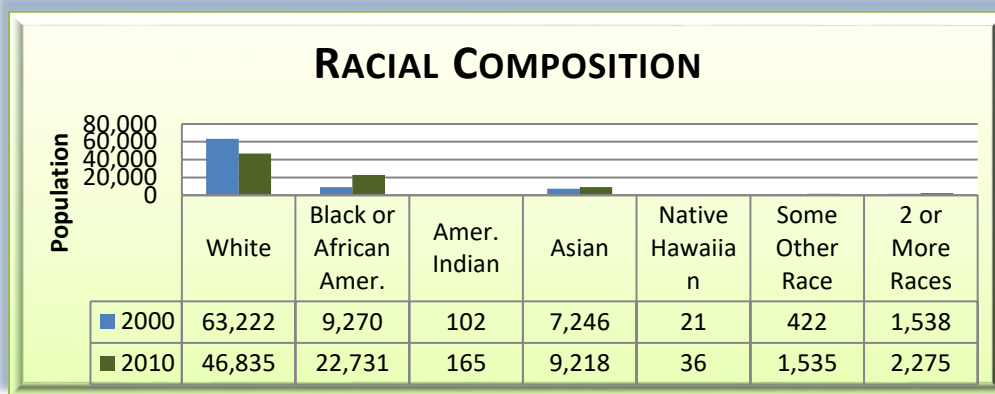


FIGURE 20.

LANGUAGE SPOKEN AT HOME

According to the table below, there are approximately 76,773 residents over the age of 5; approximately 7,370 residents (almost 10%) do not speak English. Languages spoken by these residents include Spanish/Spanish Creole, other Indo-European languages, Asian/Pacific Island, and other languages.

TABLE 5. LANGUAGE SPOKEN AT HOME

	TOTAL	SPEAK ENGLISH WELL	% OF TOTAL	SPEAK ENGLISH LESS THAN WELL	% OF TOTAL
POPULATION 5 YEARS AND OVER	76,773	69,403	90.4%	7,370	9.6%
SPEAK ONLY ENGLISH	59,346				
SPEAK LANGUAGE OTHER THAN	17,427	10,038	57.6%	7,389	42.4%
OTHER LANGUAGES SPOKEN:					
SPANISH OR SPANISH CREOLE	3,839	2,226	58.0%	1,613	42.0%
OTHER INDO-EUROPEAN	7,447	4,572	61.4%	2,875	38.6%
ASIAN AND PACIFIC ISLAND	4,299	1,500	34.9%	2,799	65.1%
OTHER LANGUAGES	1,843	1,747	94.8%	96	5.2%

SOURCE: U.S. Census Bureau, 2008-2012 American Community Survey

EDUCATIONAL ATTAINMENT

As shown on Figure 21, 33.2% of the Township's population, aged 25 and older, received at least a high school diploma, or its equivalent, another 19.6% attended college but did not attain a degree, and 35.7% attained an Associate's Degree or higher. The level of educational attainment for Township residents is slightly lower than Delaware County, but slightly higher than the Commonwealth of Pennsylvania.

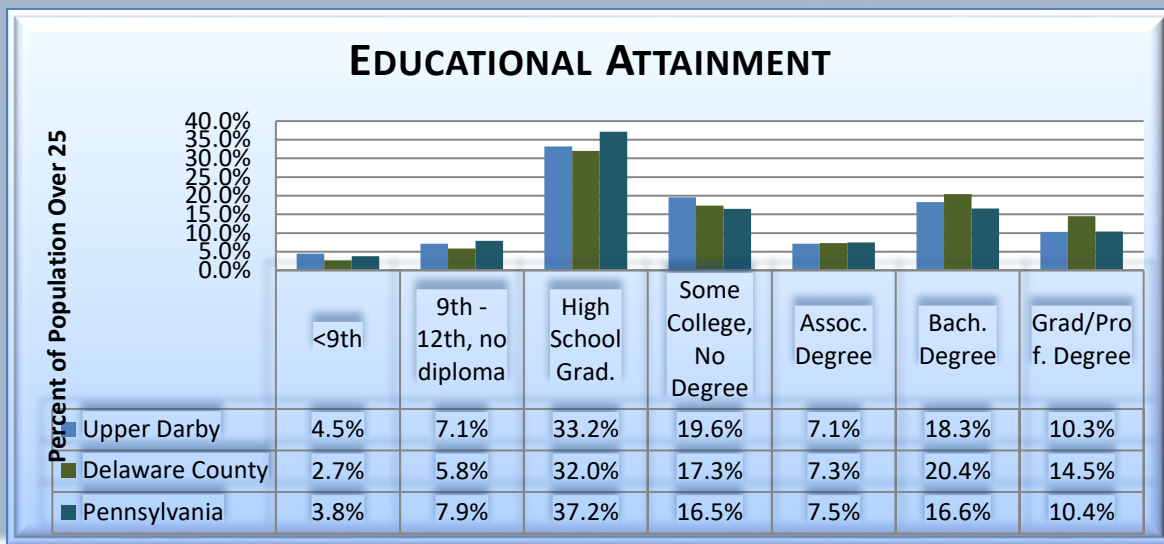


FIGURE 21

MEDIAN HOUSEHOLD INCOME

According to the 2008 – 2012 American Community Survey, the median household income for Upper Darby is approximately \$52,222, almost \$12,000 lower than the County, as a whole. Adjacent communities with higher median household incomes include Springfield Township, Lansdowne Borough, Haverford Township, East Lansdowne Borough, and Aldan Borough.

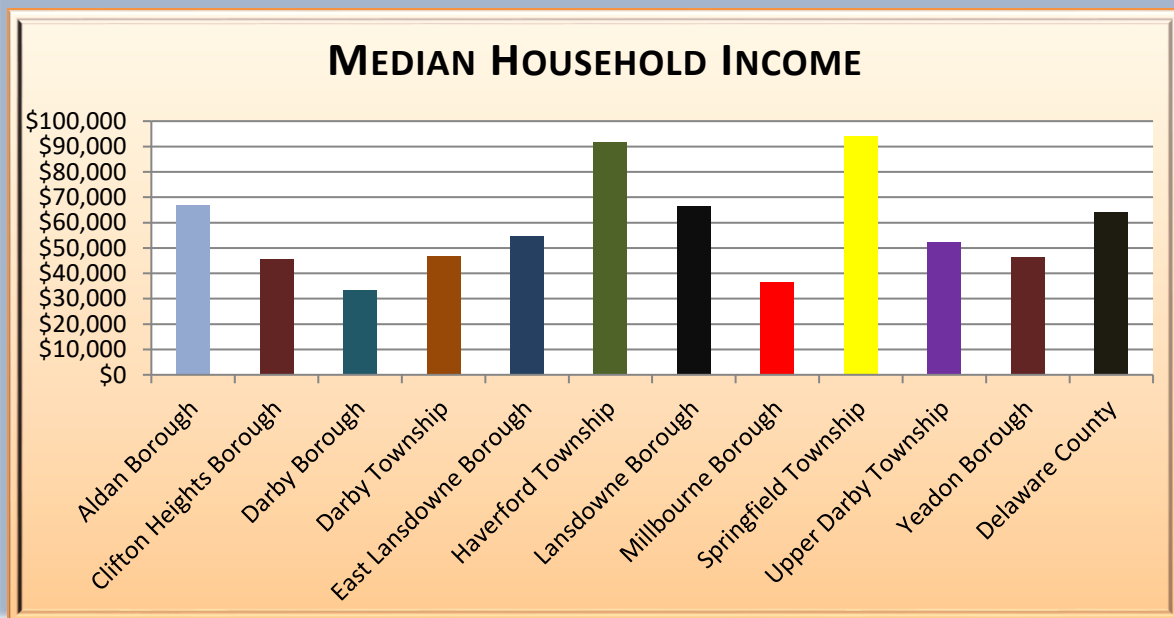


FIGURE 22

HOUSING TENURE

- Housing tenure continues to shift.
 - Number of owner occupied housing units decreased from 2000 to 2010.
 - Number of renters occupied increased.
- Vacant housing units have also continued to climb.
 - In 2000, 5% of the housing units were vacant; this number increased to 9% by 2012.

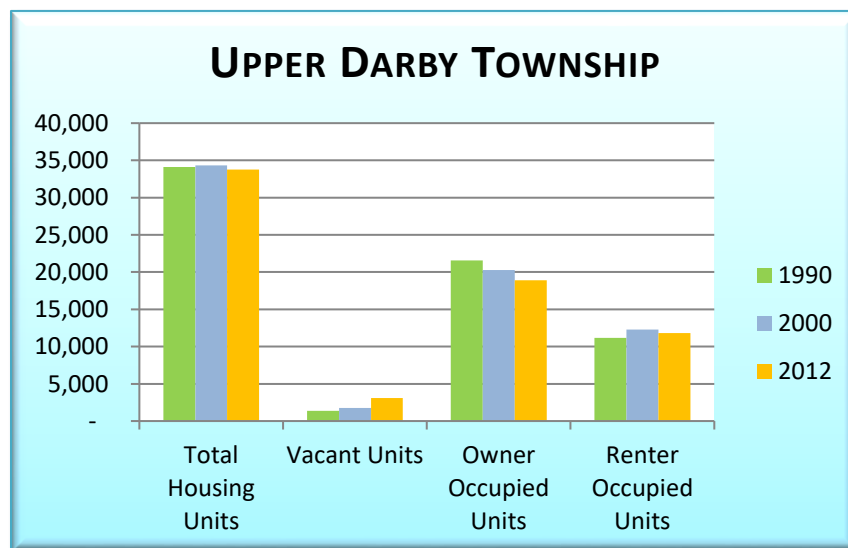


FIGURE 23

POPULATION BY SEX AND HOUSEHOLDS

Upper Darby's population is made up of about 3,000 or 4% more females than males. This percentage of females to males is slightly higher than the same statistic for the nation and the state, but slightly more balanced than the percentage of females to males found in Delaware County (47.9% males to 52.1% females). The higher percentage of females appears to be a reflection of the composition of households in the Township. Of Upper Darby's approximately 32,500 households, almost 63% are family households with 33.5% containing children under the age of 18 years old. Of these family households, a significant portion of them, 21.4% have a female householder with no husband present (female householder with no husband present makes up 13.4% of all households in Upper Darby Township).

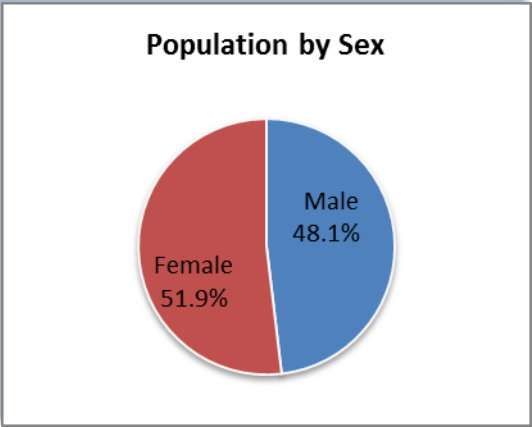


FIGURE 24

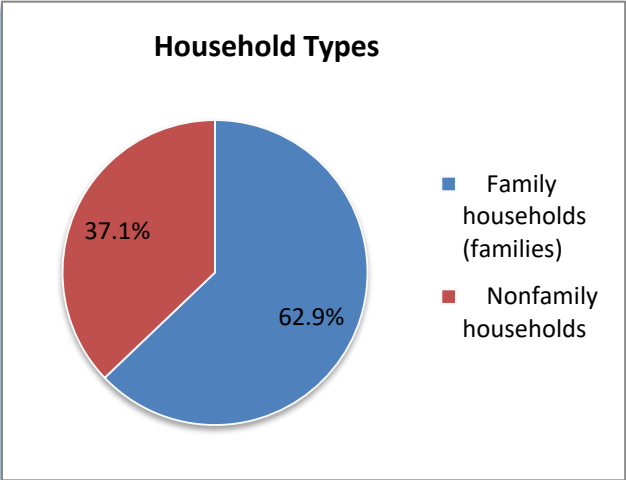


FIGURE 26

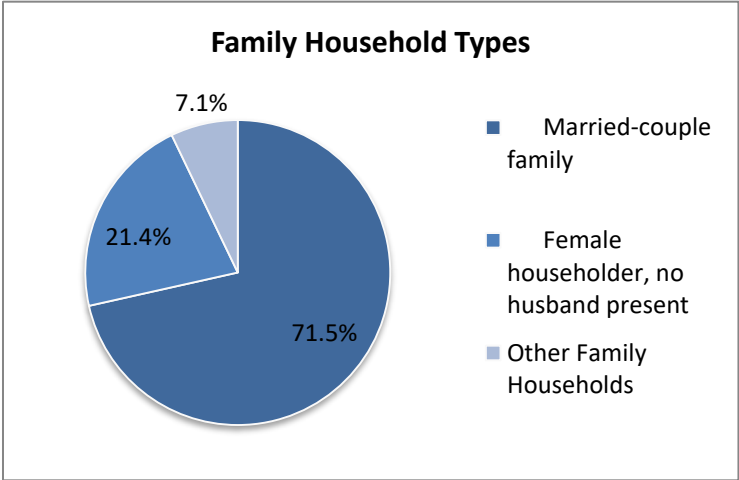
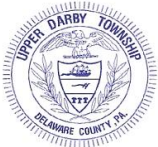


FIGURE 25



2.3 – EXISTING LAND USE AND ZONING

Possessing a broad range of mixed-use urban areas to areas consisting of large lot, single uses, Upper Darby Township is a complete community. The varying composition, scales, densities, and diversity of land uses is a pattern often noted in urban planning discussions of one that stands the test of time and works well. In terms of choices, residents of Upper Darby can find essentially any type and age of housing product that they would desire to find. Throughout the Township, neighborhoods are distinctive based upon architectural style, development period, and density/scale.

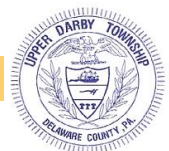
The designations of zoning districts on the Township’s zoning map are depicted at a very fine grain of detail. In some instances, this level of detail works well; in others, the uses existing within an area do not fit the intended policy of the zoning district but are compatible with the consistency of the neighborhood’s actual land uses.

Upper Darby Township is largely “built out” with very few instances of undeveloped land intended for new development. Few teardowns (places where an expanse of established development was removed to make way for different development) within residential neighborhoods exist. In areas where redevelopment is occurring, it is happening in more heavily trafficked corridors. The built environment along the primary corridors coursing through Upper Darby is generally similar in scale and types of non-residential land uses. There is little difference in the character of the various commercial districts because of permissible uses and permissible development scales.

While the community is largely mixed-use, pedestrian connectivity is better in some areas of the Township than in others. As an example, in neighborhoods where there are pedestrian-oriented destinations (e.g., schools), little sidewalk infrastructure may exist.

2.4 – TRANSPORTATION AND CIRCULATION

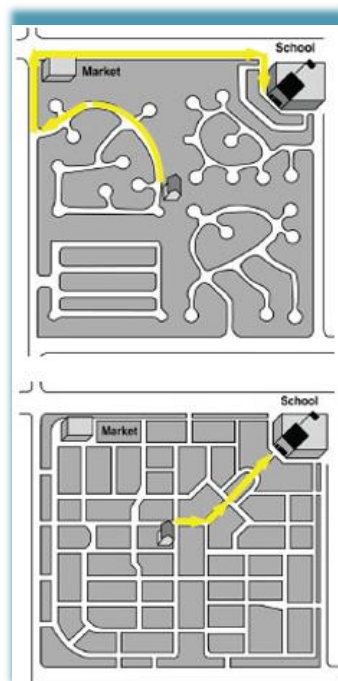
Land use planning is closely connected to the design of the transportation system. Upper Darby Township has an extensive multimodal transportation network that provides residents with a range of mobility options. Residents may drive, walk, or take the trolley to travel in and around the Township. Beyond local trips, residents have good access to the regional highway network and excellent access to the regional transit network via the 69th Street Transportation Center and SEPTA’s Media/Elwyn Regional Rail line. In neighborhood workshops, residents identified walkability and public transportation as valuable Township assets. Upper Darby’s close proximity to Center City Philadelphia, provides an inherent travel time advantage for commuters whether they drive or ride transit.



ROADWAY NETWORK

There are two basic types of roadway networks in Upper Darby Township: the traditional urban grid with short blocks and straight streets and the contemporary suburban street network with curving streets, a branching pattern, and cul-de-sacs. Traditional grids disperse traffic and provide multiple routes to travel from an origin to a destination. This reduces traffic pressure on arterial roadways and provides more direct walking and biking trips on low traffic streets. Contemporary suburban networks minimize traffic volumes on residential streets with dead-ends and cul-de-sacs, so the majority of trips, are made using arterial roadways. Figure 27 below is taken from the Federal Highway Administration publication, *A Resident's Guide for Creating Safe and Walkable Communities* and shows how a traditional grid pattern can provide more route options and shorten trips.

FIGURE 27. THE TOP IMAGE SHOWS A CONTEMPORARY SUBURBAN NETWORK AND THE BOTTOM IMAGE SHOWS A TRADITIONAL URBAN GRID.



Upper Darby's local road system is comprised of a series of neighborhood street grids connected via collector and arterial roadways. This flexible network makes Upper Darby more walkable and allows residents to avoid high-traffic arterial roads for short trips.

Throughout the Township there are barriers to street connectivity that interrupt the street grid, particularly in the area around Upper Darby High School. Barriers to connectivity in this area include trolley tracks, Arlington Cemetery, and Naylor's Run creek and park. As a result, traffic in this section of the Township is concentrated on arterial roadways such as Lansdowne Avenue and State Road. A similar situation exists at the eastern border of Upper Darby, where traffic is concentrated Market Street and Marshall Road to cross Cobbs Creek. Overall, the connected street grids of Upper Darby contribute to reducing congestion and improving walkability.

Within the overall network each roadway serves a different purpose. All PennDOT roadways are categorized according to their functional classification. The two major considerations in the functional classification of roadways are access and mobility. Roadways that provide a high level of access to adjacent properties are less effective in providing travel mobility over longer distances. In urban areas such as Upper Darby roadways fall into four functional classification groups:

- **PRINCIPAL ARTERIALS** provide a high level of mobility and a low level of access. They carry the heaviest traffic volumes and serve the longest distance trips.
- **MINOR ARTERIALS** accommodate trips of moderate length at a lower level of mobility than principal arterials.
- **COLLECTOR ROADS** provide connections between local roads and the arterial system. Frequent access is provided to local roads so mobility is limited.
- **LOCAL STREETS** provide direct access to homes and businesses. Local streets are not intended to provide regional mobility.

The roadway network in Upper Darby includes roadways owned by both PennDOT and the Township. The existing roadway characteristics for major roadways are summarized in Table 6 below.

TABLE 6. CHARACTERISTICS OF MAJOR ROADWAYS

ROADWAY	OWNERSHIP	FUNCTIONAL CLASSIFICATION	DIRECTIONAL ORIENTATION	AVERAGE DAILY TRAFFIC**	POSTED SPEED LIMIT
TOWNSHIP LINE ROAD	State (S.R. 0001)	Principal Arterial	East – West	23,785	35 mph
WEST CHESTER PIKE	State (S.R. 0003)	Principal Arterial	East – West	19,786	35 mph
CHURCH LANE	State (S.R. 2001)	Minor Arterial	North – South	11,980	25 mph
N. LANSDOWNE AVENUE	State (S.R. 2005)	Minor Arterial	North – South	21,710	35 mph
BURMONT ROAD	State (S.R. 2007)	Minor Arterial	North – South	12,736	35 mph
PROVIDENCE ROAD	State (S.R. 2010)	Minor Arterial	East – West	14,021	25 mph
BALTIMORE PIKE	State (S.R. 2018)	Principal Arterial	East – West	12,049	40 mph
GARRETT ROAD	State (S.R. 2019)	Principal Arterial	East – West	15,399	35 mph
MARSHALL ROAD	State (S.R. 2024)	Urban Collector	East – West	11,583	35 mph
STATE ROAD	State (S.R. 2026)	Principal Arterial	East – West	12,024	35 mph
69 TH STREET	Township*	Local Road	North – South	12,699	25 mph
SHADELAND AVENUE	Township	Urban Collector	North – South	4,405	35 mph

*NORTH OF MARSHALL ROAD

**PENNDOT ITMS WEBSITE (DECEMBER 2014)



PennDOT’s *Smart Transportation Guidebook* also identifies one type of roadway outside of the functional classification system: the village or town Main Street. This type of street can be found at the center of a town or village, and typically has the following characteristics:

- Wide sidewalks and regular pedestrian activity;
- Mostly commercial and civic uses, with residential uses primarily found on the upper level of buildings;
- High building density;
- Buildings oriented to the street, with little or no building setbacks;
- Street furniture and public art;
- Heavy use of on-street parking;
- Speeds of 30 mph or less, and;
- Preferably no more than two travel lanes, although three to four lanes are seen on occasion.

To reflect the important role that a Main Street can serve in a community, the *Smart Transportation Guidebook* provides special design guidelines. The guidelines recognize that roadway narrowing in these areas may be desirable in order to provide wider sidewalks, on-street parking, and/or bike lanes. The desired operating speed is 25 mph.

In 2009, Upper Darby Township secured a TCDI grant from DVRPC to plan future improvements for the Aronimink Station Area. The Aronimink Station Area is a “Main Street” style retail district adjacent to the Route 101 trolley. It is located at the center of a walkable residential neighborhood. The plan recommended circulation and streetscape improvements to calm traffic, improve access, and improve the general overall appearance of the area. There are other business districts within the Township where a similar approach may be taken.

MASS TRANSIT

In the greater Philadelphia area mass transit is provided by the Southeastern Pennsylvania Transportation Authority (SEPTA). Upper Darby has a unique asset in the 69th Street Transportation Center. The Transportation Center is multimodal hub served by the following transit services:

- Market-Frankford Line
- Norristown High Speed Line
- Media and Sharon Hill Trolley Lines (101, 102)
- Bus Routes serving Philadelphia, Delaware, Montgomery, and Chester Counties

MARKET – FRANKFORD LINE. From the 69th Street Transportation Center, the Market-Frankford Line provides direct service to the 30th Street Station and Center City. Direct trips to Center City are under 20 minutes in length and occur at high frequency. On weekdays trains depart every six minutes or less for most of the day. Amtrak Service is available from 30th Street Station, including Acela Express connections, which provide access to New York City in as little as 1.25 hours and Washington, D.C. in under 2 hours.



NORRISTOWN HIGH – SPEED LINE. From the 69th Street Transportation Center, the Norristown High-Speed Line provides rail service to 22 stations including the Norristown Transportation Center. A study is currently underway to investigate the feasibility of extending the Norristown High Speed Line to King of Prussia.

MEDIA AND SHARON HILL TROLLEY LINES (101, 102). The two trolley lines run concurrently parallel to Garrett Road from the 69th Street Transportation Center to the Drexel Hill Junction. West of Drexel Hill Junction the two lines split, with Route 101 continuing to Media and Route 102 continuing to Sharon Hill. Both lines have frequent stops in residential neighborhoods throughout the Township.

MEDIA/ELWYN LINE. SEPTA’s Media/Elwyn Regional Rail line traverses the southern edge of Upper Darby. The line provides direct service to the 30th Street Station and Center City.

SEPTA BUS SERVICE. In addition to the rail service outlined above, bus service is provided along most major roadways in the Township. Eighteen bus routes serve the 69th Street Transportation Center. In June 2011, the Delaware Valley Regional Planning Commission (DVRPC) evaluated bus service along West Chester Pike in a report titled *Boosting the Bus: Better Transit Integration along West Chester Pike*. The purpose of the study was to develop a set of “best practices” to improve the quality of transit service in the West Chester Pike corridor and evaluate the impacts of various operational improvement strategies on the speed and running times of Route 104 buses. In 2016, DVRPC completed a study entitled *Enhanced Bus Service on West Chester Pike* in 2016.

The unique mass transit infrastructure in Upper Darby is an important asset that should be accounted for in future land use planning. There may be opportunities for future transit oriented development, particularly, in the vicinity of the 69th Street Transportation Center.

WALKING AND BIKING

In both the community survey and neighborhood meetings, residents participating in the comprehensive plan process identified walkable neighborhoods as an important asset to Upper Darby Township. Walking and biking can be an important part of the Township’s transportation system. The 2009 Delaware County Bicycle Plan prepared by the Delaware County Planning Department notes that 39.6% of daily trips in the U.S. are two miles or less. If the destination is close to home and the walk is safe and pleasant, many of these short trips can be made by walking or biking. A recent report published by the Bicycle Coalition of Greater Philadelphia found that bicycle commuting in Philadelphia increased 260% between 2005 and 2013.

A recent report published by the U.S. Census Bureau (*Modes Less Traveled—Bicycling and Walking to Work in the United States: 2008–2012*) found that 8.6% of workers in the City of Philadelphia walk to work, compared to 2.8% nationally. However, the same report found that workers living within the principal city of a metropolitan area were nearly twice as likely to walk to work as a worker living in the suburbs.

The existing transportation and land use patterns in Upper Darby create an environment that is more walkable than many other suburban municipalities. Shops, restaurants, and other businesses are located in close proximity to residential neighborhoods. Neighborhood elementary schools can be found



throughout the Township. As a result, many residents may find that destinations are within a few blocks of home. A continuous network of sidewalks is provided throughout most of the township. The neighborhood street grid pattern that is present throughout the Township accommodates bicycles and pedestrians on quiet residential streets that run parallel to arterial roadways.



FIGURE 28. DREXEL HILL PIZZA: AN EXAMPLE OF A WALKABLE NEIGHBORHOOD BUSINESS

Even trips that are primarily made by automobile or mass transit may also include a short walk. A visitor that parks across the street from a store or commuter, that walks a few blocks to catch a trolley, also depend on sidewalks and safe street crossings to reach their destination. Multimodal trips may also include bicycles. SEPTA encourages their customers to combine cycling with transit to complete a trip. Many SEPTA facilities provide bicycle parking. The front of every SEPTA bus is equipped with a bicycle rack, although bicycles are not permitted on trolleys. Bicycles are allowed on the Market Frankford Line, Norristown High Speed Line, and regional rail, with the exception of weekday peak hours (6:00 a.m. – 9:00 a.m. and 3:00 p.m. – 6:00 p.m.)

Across the region an effort is being made to create an interconnected network of bicycle trails. The Circuit Coalition is a collaboration of non-profit organizations, foundations, and agencies working to advance completion of a connected network of trails (The Circuit) in the Greater Philadelphia region. Future recreational planning in the Township should consider potential connections to the regional trail network.

PARKING

Upper Darby has many neighborhoods that were constructed at a time when people were less dependent on automobiles. These neighborhoods have little or no off-street parking. Today, many households in these neighborhoods have multiple vehicles and competition for shared on-street spaces may make it challenging to find a parking spot during peak periods of demand. In particular, streets with row houses on both sides face parking challenges. At neighborhood workshops participants identified residential parking as one of the threats/challenges in Upper Darby Township. The concept of residential parking permits in the various neighborhoods that make up Upper Darby Township should be investigated.

Some traditional commercial streets may also face parking challenges during some time periods. Many “Main Street” areas in Upper Darby have parking meters, and based upon field observations these meters

have successfully encouraged parking turnover and open parking spaces were available in proximity to most businesses.

KEY TRANSPORTATION CORRIDORS

A few key roadway corridors within the Township have been identified for further analysis. These corridors were selected based upon crash data, traffic volumes, the location of schools and commercial districts, and responses in the Upper Darby Community Survey.

WEST CHESTER PIKE (S.R. 0003). West Chester Pike serves an important role in regional mobility, as a principal arterial and one of the busiest roads in the Township. However, it must also provide a high degree of access to schools, businesses, and the 69th Street Transportation Center. In addition to the heavy traffic volumes, it is also a major bus route and has heavy pedestrian volumes. In trying to accommodate both access and mobility, multiple lanes of high speed traffic must interact with frequent bus stops, heavy pedestrian activity, and vehicles entering and exiting the roadway from many closely spaced access points. The rate of crashes involving bicycles and pedestrians is significantly higher than the statewide average for other roadways with similar characteristics.

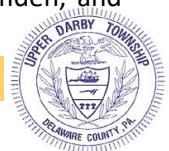
CHURCH LANE (S.R. 2001). Based on a review of reportable crashes for the past five years, Church Lane has a crash rate of 7.48 crashes per million vehicle miles traveled. The statewide average crash rate for similar roadways is 1.65 crashes per million vehicle miles traveled.

N. LANSDOWNE AVENUE (S.R. 2005). In the Upper Darby Community Survey respondents were asked to select which roadway corridors concerned them the most in terms of safety. Lansdowne Avenue was the most noted corridor. Lansdowne Avenue is one of the busiest streets in the Township, with average daily traffic volumes of 21,710 vehicles per day. Upper Darby High School, Archbishop Prendergast High School, and Delaware County Memorial Hospital are located adjacent to each other and all take access to Lansdowne Avenue. Immediately south of this corridor, there is a complex intersection where Lansdowne Avenue intersects Garrett Road, Winding Way, and the Route 101/102 Trolley Lines. Southbound traffic also merges as it passes through the intersection due to a lane drop one hundred feet south of the intersection. Over the past five years there have been 14 reportable crashes involving pedestrians on Lansdowne Avenue. The majority of these crashes occurred within ½ mile of Upper Darby High School.

69TH STREET. Between Walnut Street and Market Street 69th Street is a dense retail corridor with walkable connections to the 69th Street Transportation Center. Because this is a key business district in the Township, the street design should prioritize pedestrian safety and comfort. The width of the street exceeds 55 feet at some points, so there may be opportunities to provide additional streetscape and pedestrian safety improvements without negatively impacting the flow of vehicular traffic.

TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

The Transportation Improvement Program (TIP) is the regional list of highway, bridge, and transit projects proposed to be implemented with federal and/or state assistance. The TIP document must list all projects that intend to use federal funds and any non-federally funded projects that are regionally significant. The DVRPC is the designated Metropolitan Planning Organization (MPO) for Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties in Pennsylvania, as well as Mercer, Burlington, Camden, and



Gloucester Counties in new Jersey. DVRPC is responsible for transportation planning and approval of federal transportation funding for the 9-county region.

The DVRPC Board adopted the DVRPC FY2017 TIP (FY2017-2020) for the Pennsylvania portion of the region as the priority program of transportation projects on July 28, 2016. The regional TIP is included in the Pennsylvania Statewide Transportation Improvement Program (STIP), and was developed in cooperation with PennDOT, SEPTA, Pottstown Area Rapid Transit (PART), and DVRPC's member cities and counties. The TIP has been approved by the federal review agencies (FHWA, FTA, and EPA) and became the official DVRPC FY2017 TIP for PA on October 1, 2016. The following projects within Upper Darby Township are included on the TIP:

MARSHALL ROAD BRIDGE OVER COBBS CREEK (BRIDGE). Bridge rehabilitation or replacement of state bridge over Cobbs Creek on Marshall Road between Cobbs Creek Parkway and 69th Street in Upper Darby Township. Structurally Deficient bridge breakout project from MPMS #92808. A final alternative for bridge rehabilitation or replacement is determined upon federal National Environmental Policy Act (NEPA) or state Categorical Exclusion clearance. Project limits are between Cobbs Creek Parkway and 69th Street.

HILLDALE ROAD OVER DARBY CREEK. This project is a bridge rehabilitation/replacement of the County owned Hilldale Road Bridge over Darby Creek in Lansdowne Borough and Upper Darby Township, Delaware County. Funding for this project will be drawn down from the County Bridge Line Item (MPMS# 95447) at the appropriate time. A final alternative for bridge rehabilitation or replacement is determined upon federal National Environmental Policy Act (NEPA) or state Categorical Exclusion clearance.

SIGNAL/ITS IMPROVEMENTS. This project includes the purchase and installation of cameras and ancillary equipment for traffic signals at ten (10) critical corridor intersections within Upper Darby Township to effectuate traffic signal retiming and signal monitoring. Fixed timed traffic signals and out dated vehicle detection promote problems of traffic congestion, increase in greenhouse gas pollution, immobility, and increase in travel especially on critical arterials.

PROJECT PREVIOUSLY COMPLETED – UPPER DARBY TOWNSHIP SIDEWALKS. This project, completed in 2017, constructed sidewalks, curb cuts, and other improvements to provide a safer route leading to the Aronimink Elementary School on Bond Avenue.

PROJECT PREVIOUSLY COMPLETED – TOWNSHIP LINE ROAD. Completed in 2017, this project included traffic calming, repaving and restriping of Township Line Road from Bella Vista Road to Harding Road.



2.5 – HOUSING AND NEIGHBORHOODS

The breakdown of housing type for Upper Darby is included in Table 7 below. Single family homes include all one-unit structures (attached and detached). Townhouses and duplexes include one-unit attached homes, as well as, housing units with two units. Units in a small apartment building are buildings with 3 to 49 units; large apartment buildings include buildings with 50 units or more. Other types of housing include vans, boats, recreational vehicles, or other units.

Almost 70% of the housing stock in Upper Darby is characterized as single family; 41.61% of the units are single family attached. This percentage is substantially higher than Delaware County (29.38%), and Pennsylvania (18.19%). The remaining 23% of the units are included in small and large apartment buildings.

Table 8 provides information relative to the year the housing structures were constructed in Upper Darby and the surrounding municipalities. Much of the housing stock in Upper Darby and in the surrounding municipalities was constructed prior to 1960. This older housing stock contributes to the character and uniqueness of the neighborhoods, but if not properly maintained and rehabilitated can also contribute to its decline. Proper code enforcement along with housing programs meant to maintain the quality of housing stock should continue to be a high priority for Upper Darby.

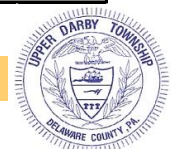
TABLE 7.

2008-2012 HOUSING STOCK (PERCENT OF UNITS)			
	UPPER DARBY	DELAWARE COUNTY	PENNSYLVANIA
SINGLE FAMILY DETACHED	26.95%	45.69%	57.06%
SINGLE FAMILY ATTACHED	41.61%	29.38%	18.19%
2-UNIT HOMES/DUPLEXES	8.81%	5.26%	4.75%
UNITS IN SMALL APARTMENT BUILDINGS	18.13%	14.67%	12.1%
UNITS IN LARGE APARTMENT BUILDINGS	4.42%	4.66%	3.71%
MOBILE HOMES/MANUFACTURED HOUSING	.08%	.32%	4.18%
OTHER	-	.02%	.02%

TABLE 8

Upper Darby Housing _ Year Structure Built										
Municipality	Total housing units	2010 or later	2000 to 2009	1990 to 1999	1980 to 1989	1970 to 1979	1960 to 1969	1950 to 1959	1940 to 1949	1939 or earlier
Aldan Borough	1,755	0.0%	1.3%	0.5%	3.4%	7.1%	5.4%	30.2%	25.1%	27.2%
Clifton Heights Borough	2,722	0.0%	4.1%	1.9%	4.6%	5.1%	14.3%	28.5%	19.1%	22.4%
Darby Borough	3,964	0.0%	0.2%	1.0%	0.5%	1.9%	3.3%	24.7%	13.8%	54.6%
Darby Township	3,874	0.0%	2.7%	3.0%	0.8%	4.8%	9.5%	58.6%	11.4%	9.2%
East Lansdowne Borough	1,003	0.0%	0.7%	0.9%	0.4%	4.1%	4.9%	10.4%	26.1%	52.5%
Haverford Township	18,388	0.0%	1.7%	2.5%	4.3%	4.5%	9.7%	28.7%	16.6%	32.1%
Lansdowne Borough	4,889	0.0%	0.9%	0.6%	0.9%	1.5%	7.5%	19.8%	16.3%	52.4%
Millbourne Borough	460	0.0%	1.7%	0.0%	1.5%	6.3%	7.2%	36.3%	21.1%	25.9%
Springfield Township	8,802	0.0%	2.3%	2.6%	2.1%	4.6%	11.8%	48.4%	16.0%	12.3%
Upper Darby Township	33,786	0.0%	0.4%	1.4%	1.6%	4.7%	9.4%	27.0%	26.4%	29.2%
Yeadon Borough	5,131	0.2%	0.9%	0.4%	0.9%	4.1%	10.4%	31.9%	22.6%	28.5%
Delaware County	222,632	0.1%	5.0%	5.2%	6.3%	8.8%	11.5%	26.2%	14.7%	22.2%

source: Census, DVRPC



TOWNSHIP HOUSING PROGRAMS

HOME IMPROVEMENT CODE COMPLIANCE PROGRAM. A housing rehabilitation grant provided to low or very low-income resident owners for the purpose repairing and improving their home. The grant is not intended for cosmetic items. Grantees must meet the following basic requirements:

- Grantees must own (fee simple title or 99-year leasehold).
- Home must be a single-family dwelling unit.
- Unit must be located in Upper Darby.
- Taxes and other fees due to governmental agencies must be current.
- The Township will not accept a mortgage position less than second.
- Property must be used for residential purposes; that is, any non-residential use of the property must be only incidental.
- Grantees must enter into a written agreement with Upper Darby Township and must bring the house into compliance with the Township's rehabilitation standards.

FIRST TIME HOMEBUYER PROGRAM

Another program developed by the Township to sustain its residential neighborhoods is the First Time Homebuyer Program. This program is funded by the Community Development Block Grant Funds (CDBG), and offers a maximum of \$6,000 to eligible homebuyers. The program defines a first-time homebuyer as any household that meets the income guidelines and has not owned a home within the past three (3) year period. The purchase price for the home may not exceed \$136,000, and the home must be located in Upper Darby Township and must be occupied by the homeowner.

ACCESSIBLE HOUSING PROGRAM

The Accessible Housing Program provides grants for removing architectural barriers and installing modifications and/or adaptations for County residents with physical disabilities. The program serves income eligible renters and homeowners in all 49 municipalities who need their primary residence modified in order to gain access to living areas and/or improve their ability to perform activities of daily living.

TABLE 9

2014 INCOME LIMITS – HOME IMPROVEMENT CODE COMPLIANCE PROGRAM							
1 PERSON	2 PERSON	3 PERSON	4 PERSON	5 PERSON	6 PERSON	7 PERSON	8 PERSON
\$44,150	\$50,450	\$56,750	\$63,050	\$68,100	\$73,150	\$78,200	\$83,250

HOMELESSNESS

Life Center of Eastern Delaware County is a 50-bed facility providing shelter for single adult men and women. The Center serves over 160 residents per year. Residents must complete an intake screening. If no beds are available, potential residents are placed on a waiting list. The Community Outreach project coordinates a meal program every night from 7:00 p.m. to 8:00 p.m.



MUNICIPAL SERVICES

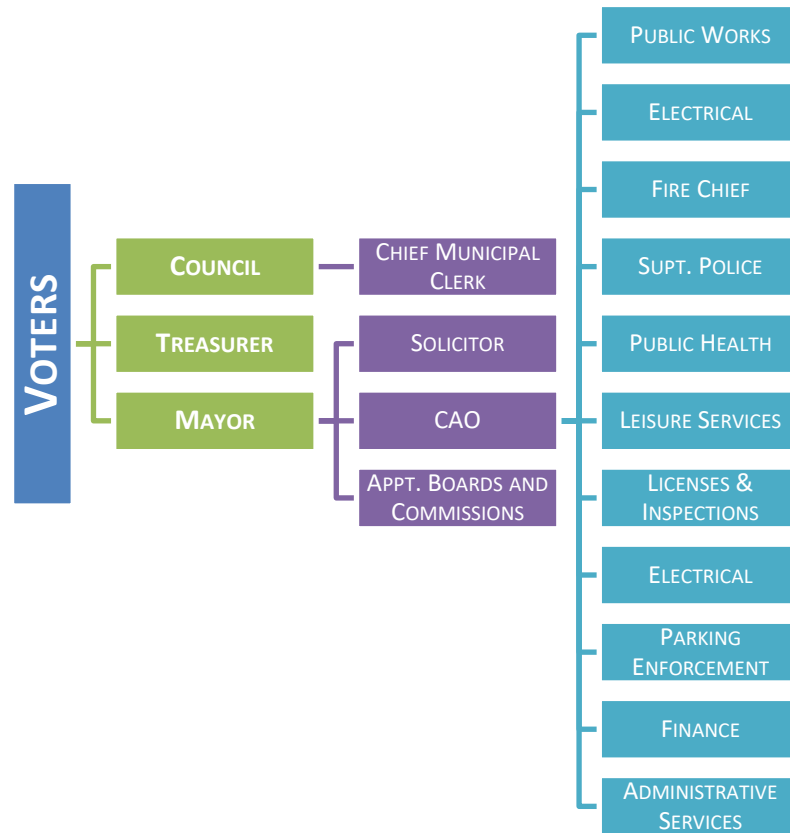


FIGURE 29. TOWNSHIP ORGANIZATIONAL CHART

MAYOR – The Mayor serves as the Chief Executive, and is elected by the citizens of Upper Darby. The Mayor serves a four-year term, and is not permitted to serve more than three successive terms. This part-time position is responsible for executing the ordinances and performing the day to day administration of the Township’s Departments. The Mayor must reside in the Township for at least one year prior to and while in office. Thomas N. Micozzie currently serves as the Township’s Mayor.

TOWNSHIP COUNCIL – The Township Council, enacts legislation, sets policy for the Township government, and adopts the annual budget. Council members are elected to serve staggered four-year terms and are required to live in the Township for one year before they assume office. Current members include:

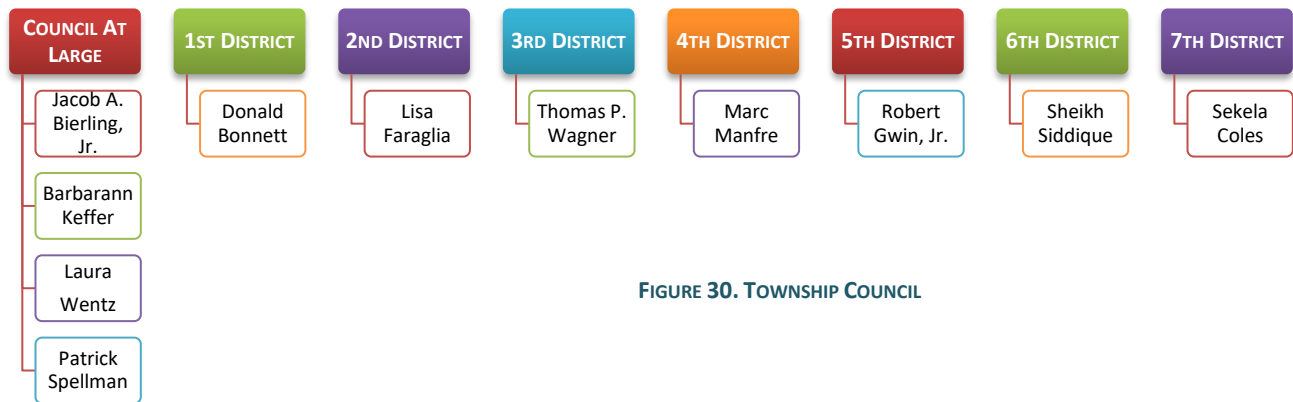


FIGURE 30. TOWNSHIP COUNCIL

THE TOWNSHIP TREASURER – The Treasurer is nominated and elected by the qualified electors of the Township-at-large. The Treasurer is elected to serve a four-year term, and must be a resident of the Township. The Treasurer disburses the Township funds as directed by the Administrative Code and the Township Council.

CHIEF ADMINISTRATIVE OFFICE – The Chief Administrative Officer (CAO) is a full-time position, and is responsible for administering the operation of the Township Departments. The Chief Administrative Officer is appointed on the basis of executive and administrative qualification. The Chief Administrative Officer serves as the deputy to the Mayor and shall supervise and direct such departments, agencies and activities as delegated by the Mayor. Thomas J. Judge Jr. currently serves as the Township’s CAO.

ADMINISTRATIVE SERVICES – The Department of Administrative Services is responsible for performing staff functions for the Mayor and Chief Administrative Officer. The Department is directly responsible for several of the Township's services which include communication and computer systems, housekeeping and maintenance for the Municipal Buildings, employee insurance benefits and the Request Department. The Request Department handles call related to health issues, animals, trash, signs, sewers, graffiti, fire hazards, abandoned vehicles, and license/permit/zoning violations.

PROPERTY MAINTENANCE – Property Maintenance, a division of the Administrative Services Department, works to preserve the quality of the Township’s housing and neighborhoods. Code enforcement officers conduct daily inspections on property located within the Township relative to high grass/weeds; trash and debris; vacant and abandoned homes; potholes; curbs, sidewalks, driveways and aprons; stagnant water; dangerous/hazardous trees and shrubs; abandoned vehicles; and snow removal.

ELECTRICAL DEPARTMENT – The Electrical Department is responsible for the repair and the maintenance of all the traffic signals and traffic signal controllers in the Township. The Department is also responsible for the repair and maintenance of the Township’s street lights system, School 15 MPH warning signals, the dangerous curve warning signals, and the electrical systems for all Township owned property.

FINANCE DEPARTMENT – The Finance Department is responsible for the administration of activities pertaining to the receipt, expenditure, accounting, investment, custody and control of Township funds. The Department prepares the annual budget, develops and issues monthly budget reports, and other financial information as necessary. All records are maintained in conformance with fund accounting principles and with generally accepted principles of governmental accounting. The department has also been designated as the Township’s tax collector; the department collects all taxes levied by the Township. Lastly, the Department administers the purchasing system responsible for the procurement of all goods and services by each of the Township’s departments.

FIRE DEPARTMENT – The Upper Darby Township Fire Department currently consists of five (5) stations including the Garrettford Drexel Hill Fire Company (March 12, 1908); Highland Park Fire Company (November 29, 1911); Upper Darby Fire Company (1916); Cardington-Stonehurst Fire Company (January 16, 1916) and the Primos Secane Westbrook Park Fire Company (1955).

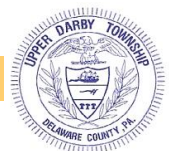
The Fire Department consists of approximately 52 career fire fighters, and 200 volunteer fire fighters. Chief officers include: 1 career department chief; 4 career deputy chiefs; 5 district chiefs; 15 assistant chiefs; 6 career captains; 10 volunteer captains; 10 lieutenants; 1 career fire marshal; 1 training coordinator/administrator; and 1 department secretary.

The Fire Department responds to over 3,000 calls a year. The department operates its own fire prevention unit and conducts fire prevention programs in all the 23 schools, major hospital, senior citizen groups, businesses, home day care providers, and day care centers. The department operates its own Smoke Detector Program for senior citizens, handicap persons and families unable to afford a smoke detector.

LEISURE SERVICES – The Leisure Services Department is administered by a small full-time staff augmented by seasonal part-time employees to provide a wide array of recreational programs. The Performing Arts Center, the Community Aquatic Program, and the Senior Center have all received recognition for excellent programming, leadership, and achievements. The department processes and issues permits for parks, playgrounds, field and recreation areas, buildings and schools within the township of Upper Darby. The Parks division maintains the township recreation facilities on a year-round basis, which includes grass cutting, snow removal, interior maintenance, and continual playground inspection, repair, and renovation.

LICENSES AND INSPECTION – The Licenses and Inspection Department is responsible for the protection of persons and property through the general administration and enforcement of land development, zoning, construction, property maintenance and related structural and land use codes.

The department also enforces many of the licensing requirements of the Township including licenses for contractors, amusement devices, junk dealers, solicitors, etc. The department is responsible for securing and administering state and federal grants for programs that support housing, capital improvements and other programs that benefit the Township.



PARKING ENFORCEMENT – The Parking Enforcement Department is responsible for the installation, maintenance, and repairs of all parking meters throughout Upper Darby Township and for the collection of parking fees and enforcement of all laws and ordinances pertaining to illegally parked vehicles.

The department also issues, files and prosecutes all citations for unpaid parking tickets with the District Justice. Parking Enforcement also maintains/operates municipal parking lots; two of which are public pay lots.

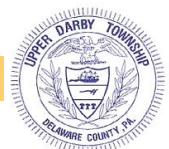
POLICE DEPARTMENT

The Police Department continues to enhance the police protection services provided for both residents and business owners. The department has made great strides in providing the most modern and effective protection services for the Township. The department is located at 7236 West Chester Pike, with three substations located at 5100 State Road, 60 South 69th Street, and 710 Long Lane. The command and supervisory staff of the Department includes a police superintendent, 4 captains, 6 lieutenants, and 11 sergeants. There are 133 sworn officers, and 28 civilian staff members.

Specialty units within the Department include: a Mountain Bike Unit; Tactical Narcotics Team; K-9 officers; Motorcycle; Narcotics; Progressive Team Patrol; School Lock Down Drills; Domestic Violence Coordinator/Victim Services; and Mentoring Program. Other programs/services provided by the Department include; Commend an Officer, Anonymous Tip Line, and a log for requests and complaints. Social media presence includes Twitter and Facebook.

CRIME

- According to the Pennsylvania Uniform Crime Reporting System, violent offenses reported to the Upper Darby Township Police Department decreased 29% from 2007 (1,129) to 2014 (798).
- Crime peaked in 2008 and has steadily dropped from 2009 to 2014.
- The percent of crimes cleared has also dramatically improved over the past few years. During 2013 and 2014 the percent of crimes cleared was 35.71% and 42.66% respectfully.



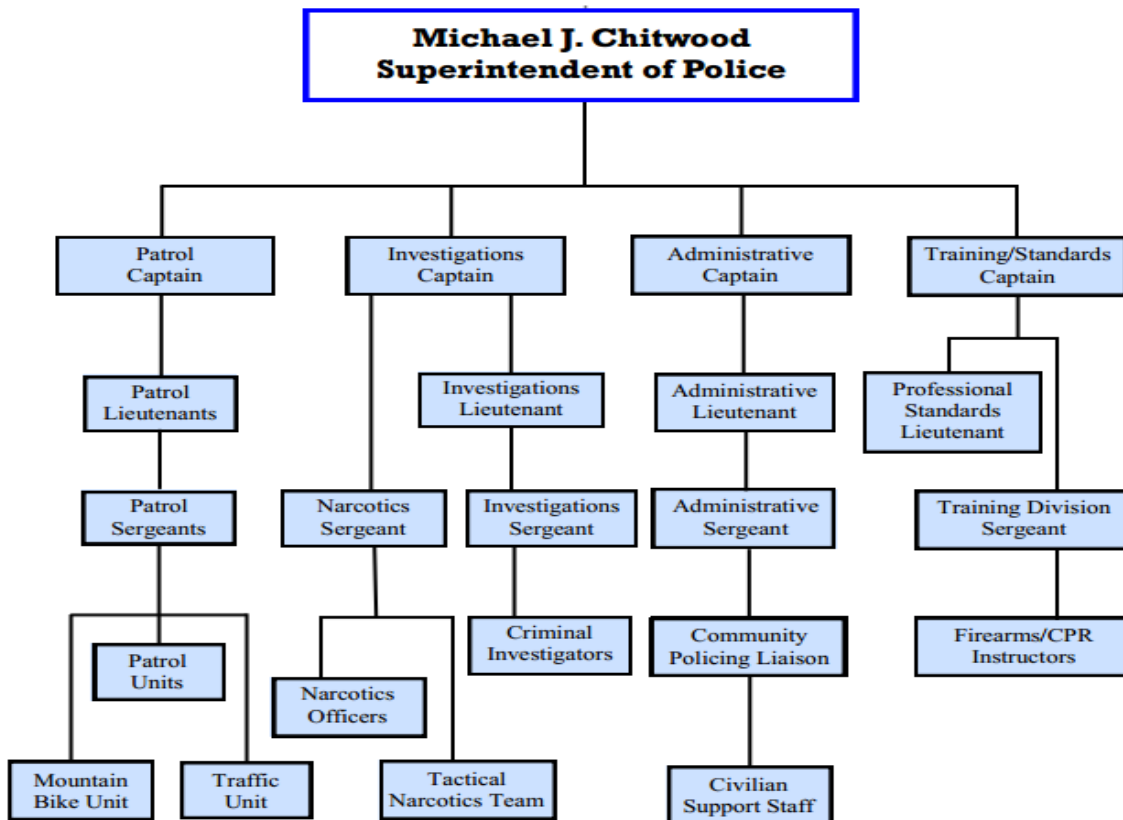


FIGURE 31. POLICE DEPARTMENT ORGANIZATION CHART

PUBLIC HEALTH

The Public Health Department is responsible for the public health, safety and welfare of the Township's residents. All public health issues pertaining to food establishments and rental properties are addressed by health officers by enforcing the Upper Darby Township Property Maintenance Code. Issues include, but are not limited to plumbing, electrical, sanitary conditions, exterior and interior maintenance, bug or rodent infestation, heating and ventilation.

PUBLIC WORKS – The Public Works Department is responsible for the design, construction, operation, maintenance and repair of all the physical structures and facilities which are owned and maintained by the Township. The Department is responsible for compliance with the US EPA National Pollution Discharge and Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Program in the inspection, testing, and maintenance of all storm sewer outfalls throughout the Township and upholding the high integrity of clean stormwater discharging into the nearby creeks.

Upper Darby Township lies within the Darby and Cobbs Creek Watershed, a watershed comprising a 77.2 – square mile drainage basin which encompasses 31 municipalities within Delaware, Chester, Montgomery and Philadelphia counties. There are five Creeks that border and intersect the Township: Darby; Cobbs; Naylor's Run; Muckinapetes; and Collenbrook. The Township strives to be a good steward in maintaining the integrity of these important waterways.

In 2005, the Township adopted Ordinance No. 2945, Stormwater Management Ordinance which encourages residents and developers to utilize Best Management Practices (BMPs) in dealing with stormwater runoff.

The Public Works Department also oversees all residential trash and recycling collection operations. The department is divided into seven divisions which include highway/street cleaning; highway/street signs and traffic marking; highway/road and bridge maintenance; sanitation; sewer construction; sewer maintenance; and vehicle maintenance.

The Sanitation Division is responsible for the operation of the pick-up and safe disposal of trash and single stream recycling. Trash pick-up is collected once a week throughout the year and twice a week pick-up during a period of time in the summer. Single stream recycling is collected on a weekly basis throughout the year. Yard waste and Christmas tree collections are other collections scheduled on certain days during the year. The Division also provides the daily service of scheduled bulk pick-up for each resident within the Township.

EMERGENCY MANAGEMENT – The Emergency Management Department comprises organized analysis, planning, decision making, and assignment of available resources to mitigate, prepare for, respond to and recover from the effects of all hazards/emergencies. The goal of this department is to save lives; prevent injuries; and protect property and the environment if an emergency occurs.

UTILITIES

Public Water Service: Upper Darby Township's public water is supplied by the Aqua America Inc. (formerly known as Philadelphia Suburban Water Company). Upper Darby's source of potable water is the Springton Lake Reservoir on Route 252 in Delaware County. Public water service is available throughout the Township and there are currently no water quality issues.

Public Sewer Service (Sanitary and Storm Water): Upper Darby Township is currently served by three different sewer authorities: the Philadelphia Water Department, the Darby Creek Joint Authority, and the Muckinipattis Sewer Authority.

The Pennsylvania Sewage Facilities Act of 1966, or Act 537, requires municipalities to submit either an individual or joint Official Sewage Facilities Plan to the Department of Environmental Protection. The Township adopted the Delaware County Act 537 Sewage Facilities Plan Update for the eastern portion of Delaware County in 2013.

SEWAGE CONVEYANCE SYSTEMS

MUCKINIPATES AUTHORITY (MA). The MA service area covers the Muckinipates Creek watershed (approximately 4.2 square miles) that includes, in whole or in part, Darby, Ridley, Springfield, and Upper Darby Townships and Clifton Heights, Folcroft, Glenolden, and Norwood Boroughs. Each municipality has representation on MA's eight-member board.

Flows from MA are conveyed to and pumped through a DELCORA-owned pump station to the SWWPCP for treatment. The Muckinipates Pump Station (MPS), built in 1979 and upgraded in 2009, the MPS has three 100-horsepower variable speed vertical centrifugal pumps that allow operations to match incoming



flow. Each pump has a capacity of 4,200 GPM with a combined capacity of approximately 18 MGD and a permitted combined capacity of 15 MGD. The MPS pumps wastewater into a 48-inch prestressed concrete cylinder pipe force main where it joins flows from CDPS and transports it along Darby Creek, a distance of approximately 8,800 feet to the Darby Creek Pump Station, ultimately ending at the SWWPCP. There have been no reported SSO events and there are no sections of the Interceptor with capacity problems.

DARBY CREEK JOINT AUTHORITY (DCJA) – DCJA was established in the mid-1930s as a treatment authority. It is one of three authorities that were converted from treatment to a conveyance authority. Its service area encompasses most of the Darby Creek watershed and a portion of the Crum Creek watershed. The twelve member municipalities served by DCJA include Darby, Springfield, and Upper Darby Townships and Aldan, Clifton Heights, Collingdale, Colwyn, Darby, Folcroft, Lansdowne, Sharon Hill, and Yeadon Boroughs.

The Radnor-Haverford-Marple Authority sends flow to DCJA. The DCJA owns and/or maintains approximately 48,850 linear feet of sewer line, two DCJA-owned interceptors, and three non-DCJA-owned interceptors. The three primary interceptor lines owned by DCJA include the Darby Creek Interceptor, the Cobbs Creek Interceptor, and the Hermesprot Creek Interceptor. The one pump station serving DCJA, which is owned and operated by DELCORA, pumps all sewage flows to the SWWPCP for treatment. Based upon the video inspection program, the system is in fair to good condition.

DCJA has adopted a seven-year plan to correct deficiencies in the system found by the video inspection program and to address abatement of excessive I&I. Abatement efforts in 2009 and 2010, have reduced I&I in its service area by a total of 734,150 GPD. This amount is based on I&I reduction in the approved capacity management plan of Darby Creek Interceptor. It is estimated that another 194,473 GPD of I&I were removed in 2011. No SSOs were reported in 2011.

Upper Darby's Sewer collection system consists of approximately 51 miles of sewer pipe and over 1,050 manholes. The collection systems have been in existence for over 83 years and the trunk lines are as old as 50+ years. The pipe sizes range from 8-inch to 36-inch. There are no pumping stations that provide flow to the DCJA system.

The Township has a routine plan to monitor and maintain the system which includes the replacement of deteriorated sections of pipe, the cleaning of grease, built up, removal of roots and jet sewer lines at known problem locations. The tasks of the TV camera crew along with the surveyor crew are to video the sewer lines, locate manholes, and obtain elevations of the manhole's rims and inverts. The Township continues to monitor sanitary sewer flow at selected sites, in order to compile flow information for unmeasured sections of Upper Darby Township's sewers. The data collected is used for I&I studies, and other reports.



STORM WATER MANAGEMENT

In 2005, Upper Darby adopted a stormwater management ordinance to reduce the discharge of pollutants from outfalls, and to protect water quality in the receiving waterways. Situated in the Darby and Cobbs Creek Watershed, there are five creeks (Darby, Cobbs, Naylor's Run, Muckinapetes, and Collenbrook) that border and intersect the Township. The Township has committed to be a good steward in maintaining the integrity of these important Waterways.

The ordinance encourages the use of Best Management Practices (BMPs) in dealing with stormwater runoff. The Township's goals for this program are to (1) identify major outfalls and all pollutant loadings (2) detect and eliminate non-stormwater discharges to the system (3) reduce the pollutants in runoff and control stormwater discharges from areas within the Township.

The Township continues to educate and promote public awareness on storm water impacts, and to encourage public participation in order to reduce pollutants into the storm sewers.

EASTERN DELAWARE COUNTY STORMWATER COLLABORATIVE

The Township has joined with 6 eastern Delaware County municipalities to form the Eastern Delaware County Stormwater Collaborative. The goal of this Collaborative is to improve the control of stormwater, and reduce pollution within their communities.

HEALTH AND HUMAN SERVICES

DELAWARE COUNTY MEMORIAL HOSPITAL/ CROZER –KEYSTONE HEALTH SYSTEM (PROSPECT MEDICAL HOLDING LLC)

Delaware County Memorial Hospital (DCMH), is one of the founding hospitals of the Crozer-Keystone Health System. In 2016, the Crozer-Keystone System was purchased by Prospect Medical Holding LLC, a for-profit company. DCMH is a 168-bed facility that offers a broad range of acute and specialized services. Established in 1927, DCMH currently admits over 10,000 patients, treats nearly 40,000 Emergency Department patients, completes more than 5,800 surgeries, and delivers more than 1,800 babies each year.



CHESPENN HEALTH SERVICES

ChesPenn Health Services is a network of Federally Qualified Health Centers that provide low-cost healthcare services to the people of Delaware County. Founded four decades ago as the Children's Clinic of Chester and Vicinity, ChesPenn now includes four Centers for Family Health: two in Chester, one in Upper Darby, and another in Coatesville. The centers offer a range of primary care, dental, family therapy and substance-abuse services for children and adults, regardless of ability to pay.

Since 1995, Crozer-Keystone Health System has built a strong and productive relationship with ChesPenn Health Services – a natural fit, given ChesPenn's first location at Crozer-Keystone's Community Hospital.

Crozer-Keystone continues to provide ongoing technical assistance and oversight for ChesPenn Health Services.

COMMUNITY FACILITIES

WELCOMING CENTER FOR NEW PENNSYLVANIANS

The **Upper Darby Welcoming** Center for New Pennsylvanians connects newly arrived individuals from around the world with the economic opportunities in order to succeed in the greater Philadelphia region. The main headquarters is located at One Penn Center, 1617 John F. Kennedy Boulevard in Philadelphia, with a satellite office in Upper Darby Township.

The **Upper Darby Welcoming Center** provides the following services:

- Assisting employers with finding qualified workers
- Assisting individuals with learning English
- Job training
- Assisting jobseekers in finding a new job
- Connecting individuals to resources
- Providing access to legal services
- Public policy
- Small business support

The **Upper Darby Welcome Center** was established in 2003, and is located at 7000 Walnut Street. Along with the services identified above, the **Upper Darby Welcome Center** is staffed by Township employees and provides information on health insurance, English as a second language, immigration guidance, and how to become a homeowner.

UPPER DARBY SENIOR CENTERS

Upper Darby Senior Center – 326 Watkins Avenue

Located at the Upper Darby Township Community Complex, this Center provides care for those aged 60 and over. This Center is funded by Upper Darby Township and the County Offices of Services for the Aging. The Center is dedicated to improving the quality of life for senior citizens through community resources, and several social, recreational, educational, physical and nutritional programs. In 2005, the Senior Center earned the distinction of being a nationally accredited center. The center also provides nutrition services both in-house and on a homebound basis.

Upper Darby Senior Center – Pontiac Road

This Center is dedicated to improving the quality of life for senior citizens through community resources, social recreational, educational, physical and nutritional programs. This Center is fully funded by Upper Darby Township



EDUCATION

UPPER DARBY SCHOOL DISTRICT

Upper Darby School District is one of the largest township school districts in the United States with nearly 12,000 students and over 960 professional staff distributed among its kindergarten center, ten elementary schools, two middle schools and one high school. (Source: Upper Darby School District).

UPPER DARBY HIGH SCHOOL

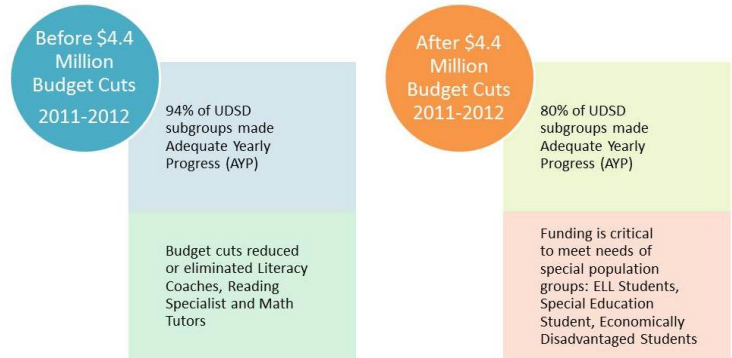


Grades 10 to 12 where an Assistant Principal, Lead Teacher, Administrative Assistant, and three School Counselors serve them through to graduation.

The school year consists of two semesters. A school day consists of five seventy-nine minute blocks of time. Most courses are semester length block courses worth five credits for a passing grade. Most students take a minimum load of four courses to earn twenty credits per semester.

The Upper Darby School District has been challenged due to \$4.4 million in budget cuts in 2011-2012. Prior to the cuts, 95% of the Upper Darby School District subgroups made the Adequate Yearly Progress (AYP). The budget cuts reduced or eliminated literacy coaches, reading specialists and math tutors. After the budget cuts 80% of the subgroups made AYP. Funding is critical to meet the needs of special population groups.

Funding Our Education



Upper Darby High School's first graduating class in 1896 consisted of five students. Today, the estimated enrollment is 3,800 students in Grades 9 through 12, with over 800 in this year's senior class. The high school experience begins in the Freshman Academy with a staff of teachers, counselors, and administrators who work exclusively with the 9th grade students. The students then transition to the house system for

Tracking the Transient Population

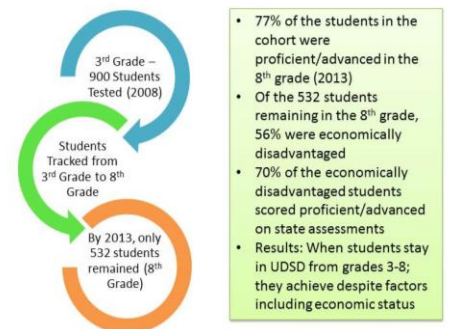


FIGURE 32. TRACKING TRANSIENT POPULATION

The transient population in Upper Darby is another critical challenge the District must face. As shown in Figure 32, the School District tracked a cohort of students from the 3rd Grade to 8th Grade; the results showed that students who stay in the school district achieve despite various factors, including economic status.

Upper Darby School District applied for, and received, a \$3 million School Improvement Grant (SIG). The grant provided \$400,000 for three years. The School District used the funds to add academic support which included reading specialists, math and literacy coaches, and social workers. This funding resulted in the Upper Darby High School achieving a School Performance Profile above 80. The grant funds are critical in providing additional staff to support academics.

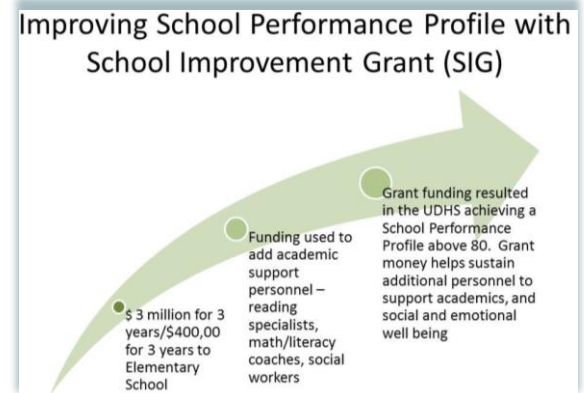


FIGURE 33. IMPROVING PERFORMANCE

CHILD CARE

The Upper Darby School District Extended Day Program is a before and after school program licensed by the Commonwealth of Pennsylvania, Department of Public Welfare. The Extended Day Program serves the children of Upper Darby School District in eight elementary schools. The children range in grades from kindergarten through 5th Grade. The Program is held at the following locations:

- Upper Darby Elementary Schools
 - Aronimink
 - Bywood
 - Garrettford
 - Highland Park
 - Hillcrest
 - Stonehurst Hills
 - Westbrook Park
- Kindergarten Center

The before school program is from 7:30 a.m. to 8:30 a.m. and the after-school program is from any dismissal time until 6:00 p.m. The Kindergarten Center offers care from 7:30 a.m. to 6:00 p.m. The morning program offers quiet passive activities prior to the children going to their classrooms. The after-school program offers homework supervision, snack time, outdoor playtime, crafts, and indoor activities.

UPPER DARBY SCHOOL DISTRICT COMPREHENSIVE PLAN- 2014 TO 2017

The following is an overview of the Upper Darby School District Comprehensive Plan Goals:

- **GOAL ONE:** Establish a district system that fully ensures that each member of the district community promotes, enhances and sustains a shared vision of positive school climate and ensures family and community support of student participation in the learning process

- **GOAL TWO:** Establish a district system that fully ensures the consistent implementation of effective instructional practices using model curriculum in Grade K-5 across all classrooms in each school.
- **GOAL THREE:** Establish a district system that fully ensures that student results from common assessments and the support of instructional coaches and supervisors is used to improve the effectiveness of instructional practices in all classrooms.
- **GOAL FOUR:** Establish a district system that fully ensures that barriers to student learning are addressed in order to increase student achievement and graduation rates at the high school.

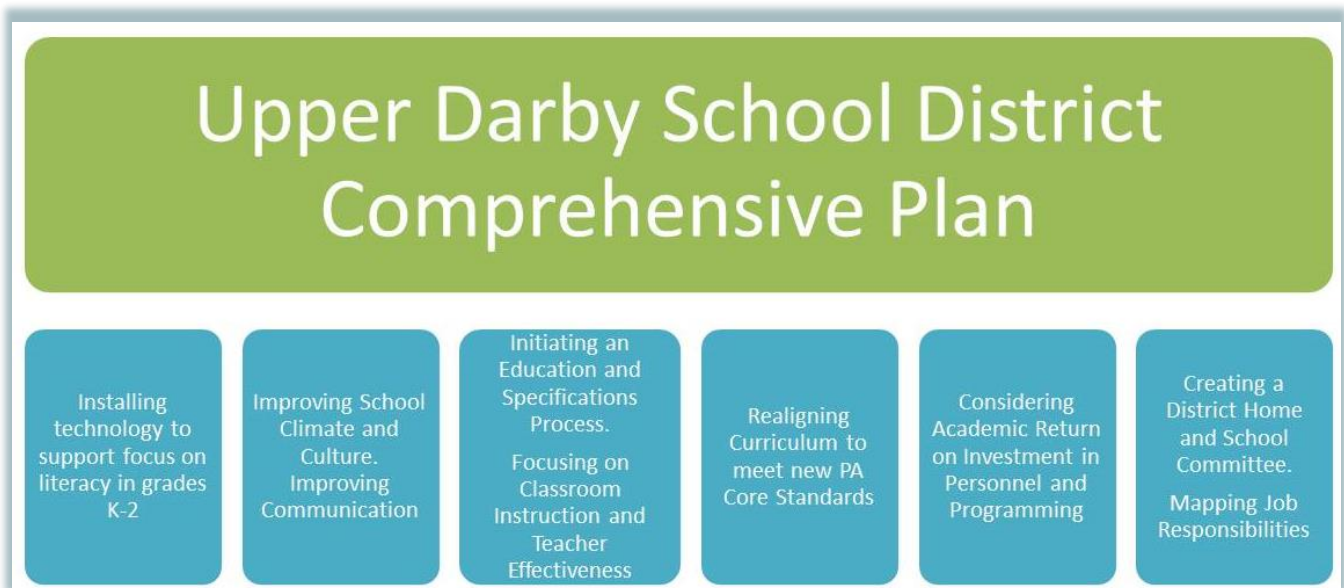


FIGURE 34. UPPER DARBY SCHOOL DISTRICT COMPREHENSIVE PLAN

2.7 – RECREATION AND OPEN SPACE

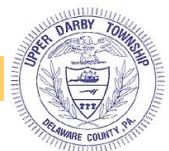
Offering access and quality amenities to residents is imperative, and, through the years, Upper Darby Township has made a commitment to public open space and recreation. The Township personnel maintain approximately 77 different areas dedicated to active and passive open space and recreation opportunities. The Township completes all maintenance on their owned properties. In recent years, notable facility upgrades have taken place at Fernwood, McKinley, Dermond basketball courts, Second Ward basketball courts, Oxford and a complete transformation of Wycombe Avenue Island. Successful funding pursuits have been obtained and dedicated to the Naylor's Run bench beautification program as well as passive-park planning of three additional open spaces.

Upper Darby Township and the Upper Darby School District cooperate in sharing several recreation-related areas that require significant commitments of upkeep and maintenance. While, this cooperation is not unique in its intent, it is unique in scale. With the extent of responsibilities to these areas, plus its other recreation and open space facilities, the Township has reached a critically crucial point in shaping the effectiveness of its future service to its system of amenities.

Based upon observations of municipal recreation facility conditions, some very popular Township facilities are becoming “loved to death”, while other facilities are used less frequently. Ultimately, the Township’s personnel are challenged in staying on top of the on-going balance of maintenance the facilities demand. As part of the comprehensive planning process, discussion surfaced about the possibilities and the degree to which a synthetic-surfaced, multi-purpose field may or may not be desired with the community. As it was found through discussion, and community-wide survey feedback, minimal support for such a facility, the continued, constant use of natural fields becomes an even more significant decision in the Township’s approach to scheduling play times and identifying rest periods for maintenance. There is also significant opportunity within the community to improve wayfinding/signage system as well as the way in which information about open space features, maintenance status, and availability for organized vs. spontaneous activities could be shared with the public. Pride invested in public lands can ripple into and encourage pride in surrounding neighborhoods and throughout the community as a whole.

As a generality, when a household is considering a move to a new community, parks and recreation are become a primary consideration (along with school/education quality and housing affordability) that weigh in to a selection of where to live. Thus, based on this and the Comprehensive Plan’s findings, one key recommendation is that the community should consider assembling a Task Force to address a series of pivoting recreation-related opportunities that exist for the Township. It is envisioned that the Task Force could:

- Evaluate the effectiveness of the Township’s current and potential approach in charging for field use and resulting maintenance needs.
- Establish a Recreation Committee



- Evaluate if the Township should recoup a portion of its maintenance fees from the parks users, and if so, identify the most applicable fees and/or mechanisms for defining maintenance responsibilities to the various groups utilizing the Township's facilities.
- Prepare a scope of work associated with the completion of a Comprehensive Parks, Recreation and Open Space Plan as well as pursue fundraising for the completion of such a Plan.



2.8 – HISTORIC AND CULTURAL RESOURCES

UPPER DARBY PERFORMING ARTS CENTER

The Upper Darby Performing Arts Center (Center) is owned by the School District, and supported by the Township. The Center operated as a community arts center and draws more than 60,000 audience members from the Greater Philadelphia region on an annual basis. The Center hosts ensembles that include the Philadelphia Orchestra, The Three Irish Tenors, The Glenn Miller Orchestra, The Golden Dragons Chinese Acrobats, the Fabulous Greaseband, and a popular annual production of the Nutcracker.



The Center produces one of the nation's most successful youth theater programs, Upper Darby Summer Stage has earned state and national recognition as a model youth theater program; it presents more than 35 performances each summer involving over 700 young people. In addition, thousands of Upper Darby School District students perform each year as members of the UDHS Band, Choirs, Orchestra, Foundation Galas, elementary school concerts and other events. In its 30 years of existence, the Upper Darby Performing Arts Center has been actively used as a community resource that is unique in Delaware County.

Each of the six Children's theater shows, and the Mainstage Show, has its own production staff that includes a professional director, musical director, and choreographer, set and costume designers and a stage manager. While teaching the backstage aspects of theater, the Technical Program provides indispensable support for all the Summer Stage productions and its staff adds a professional look to every show's sets and costumes.



The Upper Darby Summer Stage Shooting stars is an outgrowth of the Summer Stage Program and involves up to 45 Summer Stagers in year 'round performances for the community. The Shooting Stars primary mission is to bring performances to those unable to attend the Performing Arts Center – particularly senior citizens. In addition, the Shooting Stars perform at Rose Tree Park and have been

invited to perform at the Philadelphia Thanksgiving Day Parade, on NBC-10's Live from Longwood Gardens and at other high-profile community events. Every two years the Shooting Stars perform in Disney World.

The partnership with Upper Darby Township, Upper Darby School District, the Upper Darby Arts and Education Foundation and many corporate and foundation grants programs has enabled the performing arts center to offer state of the art technology to enhance all productions. The box office offers 24-hour online ticketing and the Performing Arts Center designs its own marketing materials using InDesign software. The theater boasts excellent lighting and sound equipment and grants have helped to provide funding for a new Steinway piano and dance rehearsal space.

Historic Resources Eligible for National Register include the Market St. Elevated Railway Historic District, 69th Street Terminal Square Shopping District, The McClatchy Building, Tower Theater, John Kirk Farm, Collen Brook Farm, Market Street Elevated Railway Historic District

TOWER THEATER

The Tower Theater, located at 69th and Ludlow Streets was constructed in 1927, and opened in 1928 by John H. McClatchy. The Theater was Upper Darby's first movie house, and showed both vaudeville acts and movies.



The Theatre has a reputation for the best acoustics in town. Through the years, the historic theater has retained its style and charm; it offers seating for 3,000 persons and hosts over 40 shows per year.

COLLEN BROOK FARM

Collen Brook Farm is approximately 8 acres of open space with a country-like setting. Situated on the farm is an 18th century farmhouse known as "Collen Brook". The farmhouse is listed on the National Register of Historic Places. It has remained in the possession of direct descendants for nearly 300 years. Through the generosity of the Smith Family, Upper Darby Township acquired the home in 1989, as a living heritage for all to enjoy.



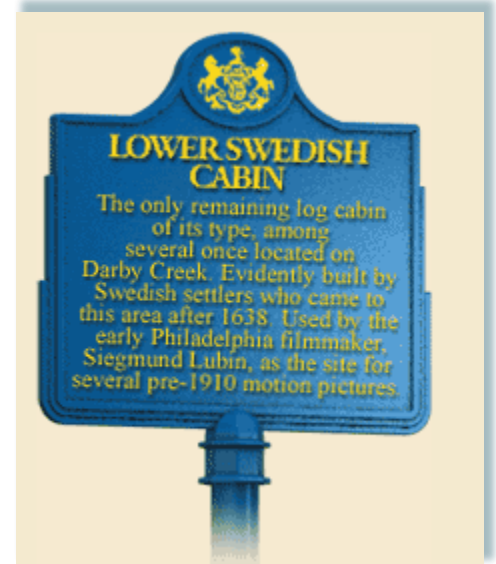
FIGURE 35. HISTORIC RESOURCE MAP. PHMC

LOWER SWEDISH CABIN

The Lower Swedish Cabin, which is among the oldest log cabins in America, was designated a National Historic Landmark in 1989. The cabin was built by Swedish settlers in the mid-17th Century.

The cabin is nestled along Darby Creek in Drexel Hill, it was originally a trading post. Nestled in a small clearing along Darby Creek just off Creek Road in Drexel Hill, the small two-story cabin originally was a trading post that intercepted Indian traders before they reached the Dutch.

The cabin was restored in 198, through the efforts of the *Friends of the Swedish Cabin*, and help from local and state representatives. A federal grant in the amount of \$100,000 was obtained in 1985.



2.9 – NATURAL RESOURCES

Upper Darby Township is located within the Delaware River Basin and the Darby & Cobbs Creeks Watershed. Most of the 77 square miles of the Darby & Cobbs Creek Watershed are located in Delaware County. However, the Watershed also includes portions of Chester, Delaware, Montgomery, and Philadelphia Counties. Overall, the Watershed encompasses all or parts of 31 municipalities. The main stem of Darby Creek originates in Easttown Township, Chester County and is joined by a number of tributaries as it flows downstream. Cobbs Creek, the major tributary of the Darby, converges with it in Colwyn Borough. The Darby is then joined by the Hermesprota, Muckinapattis and Stony Creeks, which flow into a tidal portion of Darby Creek at the John Heinz National Wildlife Refuge (the “Refuge”), where Darby Creek meets the Delaware River, south of Little Tinicum Island. (SOURCE: DCNR).

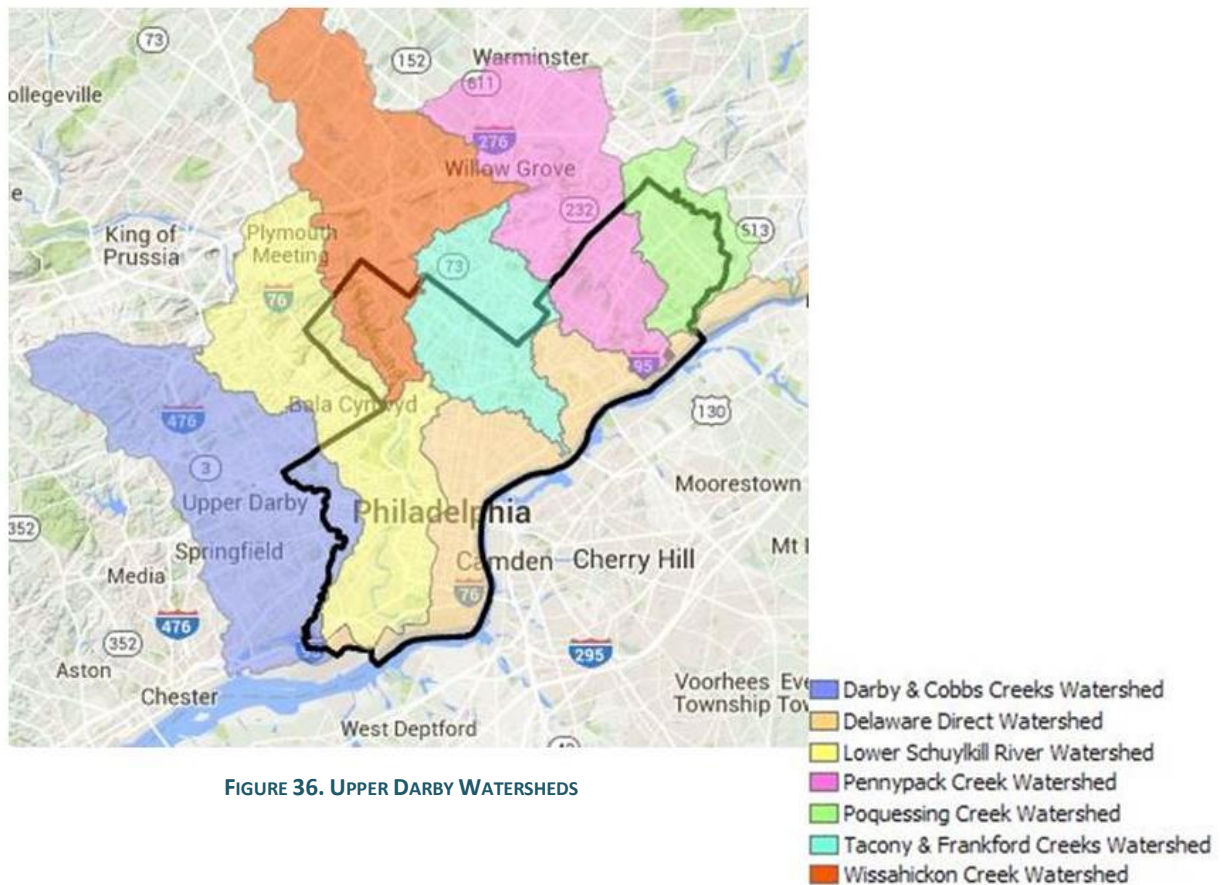


FIGURE 36. UPPER DARBY WATERSHEDS

Natural features are concentrated along the Township’s major stream corridors; these streams include Cobbs Creek, Naylor’s Run, Darby Creek and Muckinipattis Creek. Cobbs creek is situated along the eastern boundary of the Township; separating the Township from the City of Philadelphia. Darby Creek flows from the northwestern corner of Upper Darby at Township Line Road and flows to the southeast. For much of Darby’s Creek course is marks the boundary between the Township and its adjacent municipalities (Springfield Township, and the Borough of Clifton Heights, Lansdowne, Aldan, and Darby).

The following table highlights the hierarchy of streams located in the Darby and Cobbs Creek Sub-Basins. Because of the urban development, these streams have been classified as impaired by the Department of Environmental Protection. Watershed Plans have been developed to restore the water quality, reduce flooding, and improve the overall health of these watersheds.

TABLE 10.

HIERARCHY OF STREAMS: DARBY SUB-BASIN		
STREAM		FEATURE
Darby Creek		Kent Park
	UNS-DCPP (e)	Pilgrim Park, Aronimink Swim Club
	Collen Brook Run (ne)	Collenbrook Farm
HIERARCHY OF STREAMS: COBB SUB-BASIN		
STREAM		FEATURE
Cobbs Creek		
	UNS-PECO(sw)	PECO Energy Golf Club
	Naylors Run (nw)	Drexel Gardens Park
HIERARCHY OF STREAMS: DIRECT DRAINAGE SUB-BASIN		
STREAM		FEATURE
Darby Creek(ne)		
	Muckinipates Creek (n)	Glenolden Park
IMPORTANT UNNAMED STREAMS		
STREAM	PARENT STREAM	FEATURE
UNS-DCPP (not classified by USGS)	Darby Creek	Pilgrim Park, Aronimink Swim Club
UNS-PECO	Cobbs Creek	PECO Energy Golf Club, Cobbs Creek Park
SOURCE: Greenway Plan Darby-Cobbs Creek Watershed; Delaware County Planning Department		



DARBY CREEK WATERSHED PLAN

The Darby Creek Valley Association developed a watershed plan in 2005. Recommendations from this plan include the following:

1. **ESTABLISH A DARBY CREEK WATERSHED GREENWAY.** The Plan suggested a Greenway that would extend from the headwaters of Darby and Cobbs Creeks, and continue downstream to the confluence of Darby Creek with the Delaware River. The goal for the Greenway is to form a Darby Creek Park, similar to Fairmount Park in Philadelphia
2. **MONITOR STORMWATER MANAGEMENT PLAN.** The Plan suggested that as the planning for the Greenway is underway, those involved (groups and municipalities) should stay informed of the efforts by the Delaware County Planning Department to develop a Stormwater Management Plan.
3. **IDENTIFY CRITICAL PARCELS FOR ACQUISITION.** The County and municipal planning departments should identify and acquire open space within the proposed Greenway.
4. **CONSIDER REFERENDA TO CREATE FUNDING SOURCES FOR WATERSHED CONSERVATION**
5. **PROMOTE EFFORTS TO ESTABLISH, IMPROVE AND ENFORCE EXISTING LAND USE AND DEVELOPMENT ORDINANCES THAT PROTECT FLOODPLAINS AND PROMOTE WATERSHED 12 CONSERVATION**
6. **EXPLORE INNOVATIVE DEVELOPMENT TECHNIQUES TO PROMOTE CONSERVATION.** The Plan recommended that the County, municipal planning departments, and nonprofits (DCVA) should consider innovative development programs, such as transfer of development rights (TDRs) and conservation easement programs.
7. **PROMOTE WATERSHED PROJECTS IN SCHOOLS.**
8. **CONVENE REGULAR WATERSHED CONFERENCES.**

COBBS CREEK INTEGRATED WATERSHED MANAGEMENT PLAN

This plan developed in 2004 provided a blueprint to restore and protect the waters of the Cobbs Creek basin. The main purpose of the Plan was to improve the environmental health and safe enjoyment of the Cobbs watershed; it recommends appropriate remedial measures for the Cobbs Creek basin. Implementation recommendation included the following:

- Regulatory measures such as updating Act 537 Sewage Facility Plans and adopting and enforcing ordinance(s) to require the removal of pet waste.
- Public education efforts to include; general public education efforts, school education, and volunteer efforts.
- Municipal measures include a program to manage and maintain sewer systems, routine maintenance and monitoring activities, perform major repairs and replacement.
- Stream clean up uses the resource of volunteers to remove litter and heavy debris, and maintain habitat improvements.
- Enhancing stream corridor recreational and cultural resources.
- Bed stabilization and habitat restoration; channel realignment and relocation; plunge pool removal; wetland creation with best management practices,



GREENWAY PLAN FOR DARBY CREEK WATERSHED

Completed in 2011, *The Greenway Plan for the Darby Creek Watershed* is the first of two greenway plans to be components of the Delaware County's Open Space, Parks, Recreation, and Greenway Plan. The generalized vision for the Darby Creek Greenway Network is to have a continuous ribbon of green from one end of the watershed to the other.

The following opportunities in Upper Darby were cited within this Plan:

- The gateway located at the intersecting line of Millbourne, Upper Darby and the City of Philadelphia meet at Market Street can provide an important greenway. It has the potential to link the 69th Street downtown area of Upper Darby, the Naylor's Run greenway, and the Cobbs Creek bikeway. Landscaping, signage, and other improvements could provide better visibility and access to these greenways.
- Upper Darby Township could partner with the Fairmount Park Commission to develop gateways to Cobbs Creek Park trails at Township Line Road, North State Road, Market Street, and Marshall Road.
- Create a continuous recreational greenway between Haverford and Upper Darby Townships by using the Newtown Square Branch right-of-way. The northernmost possible hub of a continuous stream-based recreation greenway on Naylor's Run is at the Har Jehuda Cemetery in Upper Darby Township. A combination of the stream, the rail right-of-way, and road-based connections like Darby Road would allow the longest possible recreation greenway to serve the largest population and link the most hubs together
- Stream bank restoration, stream daylighting, and floodplain improvement are conservation activities that could help improve conditions along Naylor's Run. Public education would help to conserve the greenway at private streamside properties
- Upper Darby Township could partner with the owners and management of the Barclay Square Apartments and Shopping Center to implement stream and greenway conservation activities.
- Stonehurst Hills Elementary School, Upper Darby High School, and Archbishop Prendergast and Monsignor Bonner High Schools are in close proximity to Naylor's Run; therefore, they have opportunities to use it as an outdoor classroom
- The municipalities should educate landowners with streamside property about the importance of maintaining riparian buffers made up of native vegetation. Even if recreational trails are not feasible, Naylor's Run should be protected as a conservation greenway
- There is an opportunity for trail development in the sewer right-of-way in Pilgrim Park. Although a path is currently maintained by the sewer authority, it is already used by some for recreation. It could be safer (better policed, more accessible) if it were to become an official trail. Upper Darby and Haverford Townships should work together on a study or master plan for the park. The study could be an implementation activity recommended in plans for two other overlapping greenway segments



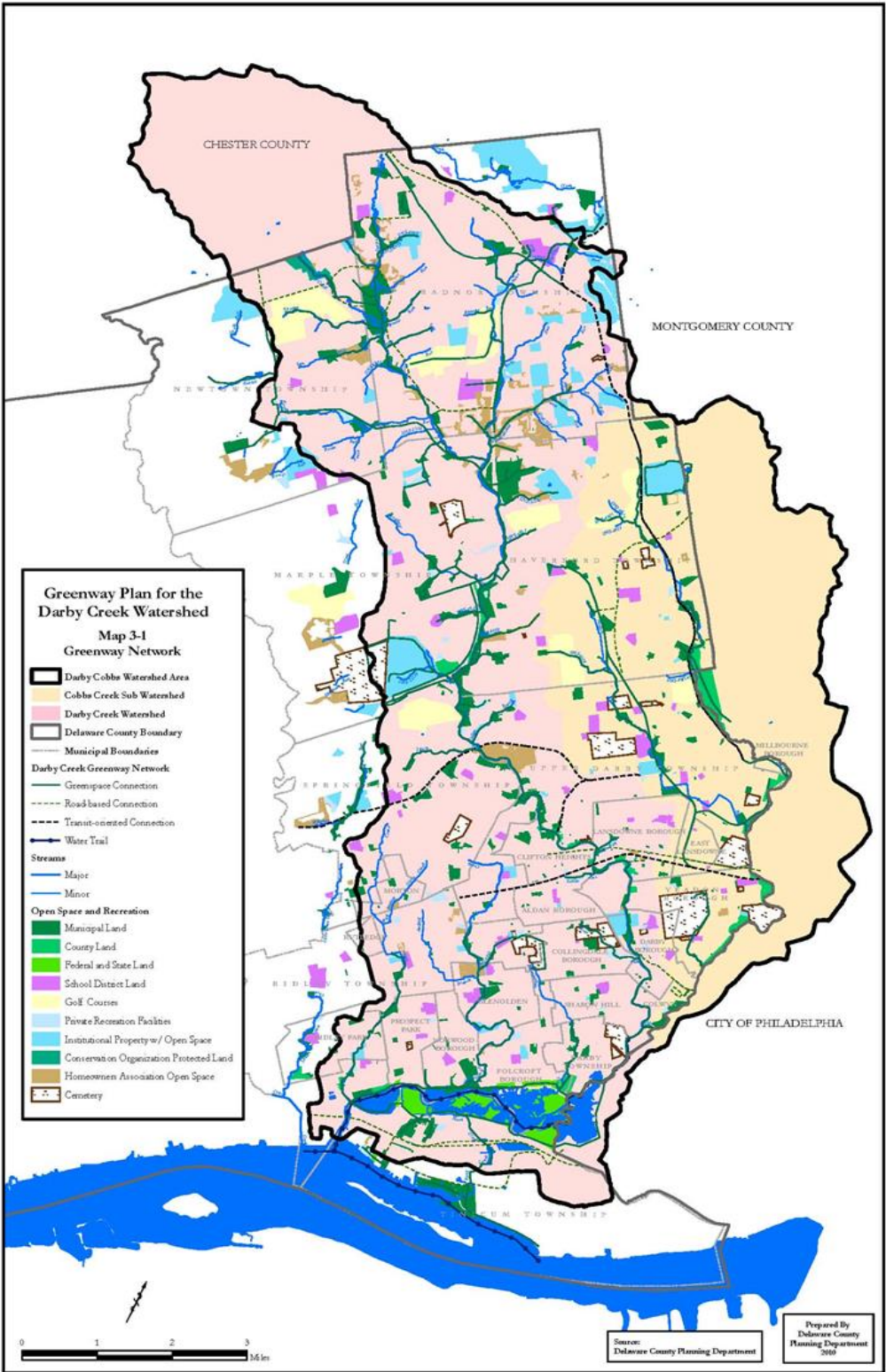
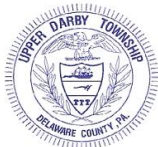


FIGURE 37. GREENWAY PLAN FOR UPPER DARBY CREEK WATERSHED



2.10 – FINANCIAL STRUCTURE

BUILDING PERMIT TRENDS

Investment in residential and commercial properties has been increasing over the past six years. In 2009 the average dollar amount per permit was \$351; in 2013 the average increased to \$689; and as of August 2014, the Township issued 243 permits with an average dollar amount per permit equal to \$756.

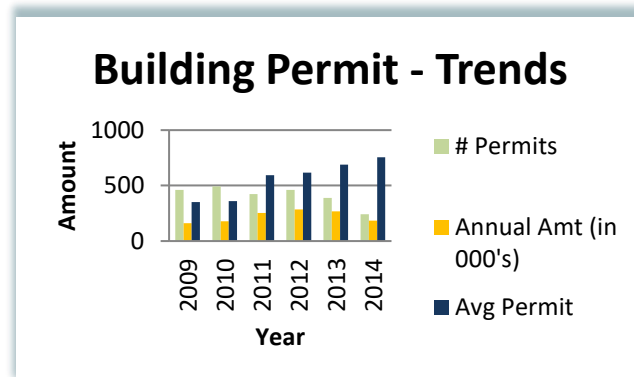


FIGURE 38.

TRENDS – ASSESSED VALUATION AND TAX MILLAGE RATES

It is important to track the valuation of real property in Upper Darby; real estate taxes provide the major source of revenue to support programs and services provided by the Township. As in many older, urban communities, real estate growth in Upper Darby Township is relatively stagnant. The following table denotes the trend in assessed valuation and tax rate in mills from 2010 to 2016. The Township should continue to prioritize areas for redevelopment to increase commercial tax rateables for the Township.

TRENDS – ASSESSED VALUATION AND TAX MILLAGE RATES			
	TAX RATE IN MILLS	NET ASSESSED VALUATION	TAX LEVY
2010	14.99	\$2,690,210,980	\$40,356,445
2011	15.94	\$2,686,345,670	\$42,814,279
2012	16.79	\$2,679,747,596	\$44,992,932
2013	17.94	\$2,677,717,414	\$48,004,974
2014	18.93	\$2,949,305,129	\$50,744,893
2015	19.92	\$2,668,812,865	\$53,160,876
2016	19.92	\$2,668,387,795	\$53,149,958

TABLE 11. TRENDS ASSESSED VALUATION AND TAX MILLAGE RATES

OUTSTANDING DEBT

The Township continues to focus on retiring its long-term debt. As of December 31, 2013, the amount of outstanding debt was \$16,714,000; the amount decreased approximately 34% from 2008 to 2013.

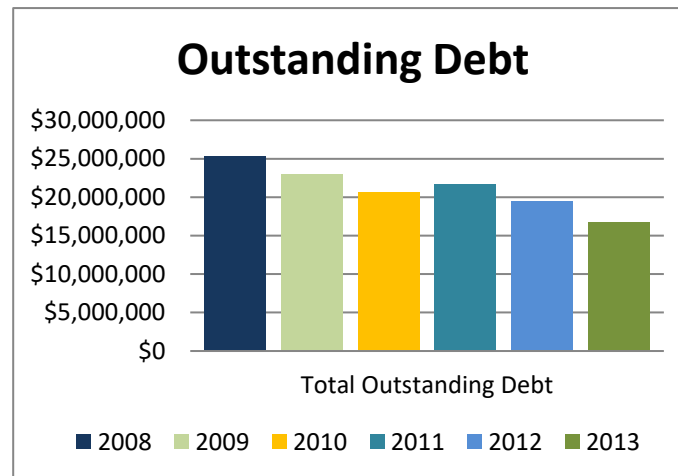


FIGURE 39.

FUTURE PENSION AND POST-EMPLOYMENT BENEFITS

The Township provides post-employment benefits for both uniform and non-uniform municipal employees. These benefits include medical and vision benefits for the employee and spouse. Non-uniformed employees who retire at 60 years of age will receive a portion of their respective medical coverage costs based on their years of service. The Plan is unfunded, authorized and under the control, maintenance and operation of Township Council. The contribution made by the Township is based on a pay-as-you-go financing requirement. The Council can amend the Plan, by changing the obligation of the plan and members and the Township's contribution to the Plan.

Based on the Township's 2016 audited financial statements, the following show the components of the annual OPEB cost of the year, the amount actually contributed to the Plan, and the changes in the Township's OPEB obligation:

Annual Required Contribution	\$ 26,927,402
Interest on Net OPEB Obligation	\$ 5,547,290
Adjustment to Annual Required Contribution	\$ (8,575,521)
Annual OPEB Cost (<i>expense</i>)	\$ 23,899,171
Contributions made (<i>pay as you go</i>)	\$ (3,599,956)
Increase in Net OPEB Obligation	\$ 20,299,215
Actuarial Adjustment	\$ (2,999,391)
Net OPEB Obligation at Jan. 1, 2012	\$ 138,682,237
Net OPEB Obligation at Dec. 31, 2013	<u>\$ 155,982,061</u>



Pension benefits will also remain as a future obligation for the Township. The Pension is payable for the member's lifetime only, and are available upon reaching normal retirement as defined by each individual Plan. As of the latest actuarial reports for the three pension plans, the active members are as follows:

- Police Pension – 128 members
- Fire Pension – 54 members
- Municipal Pension – 204 members

In 2016, the Township received \$2,550,419 in Commonwealth funds, which were distributed towards the three pension plans. The following table denotes the contributions made for each Plan in 2016.

TABLE 12.

PENSION CONTRIBUTIONS (2016)			
	STATE AID	MINIMUM MUNICIPAL OBLIGATION	TOWNSHIP CONTRIBUTION
POLICE	\$ 1,175,108	\$ 4,538,737	\$ 3,363,629
FIRE	\$ 504,861	\$ 1,305,775	\$ 1,011,115
MUNICIPAL	\$ 870,450	\$ 907,281	\$ 36,831
TOTALS:	\$ 2,550,419	\$ 6,751,793	\$ 4,411,575





CHAPTER 8. NEIGHBORHOOD TRENDS

INTRODUCTION

To better understand the changes that have occurred since the last decennial census, the planning team took a closer look at each neighborhood to analyze population changes, household income changes, housing values and tenure. The following is a brief synopsis of each neighborhood, as well as, a list of notable changes which have occurred. **Note:** Delta utilized data from PolicyMap (U.S. Census and American Community Survey) to conduct an analysis of the trends at neighborhood level. Due to substantial Census boundary changes between 2000 and 2010, PolicyMap created bridge tables and multipliers to calculate estimates in population change. The reduction of census tracts in some neighborhoods, and the addition of census tracts in others, may have skewed these estimates in population change.

ADDINGHAM NEIGHBORHOOD

The Addingham is located in the western section of Upper Darby Township. It is surrounded by the neighborhoods of Drexelbrook to the northwest, Drexel Hill to the east, Garrettford to the south, and Darby Creek to the west. It shares part of its western border with Springfield Township. Its housing stock is a mixture of 44% single family detached homes, 23% row homes, 20% duplexes, and almost 11% units in small apartment buildings. The neighborhood has the highest percentage of duplexes among all of the neighborhoods.



From 2000 to 2012, a number of notable changes occurred in Addingham, these include:

- 22% decrease in population
- 7% decrease in total housing units, with a 10% decrease in single family homes

- 34% increase in the number of duplexes
- Housing vacancies increased from 3% to almost 14%
- The 2012 median home value is \$201,300, 24% higher than the township as a whole
- Median household income is higher (\$67,232) than the township as a whole

The population is aging in place. 17% of the population is over the age of 65; as compared to the entire Township where 11% of the population is over the age of 65. The racial composition of the neighborhood, according to the 2008-2012 estimates, was 90% White and 6% African American. Hispanics were estimated as making up almost 4% of the population.

ARONIMINK NEIGHBORHOOD

The Aronimink neighborhood is located in the northwestern section of Upper Darby Township. It is bordered on the north by Haverford Township, on the east by the Llanerch Hills neighborhood, on the south by the Waverly and Drexelbrook neighborhoods, and on the west by Springfield Township.



The greatest percentage of Aronimink's housing stock is single family detached homes, at 4%. Its stock is also comprised of 22% row homes and 18% units in large apartment buildings.

Notable changes that have occurred in this neighborhood include:

- 32% increase in multifamily housing
- 68% increase in median home values
- Vacancy rates increased from 3% in 2000 to 8.7% in 2012
- Owner occupied units are 4% lower, although this is probably attributed to the fact that single family units decreased over 9% from 2000 to 2012
- Median household income is higher (\$72,789) than the township as a whole

The population decreased only slightly (3%); the neighborhood has a predominantly White population, at 90%. The White population decreased from 2000 to 2012 by 10%. During this same time period, the African American population grew by almost 300% to comprise 6% of the neighborhood's total population. The Asian population grew by over 400% to make up almost 3% of the neighborhood's population.

BEVERLY HILLS

The neighborhood of Beverly Hills is located on the eastern side of Upper Darby Township. It is surrounded by the neighborhoods of Highland Park to the north, Bywood to its east and south, and Drexel Hill to its west. The housing mix is predominately made up of single family detached homes (56%), and row homes (24%).



Notable changes that have occurred in this neighborhood include:

- Population increased over 25% from 2000 to 2012
- 123 single family homes were added to the housing mix
- Median home values increased by 80%
- Vacancy rates increased by 3%; owner occupied units decreased by the same percentage
- The median household income increased by 62% to \$70,284

According to the 2008-2012 estimates of racial composition, Beverly Hills was an evenly mixed community of African American, White, and Asian populations, each comprising 32 to 33% of the total population. From 2000, the White population decreased 40% and the African American and Asian populations increased 179 and 174%, respectively.

Bywood

The neighborhood of Bywood is located in the southeastern section of Upper Darby Township. It is bordered on the north by the Beverly Hills neighborhood and on the east by the Stonehurst Cardington neighborhood. It is bordered on the south by Lansdowne Borough and on the west by Drexel Hill neighborhood. Its housing stock is a mixture of large and small apartment buildings, row homes, duplexes, and single family detached homes. Small apartment buildings and row homes make up the greatest percent of the housing units at 37 and 36%, respectively.



During the time period of 2000 to 2012, the most notable changes in this neighborhood include:

- 4% increase in population
- 17% increase in the number of duplexes; 12% increase in multifamily apartment buildings
- Median home values increased by 90%, but continue to fall below median home values for Upper Darby as a whole
- Housing vacancies rose from 8.6% to 15.3%
- Owner occupied units decreased from almost 40% to 31%
- Median household income rose only 16% to \$35,260

Bywood is the most populated neighborhood in Upper Darby. Of the people residing in this neighborhood, 52% are African American, 27% are White and 15% are Asian.

CHAPMAN PARK

Chapman Park is a smaller, but densely populated neighborhood in the southeastern section of Upper Darby Township. It is bordered on the north by the Bywood neighborhood and the Fernwood neighborhood on the south. It is wedged between East Lansdowne and Lansdowne boroughs on the east and west, respectively.

Its housing stock is made up of row homes (64%), and duplexes (17%). It has smaller percentages of single family detached homes and small apartment buildings.



Notable neighborhood changes that have occurred include:

- 12% increase in population
- Little change in vacancy rate; it remains at 7%
- The percentage of owner occupied units decreased substantially (18%)
- The median household income rose 13% to \$52,950

Of those residing in the Chapman Park neighborhood, 57% are African American, 36% are white. From 2000 to 2012, the White population decreased by 47%, the African American population increased over 300%.

DREXEL HILL

The neighborhood of Drexel Hill is located in the center of Upper Darby Township and wraps around Arlington Cemetery and the Drexel Park neighborhood. This neighborhood is the third most populous neighborhood in Upper Darby Township. It shares a southern border with Lansdowne Borough. The housing stock is made up of mostly row homes (42%), and single family detached homes (40%). It has a smaller percentage of duplexes and small apartment buildings.



There were few changes that occurred in the Drexel Hill neighborhood. Notable neighborhood changes that have occurred include:

- Population increased slightly
- Vacancy rates increased from 5% to 9%
- Percentage of owner occupied housing increased from 75% to 78%
- Median household income is higher (\$68,830) than the township as a whole

Between 2000 and the 2008-2012, the African American and Asian populations grew significantly, by over 200 and 500%, respectively.

DREXEL PARK

The neighborhood of Drexel Park is located in the center of Upper Darby Township. It is bordered by Arlington Cemetery to the north, the Lansdowne Avenue institutional uses to the east, and the rail line to the south and west. It is surrounded by the Drexel Hill neighborhood to the east, south, and west.



Unusual for the neighborhoods of Upper Darby Township, almost all of Drexel Park's housing stock is single family detached homes, at 94%. The other 6% of the housing stock is units in small apartment buildings, duplexes, and row homes. The stability of the neighborhoods is reflected in the low vacancy rates (1%) and the high percentage of housing units that are owner occupied (96.3%). Median home values are significantly higher than the other township neighborhoods (\$294,300).

The median household income is also higher than other township neighborhoods (\$112,222). The 2008-2012 estimates noted the White population was 93% of the total, African American almost 4%, and Asian almost 1% of the total population.

DREXELBROOK

The neighborhood of Drexelbrook is located in the northwestern section of Upper Darby Township. It is bordered on the north by the Aronimink neighborhood and on the south by Darby Creek, Indian Rock Park, and the Addingham neighborhood. It is bordered on the east by the Waverly neighborhood and on the west by Springfield Township.



Unique among the neighborhoods, its housing stock is predominantly small apartment buildings. They make up 77% of the housing stock in the neighborhood. Another 18% of the housing stock is duplexes.

The population decreased by 15% from 2000 to 2012, which resulted in the percentage of vacant housing units to rise from 6.1% to 16.6%.

The median household income (\$48,171) is lower than the township as a whole. The neighborhood's racial profile is comprised of 56% White, followed by 26% Asian, and 14% African American. Since 2000, the African American population has increased and the White and Asian populations have decreased.

FERNWOOD

The neighborhood of Fernwood is located in the southwestern section of Upper Darby Township. It is bordered on its northern edge by East Lansdowne Borough and Fernwood Cemetery, on its eastern, and southern, edges by Yeadon Borough and on its eastern edge by Lansdowne Borough.



The housing stock is largely row homes (82%); the other 12% of the housing stock is single family detached homes.

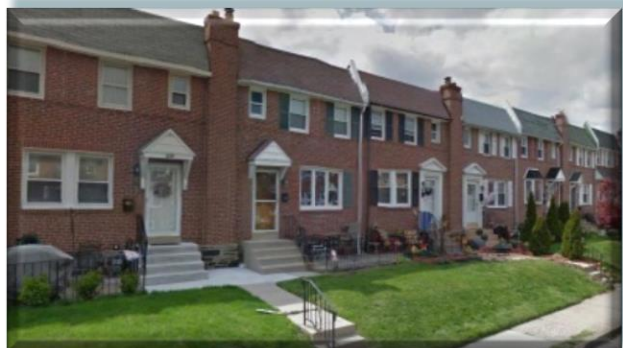
Changes which have occurred:

- 15% increase in population
- 22% decrease in the number of housing units
- Housing vacancies decreased from 6% to 0%
- The percentage of owner occupied units increased from 70% to 76%

The racial profile of the neighborhood is predominantly African American at 70%, though between 2000 and 2008-2012, the African American and White populations increased by 11% and 82%, respectively.

GARRETTFORD

The neighborhood of Garrettford is located in the western section of Upper Darby Township. It is bordered to the north by the Addingham neighborhood, on the east by the Kellyville/Oakview neighborhood, on the south by Clifton Heights Borough, and on the west by Darby Creek and the Westbrook Park neighborhood.



Its housing stock varies, but the majority is single family attached (“row”) homes, comprising 62%. Single family detached homes make up 19% of the housing, followed by units in small apartment buildings and duplexes.

Changes which have occurred:

- 5% decrease in population
- 10% increase in total housing units;
- % of vacant housing units increased from 2.4% to 5.5%
- % of owner occupied housing units decreased from 80% to 71%
- Little change in median household income; it remains to be much lower than the township as a whole (\$39,828)

The racial profile of the neighborhood is predominantly White, at 81%. Between 2000 and 2012, the percentage of the White population decreased by 20%, while the percentage of African American and Asian population increased considerably.

HIGHLAND PARK

The neighborhood of Highland Park is located in the northeastern section of Upper Darby Township. It is bordered by the Haverford Township to the north, City of Philadelphia to the east, the Beverly Hills neighborhood to the south, and the Hillcrest and Drexel Hill neighborhoods to the west.



Its housing stock is made up mostly of row homes, 46%, and single family detached homes, 38%. It has a smaller percentage of duplexes and small apartment buildings.

This neighborhood is the second most populous neighborhood.

Changes which have occurred:

- 10% increase in population
- Percentage of vacant housing units decreased from 5% to 3%
- Percentage of owner occupied units increased from 68% to 74%
- Median household income is higher (\$57,322) than the township as a whole

The racial composition of the neighborhood has been shifting over the past decade or so. Since 2000, the White population decreased by 34%. According to the 2008-2012 estimates, the African American population makes up 26% of the total population, an increase of almost 50% since 2000. The Asian population, also growing, was estimated to comprise 14% of the population; this is also true for the Hispanic population who make up approximately 6% of the total population.

HILLCREST

The neighborhood of Hillcrest is located in the northcentral section of Upper Darby Township. It is bordered on the north by Haverford Township, on the east by the Highland Park neighborhood, on the south by the Drexel Hill neighborhood, and on the west by the Llanerch Hills neighborhood.

Its housing stock is comprised mostly (68%) of row homes followed by a smaller percentage of duplexes, single family detached homes, and a few small and large apartment buildings.



Changes which have occurred:

- Population decreased by 18%
- Percentage of vacant housing units increased from 8% to 11%
- Percentage of owner occupied units increased from 70% to 71%
- Median household income is slightly higher (\$54,000) than the township as a whole

The Hillcrest neighborhood is predominantly White, at 80% of the population. Between 2000 and 2010 the neighborhood's African American and Asian populations grew slightly.

HILLDALE ROSELAWN PENN PINES

The neighborhood of Hilldale Roselawn Penn Pines is situated as a noncontiguous section of Upper Darby Township. It is completely surrounded by the municipalities of Lansdowne Borough to the north, Yeadon Borough to the east, Darby Borough to the south, and Aldan Borough to the west.

60% of its housing stock is single family detached homes, followed by 30% that are units in small apartment buildings, and 9% are units in large apartment complexes. Unlike most of the neighborhoods, it does not contain any row homes.



The population remained the same from 2000 to 2012, but vacant housing units increased by 6%, and owner-occupied units decreased by 3%.

Between 2000 and 2012, the racial composition of the neighborhood shifted somewhat. White population decreased by 10% and was 72% of the population. African American population increased by over 100% and made up 25% of the population. Asians and Hispanic populations made up less than 3% of the population.

KELLYVIEW/OAKVIEW

The neighborhood of Kellyview/Oakview is located in the southern section of Upper Darby Township, sandwiched between Lansdowne Borough to the east and Clifton Heights Borough to the south and west. It is also bordered by the Garrettford neighborhood to the north.

Its housing stock is mixed and is comprised of 46% row homes, 15 to 16 each of single family detached homes, duplexes, and small apartment buildings. It has some large apartment buildings that make up 7% of the housing stock.



Changes which have occurred:

- Population decreased by 14%
- Percentage of housing vacancies increased from 4.5% to 9%
- Percentage of owner occupied housing units increased from 48% to 54%
- The median household income (\$54,799) is higher than the township as a whole

The racial composition of the neighborhood has been shifting over the past decade or so. White population makes up 73% of the total, but has decreased by 33% since 2000. The African American population grew by over 400% during this time period, and the Asian population grew by 48%.

LLANERCH HILLS

The neighborhood of Llanerch Hills is located in the northern section of Upper Darby Township. It is bordered by Haverford Township to its north, and the neighborhoods of Hillcrest to the east, Drexel Hill to the south, and Aronimink to the west.

The majority of its housing stock is single family detached homes, at 55%, followed by row homes, at 31%; the remaining housing units are located in small apartment buildings.



Changes which have occurred:

- Decrease in population by 3%
- Percent of vacant housing units increased from .6% to 8.4%
- Percent of owner occupied housing units decreased from 67% to 64%
- The median household income (\$86,564) is higher than the township as a whole

While the racial composition of the neighborhood was predominantly made up of White population, at 88% of the total, African American and Hispanic populations grew by almost 300 and almost 800%, respectively between 2000 and 2012.

PRIMOS

The Primos neighborhood is located beside the Secane neighborhood in the southwestern peninsula of Upper Darby Township. It is surrounded by the municipalities of Clifton Heights Borough to the north and east, Darby Township to the south, and the Secane neighborhood to the west.



Primos' housing stock is comprised of mostly single family detached homes, at 55%, row homes, at 22%, and duplexes at 18%. It has very few units in small or large apartment buildings. The Primos neighborhood is bisected by the rail line and includes pockets of commercial and industrial development.

Changes which have occurred:

- Population decreased by 17%
- Percentage of vacant housing units increased from 2% to 10%
- Percentage of owner occupied housing units increased from 72% to 83%
- The median household income (\$71,042) is higher than the township as a whole

The neighborhood has a predominantly White population, at 97% according to the 2008-2012 estimates. An African American population made up most of the remaining 3% of the total population.

SECANE

The Secane neighborhood is located in the southwestern peninsula of Upper Darby Township and is surrounded by the municipalities of Aldan Borough to the east, Darby Township to the south, and Ridley Township to the west. It is bordered on the north by the Primos neighborhood.



Unlike many of the township's neighborhoods, Secane's housing stock is comprised of only a small percentage of row homes, 4%. Instead, 36% of its residential units are in small apartment buildings, 31% in single family detached homes, and 19% in large apartment buildings.

Changes which have occurred:

- Population decreased by 2%
- Slight increase (1%) in the percentage of vacant housing
- Percentage of owner occupied housing decreased from 34% to 29.5%
- The median household income (\$51,139) is slightly lower than the township as a whole

The neighborhood has a predominantly White population, at 64%. Between 2000 and 2012, the White population decreased by 16%. During the same time period, the African American population grew by over 100% to comprise 21% of the neighborhood's population. The Asian population makes up 15% of the neighborhood's population.

STONEHURST CARDINGTON

The neighborhood of Stonehurst Cardington is located in the eastern section of Upper Darby Township. It shares its northern and eastern border with the Cobbs Creek and the City of Philadelphia, its southern border with the Stonehurst Hills, and its western border with the Bywood neighborhood.

The majority, 55%, of its housing stock is single family attached (“row”) homes, but it also has a sizeable percentage of small apartment buildings at 21%, and duplexes at 12%.



Changes which have occurred include:

- Population decreased by 2%
- The percentage of vacant housing units increased by 6%
- The percentage of owner occupied units decreased 18% from 54% to 44%
- The median household income (\$32,851) is substantially lower than the township as a whole

Between 2000 and 2008-2012, the Asian population increased by 28%, while the White population decreased by 46%, and the African American population increased by 33%.

STONEHURST HILLS

The neighborhood of Stonehurst Hills is located in the southeastern section of Upper Darby Township. It is bordered on the north and east by the Stonehurst Cardington neighborhood, on the south by Fernwood Cemetery, on the west by East Lansdowne Borough.

It is comprised largely of single family attached (“row”) homes, which make up 79% of the housing stock of this neighborhood, the second greatest percentage of row homes (after Westbrook Park) among all the neighborhoods.



Changes which have occurred:

- Increase in population by 7%
- Percentage of vacant housing units increased 7%
- Percentage of owner occupied housing units decreased by 34%. Only 36% of the housing units are owner occupied
- The median household income (\$33,358) is substantially lower than the township as a whole

In the past 10 years, the racial profile of the neighborhood has shifted from being predominantly White to predominately African American. Between 2000 and 2008-2012, the White population changed by 62% and the African American population by 146%.

WAVERLY

The Waverly neighborhood is located in the northwestern section of Upper Darby Township. It is surrounded by the neighborhoods of Drexel Hill to the north and east, Drexelbrook to the south, and Aronimink to the west. This neighborhood has a commercial core on Burmont Road.



Its housing stock is a mixture of 38% single family detached homes, 27% small apartment buildings, 19% duplexes, and 17 units in large apartment buildings. Unlike many of the other neighborhoods, Waverly does not have any row homes.

Changes which have occurred:

- Population decreased by 16%
- Percentage of vacant housing units increased by 21%
- Percentage of owner occupied housing units increased by 35%
- The median household income (\$56,364) is higher than the township as a whole

The neighborhood was almost entirely made up of White and African American populations per the 2008-2012 estimates. The White population was estimated as 86% of the total population, and the African American population as 14% of the total.

WESTBROOK PARK

The neighborhood of Westbrook Park is located in the southwestern section of Upper Darby Township. It is bordered on its northern edge by Gillespie and Scullion parks and on its southern edge by the Baltimore Pike commercial corridor. It is flanked to the east and west by Clifton Heights Borough and Springfield Township, respectively.



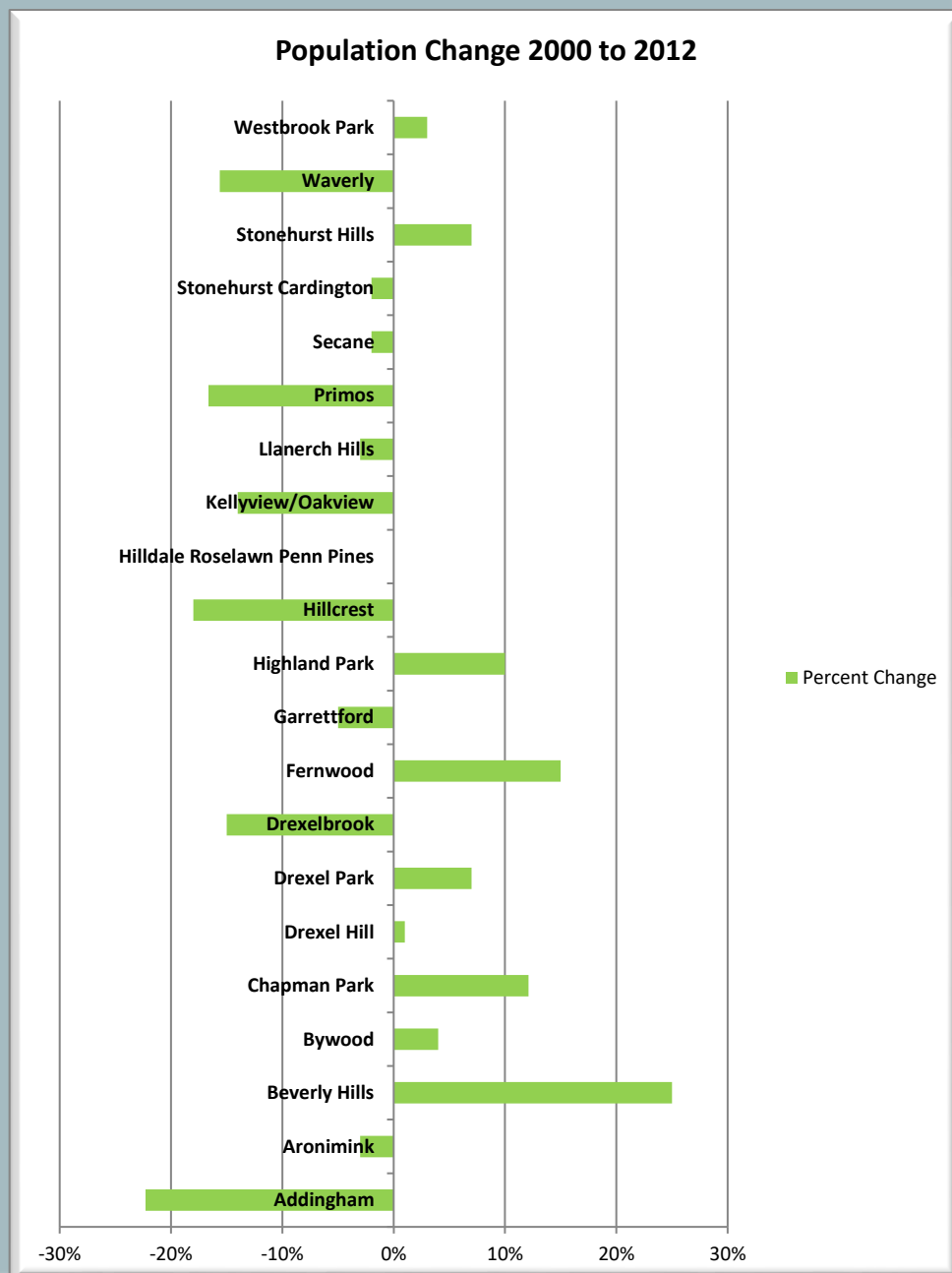
It is comprised largely of single family attached (“row”) homes, which make up 91% of the housing stock of this neighborhood. This is the greatest percentage of this housing type among the neighborhoods. Conversely, it has the least percentage of single family detached homes.

Changes which have occurred:

- Population increased by 3%
- Percentage of owner occupied units decreased 5%
- The median household income (\$93,413) is much higher than the township as a whole

The racial profile of the neighborhood remains predominantly white at 96% of the total population.

NEIGHBORHOOD COMPARISONS



Neighborhoods with population growth include Westbrook Park, Highland Park, Fernwood, Drexel Park, Drexel Hill, Chapman Park, Bywood and Beverly Hills

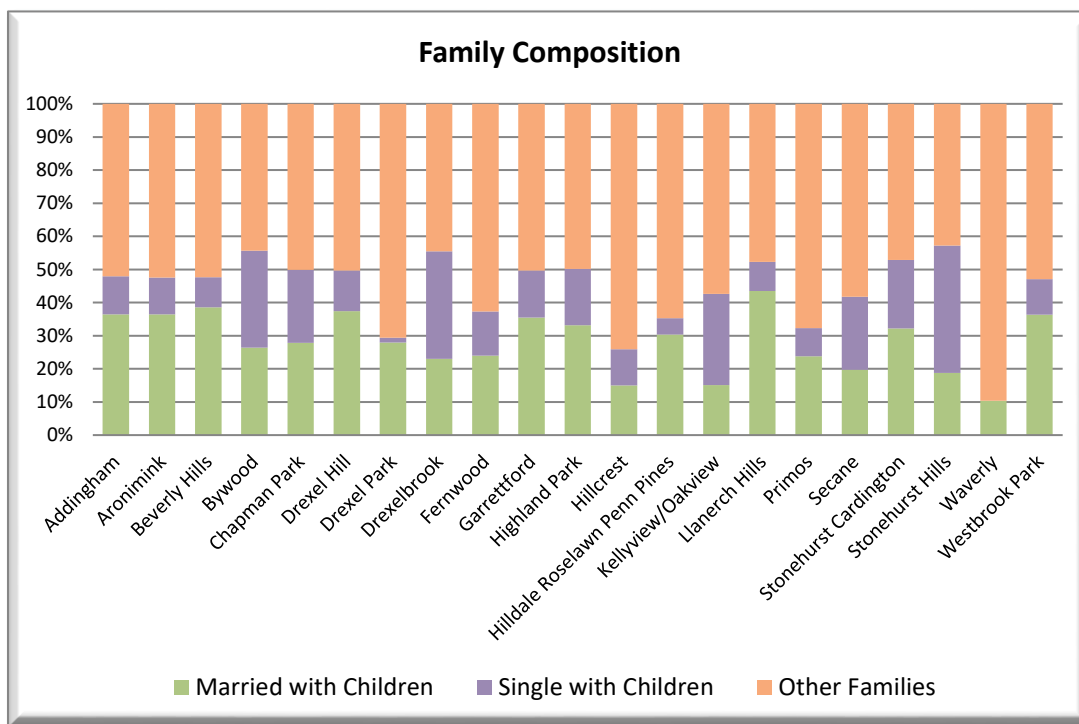


FIGURE 41

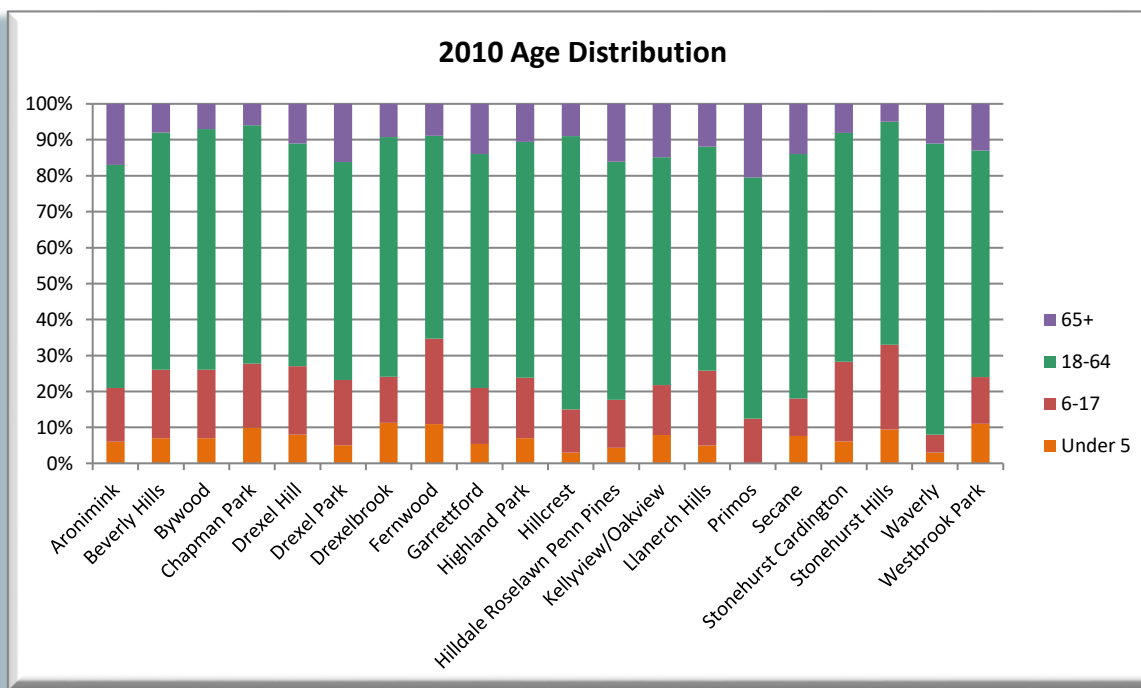


FIGURE 42

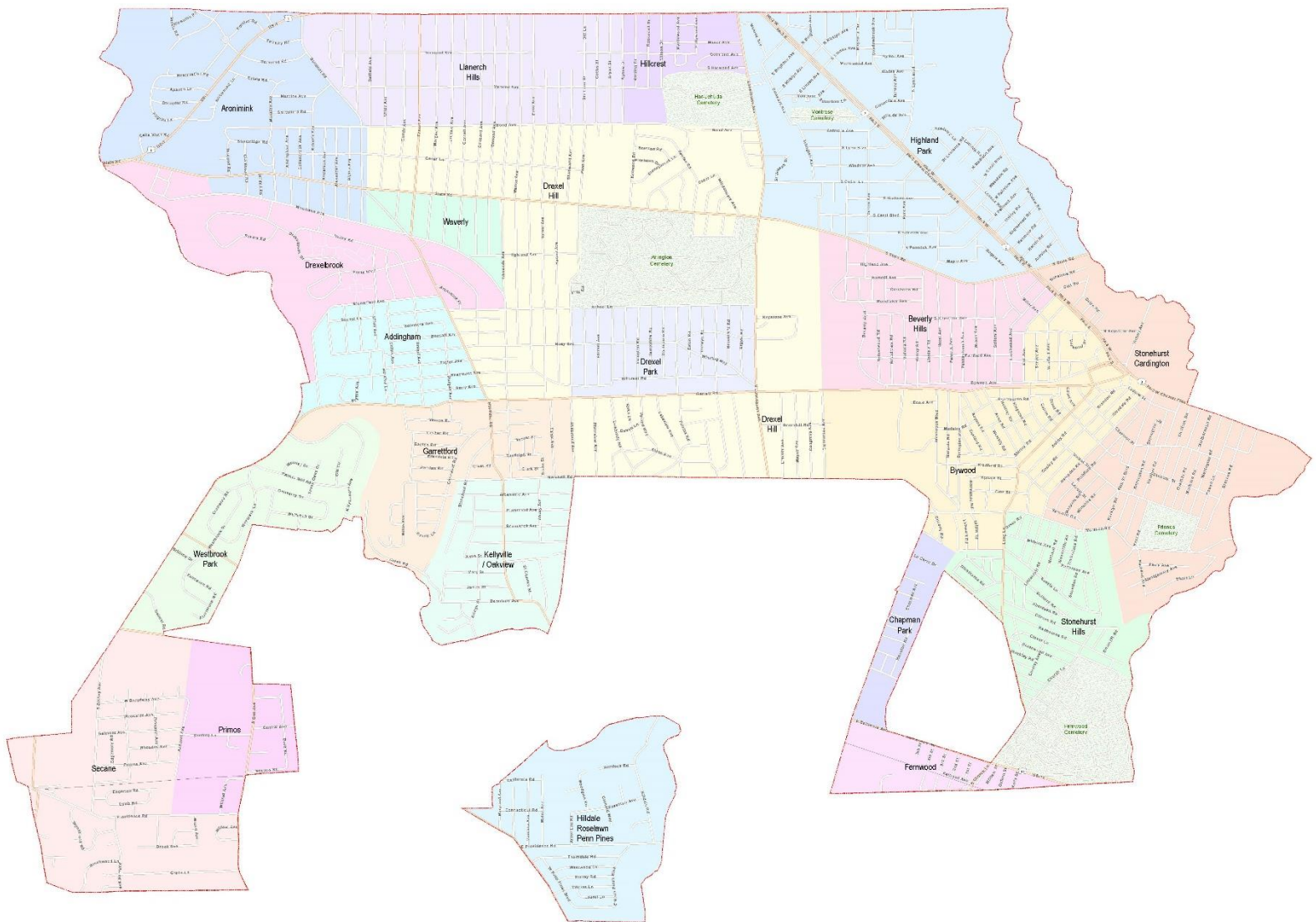


FIGURE 43 – MAP OF NEIGHBORHOODS