

OCTOBER 10, 2012

# VISION 2020

## THE CITY OF CHESTER



A CITY  
BEAUTIFUL  
MOVEMENT





## RESOLUTION

**WHEREAS**, the Planning Department with the assistance from C H Planning, a professional Planning firm has prepared the Chester City Vision Plan for the year 2020, at the direction of Chester City Planning Commission in accordance with the provisions of the Pennsylvania Municipalities Planning Code; and

**WHEREAS**, the Chester City Vision 2020 Plan include community overview, vision statement, goals and strategies, future land use and development strategy and implementation; and

**WHEREAS**, both the Chester City Planning Commission and the Delaware County Planning Commission have reviewed the Plan and have recommended that the Chester City Council adopt said Plan; and

**WHEREAS**, copies of the Comprehensive Plan and maps have been made available for review by the citizens of Chester City; and

**WHEREAS**, the Chester City Planning Commission conducted a duly advertised public hearing on July 25, 2012, as required by the Pennsylvania Municipalities Planning Code; and

**WHEREAS**, the City Council has conducted a duly advertised public hearing on September 26, 2012, as required by the Pennsylvania Municipalities Planning Code, and has considered all comments and recommendations submitted at said public hearing.

**NOW, THEREFORE THE COUNCIL OF THE CITY OF CHESTER DOES RESOLVE:**

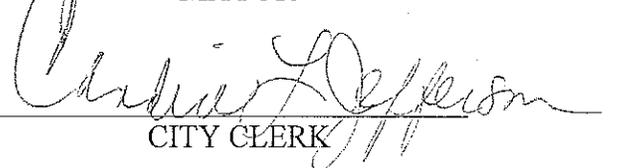
That it does hereby adopt said Comprehensive Plan Vision 2020.

**FURTHER**, that it does hereby commend the Plan to the officials, business community, civic associations and the citizens of Chester City for guidance in matters concerning the future physical, social, and economic development of the City.

**WE HEREBY CERTIFY** that this Resolution passed Council on the 10<sup>th</sup> day of October A.D. 2012.

  
MAYOR

Attest:

  
CITY CLERK





City of Chester  
Delaware County, PA

# **Vision 2020:**

## ***A City Beautiful Movement***

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Portia L. West  
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October 10, 2012

## ACKNOWLEDGEMENTS

Chester's Council greatly appreciates the assistance given by the Comprehensive Plan Steering Committee and Planning Commission in the preparation of this document.

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Please consider the environment before printing this document.

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# Introduction

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## The Purpose of Vision 2020

*Vision 2020: A City Beautiful Movement* (Vision 2020) is the City of Chester's comprehensive plan. This plan, created with extensive involvement from citizens, business leaders, elected officials and City staff, describes a vision for Chester's vibrant and revitalized future – a bustling community that is both environmentally and economically sustainable over the long term. Vision 2020 complies with the Pennsylvania Municipalities Planning Code (MPC) as it relates to comprehensive plans.

**The Pennsylvania Municipalities Planning Code, Act No. 247 of 1968, as reenacted and amended, empowers cities to...**

- **plan** for their physical development
- **develop** a blueprint for housing, transportation, community facilities and utilities, and for land use
- **establish** community development goals and objectives that guide future growth and development

### Vision 2020:

- Focuses on current trends and issues and addresses these with innovative solutions
- Provides the best possible projection of future conditions based on current patterns
- Directs future change through a vision of community potential
- Establishes a framework for consistency between future land use policies and regulatory measures
- Assists state, county, and municipal officials in their decision making processes

### Vision 2020 does not:

- Directly address individual properties
- Specifically determine land development, either public or private
- Preclude future analysis or decision making
- Represent or propose absolute law

## The Structure of Vision 2020

Vision 2020 consists of the following five sections:

### **1 Community Overview**

The Community Overview describes Chester’s setting, identifies important characteristics, and summarizes existing challenges and opportunities.

### **2 Vision Statement**

The Chester Vision Statement is the starting point for planning the City’s future. This short statement, crafted by the Comprehensive Plan Steering Committee and based on input from public meetings, points toward a thriving Chester in the 21st century – a city that is attractive to residents, workers, and visitors. The philosophy of a ‘City Beautiful Movement’ underpins the Vision Statement and Vision 2020 (see **Sidebar 1** on next page). James Rouse, a revolutionary urban planner and real estate developer known for rejuvenating downtown areas in the United States, stated the following about the importance of an attractive environment:

*“We must believe, because it is true, people are affected by the environment, by space and scale, by color and texture, by nature and beauty, that they can be uplifted, made comfortable, made important.”*

### **3 Goals and Strategies**

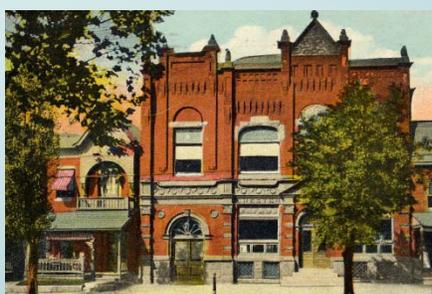
The Goals and Strategies that follow the Vision Statement are a guide for City actions. Vision 2020 should be consulted regularly by the City Council, Planning Commission, City staff, private developers, agency heads, and the general public. It may not hold the answer to a specific problem facing the City, but its vision and goals can be used as standards against which options can be evaluated. Ultimately, every decision should guide Chester toward its ‘City Beautiful’ approach to long-term economic and environmental sustainability.

### **4 Future Land Use Map and Development Strategy**

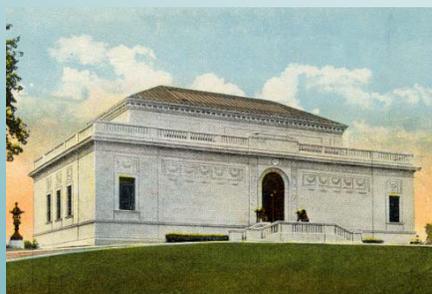
The Future Land Use Map and Development Strategy are integral to Vision 2020’s Goals and Strategies. Both components are designed to guide future land use and development within the City. They also identify directions for growth and other actions to achieve the Vision Statement. The economic target areas described in this section seek to continue revitalization efforts.

## 5 Implementation

The Implementation section includes recommendations organized in matrices under five planning elements: 1) Land Use and Economic Development, 2) Neighborhoods, 3) Natural Systems and Sustainability, 4) Infrastructure, and 5) Cultural Resources. Each recommendation in the matrices includes an implementation timeframe, responsible entities who will undertake the recommendation, potential funding sources, and an estimate of costs to the City.



Historic image of Chester Free Library



Historic image of Alfred O. Deshong Memorial Art Gallery

### Sidebar 1 City Beautiful Movement

In 1893, the magnificent spectacle of the Court of Honor, designed by Frederick Law Olmsted and Daniel Burnham for the World's Columbian Exposition in Chicago, encouraged an enthusiastic civic design revival movement. Inspired by this *City Beautiful Movement*, cities throughout the nation carried out vast self-improvement projects that included civic and cultural centers, tree-lined avenues, and waterfront improvements. The *City Beautiful Movement* was concerned with promoting a better quality of life and social harmony through civic beauty, efficient transportation, and regional systems such as parks.

**The City of Chester embraces the concept of the *City Beautiful Movement* in Vision 2020 and seeks to use it throughout future planning and development efforts.**

## Planning Process

Community involvement played a central role throughout the comprehensive planning process. To ensure that Vision 2020 addresses the broadest range of community interests, the City assembled a Comprehensive Plan Steering Committee composed of residents, business owners, developers, City agencies, and community organizations. The Steering Committee identified current issues and concerns, as well as potential opportunities.



### Data Inventory and Analysis

Using data acquired from the U.S. Census, public meetings, surveys, stakeholder interviews, and existing plans and studies, the City prepared an inventory of existing conditions. This background information, *Vision 2020: Community Context*, is under separate cover and is located at the Planning Department.

### Goals and Strategies

Based on this inventory of existing conditions, the City and the Comprehensive Plan Steering Committee developed goals and strategies for the required MPC planning elements. From these goals and strategies, the City and Steering Committee developed specific recommendations.

### Plan Review and Adoption

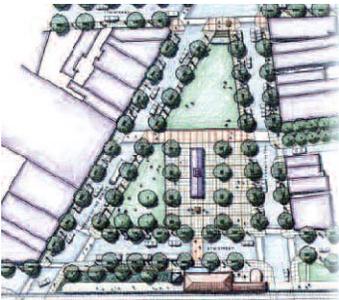
Following a 45-day public review period, which included reviews by Delaware County Planning Department, the school district, and contiguous municipalities, the Draft Vision 2020 was presented to the community at a public meeting held on July 25, 2012. After comments were addressed, Vision 2020 was presented to City Council by the Planning Commission and adopted on October 10, 2012.

## Previous Planning Efforts

Vision 2020 provides an update to the *Chester City Vision 2000 Comprehensive Plan and Economic Development Strategy* (Vision 2000), prepared in 1994. Specific recommendations in Vision 2000 related to transportation, land use, community facilities, and other MPC planning elements were implemented and included: the rehabilitation of public housing units, the consolidation of City agencies under one entity, improvements to the Chester Transportation Center (CTC), and the formation of the Chester Economic Development Authority (CEDA).

Since Vision 2000, Chester has also initiated or taken part in a number of plans and studies. These efforts exemplify the City's interest in planning and the value it places in having guidelines for decision making. The following is a list of plans and studies completed since Vision 2000 that are improving Chester:

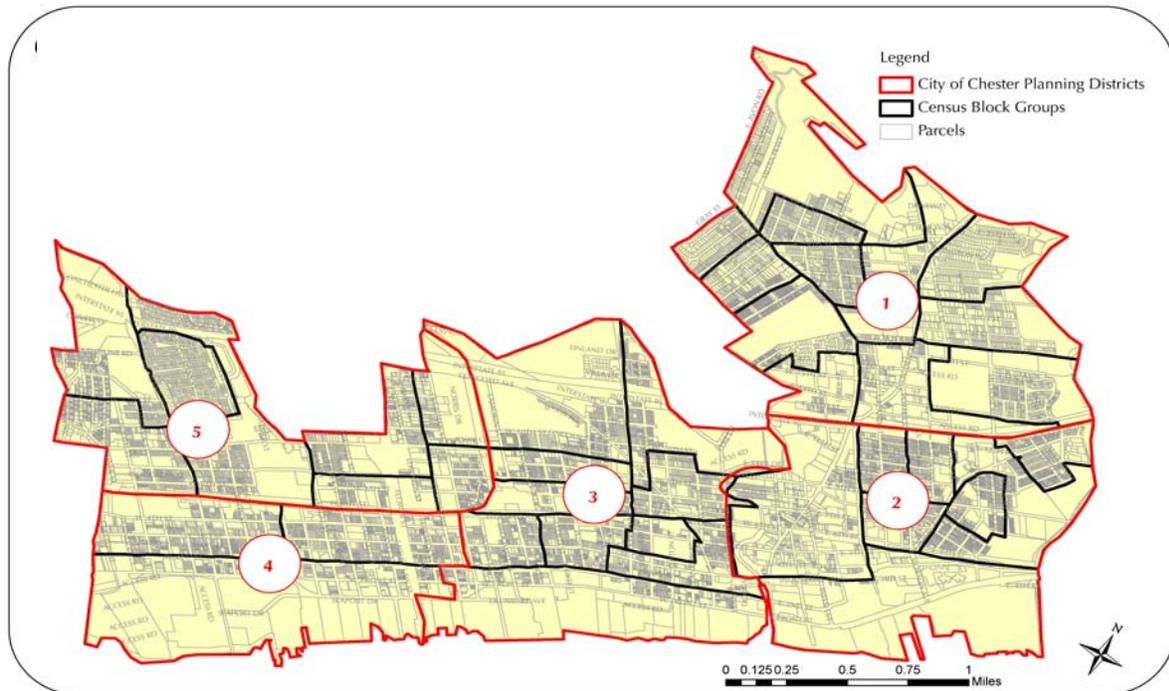
- Ridley Creek Conservation Plan (1997)
- Dr. Martin Luther King Jr. Memorial Development and Implementation Plan (2000)
- Highland Avenue Corridor Action Plan (2000)
- Morton Avenue Corridor Action Plan (2000)
- Comprehensive Park and Recreation Study (2000)
- Barry Bridge Park Expansion Plan (2001)
- Chester Central Business District Action Plan (2001)
- Chester Park Improvements Plan (2001)
- Providence Avenue Gateway Design Study (2001)
- Chester Creek Conservation Plan (2002)
- Chester and Ridley Creeks Riparian Corridor Assessment and Management Plan (2002)
- Industrial Heritage Parkway: Route 291/13 Beautification and Greenway Plan (2002)
- Delaware County Renaissance Program: Planning Area 2 Action Plan (2003)
- Chester City Ramp Access Study (2003)
- Chester Triangle Improvement Strategy (2004)
- DELCORA Riverfront Development Study (2005)
- East Gateway Triangle Neighborhood Revitalization Initiative (2005)
- Chester Waterfront Redefined (2006)
- Chester City Central Business District Historic Resources Survey (2007)
- Highland Avenue Transit Oriented Development Study (2008)
- Booth Street Study (2008)
- Comprehensive Plan: Housing Element (2008)
- Chester Riverfront Development Traffic Impact Analysis (2009)
- Chester Riverfront & Community Rail Access Study (2010)
- Union Square Urban Design Plan (2011)



## Chester's Planning Districts

For planning purposes, Chester is divided into five planning districts (see **Figure A**). While the planning districts' boundaries do not always follow the exact boundaries of neighborhoods, they relate to Census Block Groups, which allow for a structured analysis and specific recommendations for Vision 2020.

**Figure A Planning Districts**



## Consistency

Vision 2020 is generally consistent with the policies of adjacent municipalities. A review of comprehensive plans from surrounding municipalities occurred during the planning process to determine the consistency of Vision 2020's policies and fulfill the requirements of Article III of the MPC.

Starting from the western part of the City, the following municipalities share borders with Chester:

- Trainer Borough
- Upper Chichester Township
- Chester Township
- Upland Borough
- Brookhaven Borough
- Parkside Borough
- Nether Providence Township
- Ridley Township
- Eddystone Borough

# 1 Community Overview

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The following community overview provides a snapshot of Chester. Key relevant conditions that may influence and be influenced by Vision 2020 are discussed. More information on these conditions and other City characteristics is available in *Vision 2020: Community Context* located at the Planning Department.

## Regional Context

Chester is located in the southeastern corner of Delaware County, which is in the southeastern corner of Pennsylvania. It is the only city in Delaware County and is less than 20 miles from the City of Philadelphia, and less than 10 miles from the northern border of Delaware. It is a regional transportation hub with direct access to rail lines and major roadways, including Interstates 95 (I-95) and 476 (I-476), and the New Jersey Turnpike via the Commodore Barry Bridge (US322). From downtown Chester, Philadelphia International Airport is less than a 15 minute drive. Chester is one of the most historic and culturally diverse areas in the region. Chester is the site of William Penn's first landing, the home of jazz artist and actress Ethel Waters, and the place where Reverend Dr. Martin Luther King, Jr. taught Sunday school and preached at Calvary Baptist Church.



## Population

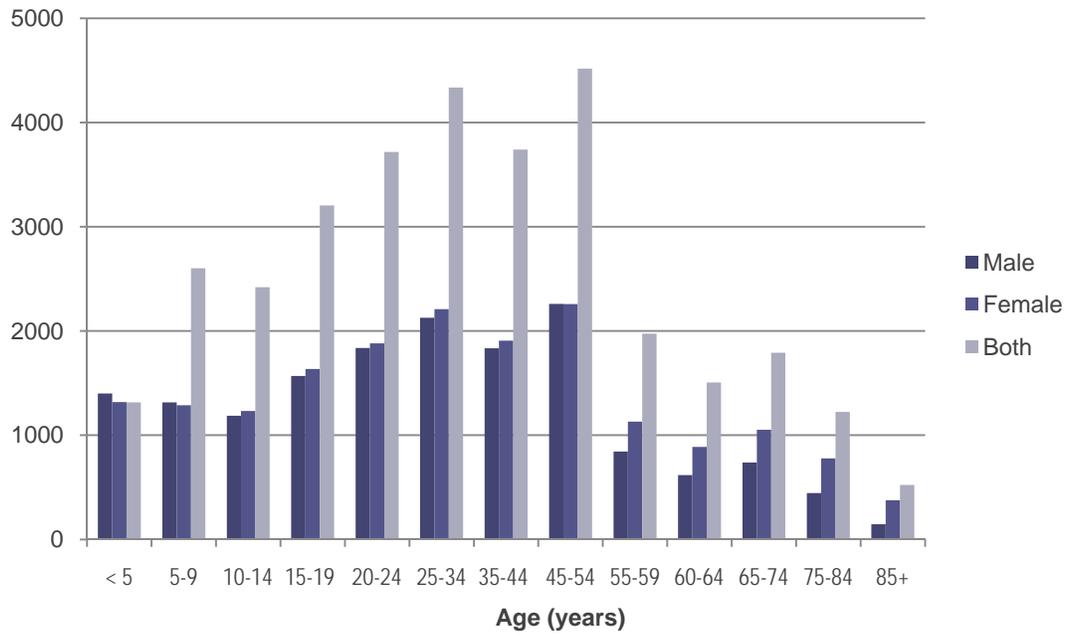
In the early 20th century, Chester was a thriving city dependent on manufacturing (shipbuilding) for much of its economic wealth. Due to the major economic decline that began in the 1950s and continued through the 1990s, a significant depopulation occurred. While the population continues to contract, the recent evidence of redevelopment, particularly along the waterfront, suggests stabilization (see **Table 1-1**).

Year	Population	% Change
1950	66,039	-
1960	63,658	-3.6%
1970	56,331	-11.5%
1980	45,794	-18.7%
1990	41,856	-8.6%
2000	36,854	-12.0%
2010	33,972	-7.8%

Source: U.S. Census Bureau, 2010.

In addition, a majority of Chester’s population is between the ages of 20-54 (see **Figure 1-1**). Compared to 2000 U.S. Census data, where there were over 3,000 persons under the age of 5, Chester’s population in this same category has dropped over 50 percent. The population over 60 has dropped by almost 34 percent.

**Figure 1-1 Age Characteristics (2010)**



Source: U.S. Census Bureau, 2010.

Since the 2000 U.S. Census, there have been significant changes to the population, as well as the races that comprise it. As Table 1-1 illustrates, the City’s overall population decreased by 7.8 percent. The majority of residents are Black or African American (73 percent), followed by White at 15.1 percent (see **Table 1-2**). There was almost a 4 percent decrease in the White population and a 3 percent decrease in the Black or African American population. Hispanics were the only population to show a noticeable increase with 3.5 percent.

Table 1-2 Population by Race		
Race	2000 Census	2010 Census
Total	36,854	33,972
White	19.0%	15.1%
Black or African American	76.0%	73.0%
American Indian & Alaska Native	0.2%	0.2%
Asian	0.6%	0.6%
Other	3.0%	0.1%
Two or more races	1.5%	2.0%
Hispanic*	5.5%	9.0%

Source: U.S. Census, 2000 and 2010.

\*Data for Hispanic population overlaps with other race categories as this is tabulated as an ethnic group instead of race.

## Employment

The decline in Chester’s population also caused a reduction in the available labor force in the City. Since 2000, the number of persons age 16 and over in the labor force has fluctuated. The current unemployment rate is approximately 12 percent, which is considerably higher than the unemployment rates for Delaware County (7.6 percent), Pennsylvania (7.4 percent), and the United States (8.2 percent).<sup>1</sup>

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<sup>1</sup> U.S. Department of Labor, Bureau of Labor Statistics, [www.bls.gov](http://www.bls.gov)

## Transportation

Chester has excellent access to the regional transportation network, which includes: I-95, I-476, US322, SR291, SR352, SR320, and US13. In addition, US322 connects to southern New Jersey via the Commodore Barry Bridge to I-295 and the New Jersey Turnpike. Passenger rail and bus services are provided by Southeastern Pennsylvania Transportation Authority (SEPTA) with regional rail stops at the CTC and Highland Avenue on the Wilmington/ Newark Line and multiple bus routes serving the City. Chester is seeking to reestablish an AMTRAK stop. Access to air travel is also convenient with Philadelphia International Airport only seven miles to the northeast.

## Economics

Chester is striving toward a “Circle of Prosperity” to link its community vision with economic prosperity. The City acknowledges that economic development is not only about creating new jobs, building new infrastructure, attracting more businesses, providing housing, and increasing the tax base, but also includes considerations for a high quality of life for residents. The City is striving to enhance its existing assets by expanding access to natural systems, building a sustainable and diverse economy, and creating an attractive place to live, work, and play.

While considerable economic challenges have occurred since the late 20th century, significant positive private and public developments are enhancing Chester’s local economy and its quality of life, including:

- New Chester City Hall
- George E. Carter Center (new recreational center)
- SR291 expansion and US322 on/off ramps
- Harrah’s Philadelphia
- PPL Park
- University Crossings
- University Technology Park
- New Residential Developments
  - Pentecostal Square
  - Wellington Heights
  - Union Square
  - Crozer Hills
- Dr. Martin Luther King Memorial Park
- The Wharf at Rivertown
- Riverwalk

### “Circle of Prosperity”

The interdependence between high quality of life, a clean environment, high-paying jobs, regional income and public revenue.



## Challenges and Opportunities Summary

Based on community input, several challenges and opportunities were identified. **Table 1-3** below summarizes them and they are organized under each Vision 2020 planning element:

Table 1-3 Challenges and Opportunities		
Planning Element	Challenges	Opportunities
<b>Land Use and Economic Development</b>	<ul style="list-style-type: none"> <li>Blight/vacant land</li> <li>Incompatible uses</li> <li>Lack of amenities</li> <li>Building a skilled workforce</li> <li>Perception of crime</li> </ul>	<ul style="list-style-type: none"> <li>Access</li> <li>Affordability</li> <li>Community</li> <li>Governance &amp; services</li> <li>History</li> <li>New commercial/Office</li> <li>Medical/educational</li> <li>Waterfront</li> </ul>
<b>Neighborhoods</b>	<ul style="list-style-type: none"> <li>Funding for amenities</li> <li>Lack of neighborhood identity</li> <li>Uneven distribution of open space amenities</li> <li>Lack of amenities for youth and aging population</li> <li>Disproportionate amount of public housing</li> </ul>	<ul style="list-style-type: none"> <li>Affordability</li> <li>Available land and housing stock</li> <li>Partnerships with new and established employers</li> <li>Multiple generations/families lend to stability</li> <li>New employees could become new residents</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Funding for streetscape and utility improvements</li> <li>Maintenance</li> <li>Disinvestment</li> <li>Walkability</li> </ul>	<ul style="list-style-type: none"> <li>Location</li> <li>Access</li> <li>Existing street network</li> <li>Modern utility capacity</li> </ul>
<b>Natural Systems and Sustainability</b>	<ul style="list-style-type: none"> <li>Funding for conservation and recreation</li> <li>Maintenance</li> <li>Public education</li> <li>Application of sustainable development standards</li> <li>Isolated flooding</li> </ul>	<ul style="list-style-type: none"> <li>Centrally located creek corridors</li> <li>Abundant waterfront</li> <li>Vacant lands</li> <li>Targeted resources for environmental cleanup</li> <li>Alternative energy systems</li> <li>Multiple greening locations</li> </ul>
<b>Cultural Resources</b>	<ul style="list-style-type: none"> <li>Funding for arts and maintenance</li> <li>Building code requirements</li> <li>Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Rich history</li> <li>Historic central business district</li> <li>Community grassroots efforts</li> </ul>

## 2 Vision Statement

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One of the first tasks undertaken by the Steering Committee was the development of a Vision Statement for Chester. This Vision Statement guides the development of the goals and recommendations of Vision 2020:

*“The historic City of Chester is the first choice to live, work, and play; where people work together to create a vibrant and beautiful community.”*



One can only suppose that when William Penn chose Chester for his first landfall in the Pennsylvania territory, he saw the natural appeal of this area and its potential as an ideal settlement -- a "city beautiful."

In its early days, Chester twice served as a county seat -- first for Chester County and then for Delaware County. It served the nation as well, with a naval shipyard that supported the Union with supplies during the Civil War. Over the coming century, Chester's location aided the growth of seaways and highways, with a strong manufacturing base that was key to its growth. Chester's cultural development is also well-known. Yet at its heart, Chester has always been a place with "good bones," and a number of historic sites always anchoring its place in the nation's history. The City Beautiful Movement of the 1890s and 1900s can take part of the credit. The aim of this movement was not just beautification, but also exaltation—the uplifting of community values and virtues and the recognition of a common purpose. It's a movement that is still vital today.



### 3 Goals and Strategies

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In order to fulfill the City's Vision Statement, specific goals and strategies must be articulated to guide recommended actions for the City, cooperating agencies, organizations, and citizens. The goals provide a general statement of community values and desires. The strategies, in general terms, identify the ways to reach the goals. These strategies, many of which were suggested by residents and other stakeholders during the planning process, provide guidance for the recommendations outlined in *Vision 2020* (see Section 5). The strategies are numbered to provide a cross-reference with each recommendation.



## Land Use and Economic Development

*Land is the primary resource for economic development.*

### GOAL:

### **Improve land use compatibility and strengthen economic competitiveness.**

#### *Strategies:*

- LD.1 Develop, foster, and promote local talent to attract centers of excellence in entrepreneurial enterprises, industry, construction, and services.
- LD.2 Leverage the City's available land, history, architecture, multimodal transportation, and vibrant communities for the benefit of the region and the Commonwealth.
- LD.3 Stabilize, strengthen, revitalize, and promote the City's neighborhoods by encouraging vibrant mixed-use development, maximizing housing choices, encouraging land recycling and redevelopment, and updating development standards.
- LD.4 Invest in aesthetic improvements to public spaces, gateways, and cultural venues to improve community character, enhance property values, and encourage private investment.
- LD.5 Embrace the Institute for Economic Development, Inc.'s "Make the first city your first choice" motto and build an identifiable and unique brand that embraces the City's culture, character and history, while enhancing community identity.



### Considerations

#### ***Land Use and Economic Development:***

***Leverage*** Chester's real estate assets by restructuring zoning to benefit existing and future residents

***Remedy*** incompatible land development to allow neighborhoods and industry to grow and thrive

***Create*** districts to accommodate all uses in a manner that enhances communities

***Reinvigorate*** commerce, industry, and housing stock by establishing contemporary and compatible land uses

***Reuse and repurpose*** land and structures, while maintaining links with history

***Stabilize and beautify*** vacant land and buildings for future phased development



## Neighborhoods

*Desirable and vibrant neighborhoods are shaped primarily by the quality of community facilities and housing.*

### GOAL:

**Build and support strong neighborhoods that provide exceptional housing and community facilities, while instilling a sense of identity and community.**

### Considerations

#### **Community Facilities:**

*Support facilities that improve health, safety, and welfare of Chester residents and businesses*

*Improve quality of life by promoting community cohesion and vitality*

*Build accessibility and utilization by a range of demographics*

#### **Housing:**

*Create diverse options to meet the needs of all households and the trend toward smaller household size*

*Provide options for accommodating households with higher income, as well as workforce housing to advance the local and regional economy*

### *Strategies:*

- N.1 Provide new housing choices for current and future residents at all phases of life to help stabilize, strengthen, and revitalize the City's neighborhoods.
- N.2 Promote and consistently implement flexible and innovative development standards and programs that support housing affordability and diversity.
- N.3 Encourage homeownership, and promote the preservation of existing housing stock through homeowner education, maintenance, and improvement programs.
- N.4 Provide convenient connections between housing, employment, recreation, shopping, and community facilities.
- N.5 Bring public and private resources together to support and maintain neighborhood facilities, amenities, and activities.
- N.6 Instill and reinforce community confidence in services and facilities that support health, safety, and welfare.
- N.7 Promote the City Beautiful Movement by integrating modern art and good design into street improvements and public parks and facilities.

## Natural Systems and Sustainability

*Land, air, and water quality bolster a better standard of living.*

### GOAL:

**Build a healthy and sustainable community that protects, improves, and promotes its natural systems and resources and is resilient to changes in the climate and economy.**

### *Strategies:*

- NS.1 Promote interaction with greenways and waterfronts to improve the health and well-being of residents, provide a positive economic impact, and engage neighborhoods, the City, and the Delaware Estuary.
- NS.2 Employ modern technologies and management techniques to improve energy conservation and sustain air quality, water resources, land use, and vegetation.
- NS.3 Increase public awareness of Chester's natural resources, and promote sustainability practices to engage residents, while building a sense of community.
- NS.4 Encourage responsible land use and economic development strategies to foster a healthier community for residents, visitors, and businesses.
- NS.5 Help decision makers and community members better assess risks associated with coastal hazards and changing climate conditions; plan adaptive strategies to become more resilient to these risks.



### Considerations

#### ***Environmental Stewardship:***

***Protect the environment, and recognize its importance to human health and quality of life***

#### ***Sustainability:***

***Meet present needs, while providing for the needs of future generations, and apply methods, systems, and materials that sustain natural resources***



## Infrastructure

*Transportation and utilities are vital for supporting residential and business populations.*

### Considerations

#### **Transportation:**

**Sustain** quality of life by providing safe movement to Chester's waterfront and open space

**Maximize** access and use of Chester's intermodal transportation in order to strengthen local and regional economies

#### **Utilities:**

**Modernize** water, sewer, and energy services, which are essential to growing Chester's economy

#### TRANSPORTATION GOAL:

**Improve transportation safety, efficiency, convenience, and reliability to sustain quality of life and strengthen economic competitiveness.**

#### *Strategies:*

- T.1 Upgrade and optimize both the performance and functionality of existing on and off-street systems to effectively move people, goods, and services.
- T.2 Maximize the access to and use of transit and rail systems to strengthen local and regional economies.
- T.3 Encourage appropriate land uses, density, and site designs that reduce motor vehicle dependency, encourage public transportation, and provide bicycle and pedestrian mobility.
- T.4 Support economic vitality, revitalization programs, and redevelopment initiatives through transportation infrastructure maintenance and improvements.

#### UTILITIES GOAL:

**Provide affordable, reliable, and environmentally responsible utility services.**

#### *Strategies:*

- U.1 Decrease electric, gas, and water consumption to lessen financial and environmental costs to residents and businesses.
- U.2 Invest in responsible development by providing modern utility infrastructure.
- U.3 Reduce, reuse, and recycle waste to promote sustainable living, and generate revenue for community programs.

## Cultural Resources

*Performing and visual arts, museums, special events, history, and historical sites draw visitors and revenue, and establish a stronger sense of place.*

### GOAL:

**Protect, restore, and celebrate cultural resources to enhance revitalization and maintain community character.**

### *Strategies:*

- CR.1 Protect and restore historically significant buildings, structures, and sites to reinvigorate neighborhoods, and convey the City's historic narrative.
- CR.2 Provide facilities and programs for public art and cultural opportunities that create and expand community identity and promote quality of life.
- CR.3 Increase regional prominence and appreciation of the City's heritage and culture by supporting local arts initiatives that express community aspirations.
- CR.4 Encourage and promote the completion of the Chester Triangle Improvement Project.



### Considerations

#### ***Cultural Resources:***

***Protecting*** cultural resources honors past achievements and strengthens the community and its identity

***Investing*** in cultural resources preserves them for future generations, encourages community participation, and attracts private investment

## 4 Future Land Use Map and Development Strategy

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Integral to Vision 2020's goals and strategies are the Future Land Use Map and the Development Strategy. Both components are designed to guide future land use and development/redevelopment within the City. They also identify directions for growth and other actions to achieve Vision 2020's Vision Statement.

### Future Land Use Map

The Future Land Use Map illustrates the desired pattern of land uses to attain the community's vision for the future (see **Map 1A**). The future land use pattern is influenced by existing land use and zoning and the existing and planned network of roads, utilities, parks, greenways, and other factors that shape development and the overall fabric of the community. Changes to the existing pattern of land use will occur primarily by infill development and redevelopment. The Future Land Use Map is neither a zoning map nor does it illustrate the existing or proposed use of individual parcels of land. It does not dictate land use and does not present phasing or timing of development. The map communicates the direction and concept of future development. It shows relationships, provides a guide for future development, and establishes a context for neighborhood planning and design (see **Table 4-1** on next page for a description of proposed future land uses).

**Table 4-1 Future Land Use Categories (see also Map 1A)**

Category	Description
<b>Utility</b>	Uses involved in processing, treatment, and transportation of water, gas, oil, and electricity. Typical examples include pumping stations, electric substations, and communication facilities.
<b>Institutional</b>	Uses associated with educational, religious, health, correctional, government, and public services.
<b>University</b>	Uses associated with Widener University, including campus buildings, athletic fields, and student housing.
<b>Office/Research</b>	Uses associated with professional offices, medical research, and administration.
<b>Light Industrial</b>	Uses associated with light industry, including light manufacturing, assembly, and wholesale distribution.
<b>Heavy Industrial</b>	Uses associated with heavy industry, including heavy manufacturing, warehousing, and distribution centers.
<b>Transit-Oriented Development (TOD)</b>	Uses associated with TOD are mixed and typically concentrated within a 5-10 minute walk of a transit station. Approximately 10-20 residential units per acre and 25 employees per acre provide adequate transit ridership levels for frequent transit service.
<b>Central Business District</b>	Uses in the traditional core of the City are pedestrian oriented commercial, office, arts and culture, and entertainment. Typically, residences occupy the floors above first-level commercial/retail stores.
<b>Regional Commercial</b>	Uses associated with commercial activities, such as supermarkets, hotels, shopping centers, and department stores that are relatively large in size, generate a large volume of traffic, impact large areas of land, and attract visitors from the region.
<b>Mixed-Use</b>	Uses associated with a diverse mix of small- to medium-scale commercial, residential, office, restaurant, personal service, food and clothing stores, etc. that serve neighborhoods and the City as a whole.
<b>Mixed Commercial/Residential</b>	Uses associated with opportunities, under special conditions and standards, for commercial, office, and medium- to high-density residential development. Includes light commercial that is compatible with existing residential land uses.
<b>Mixed Commercial/Industrial</b>	Uses associated with light industrial and commercial uses that may not be suitable for residential development. Professional offices are appropriate as a secondary use.
<b>Low Density Residential</b>	Uses associated with residential units that are predominantly single family detached and twin-family semi-detached dwellings up to a maximum density of nine units per acre.
<b>Medium Density Residential</b>	Uses associated with higher housing density than the Low Density Residential category. Single family detached units, twin-family semi-detached units are included, along with row houses/townhouses at densities between nine to 20 units/acre.
<b>High Density Residential</b>	Uses associated with mid- to high-rise apartment buildings and garden apartments and densities exceeding 20 units per acre.
<b>Regional Entertainment</b>	Uses associated with stadiums and other entertainment facilities.
<b>Public Park/Recreation</b>	Uses associated with open space and recreational facilities such as parks and playgrounds. Also includes cemeteries, bicycle and pedestrian pathways, bicycle facilities, recreational facilities, greenways, and neighborhood parks/memorials.

## Development Strategy

### Target Areas

The Vision 2020 Development Strategy builds off of the framework of Vision 2000. Vision 2000 identified four primary economic development areas: the Central Business District (CBD), the Waterfront Corridor, the I-95 Corridor, and the I-95 District. To provide further focus, Vision 2020's Development Strategy identifies specific **revitalization target areas** and **neighborhood commercial target areas** (see **Map 1B**). The revitalization target areas are located in the primary economic development areas and focus on creating regional destinations. The neighborhood commercial target areas are scaled to serve local residents. Both are important to the City's future. Each area presents special planning challenges and opportunities because:

- They are experiencing or are likely to experience significant change.
- They could be positively influenced through targeted actions by the City.
- They are or could be a focus of community activity and identity.

### Revitalization Target Areas

The following revitalization target areas are identified and correspond with the numbers on Map 1B:

#### (A) Rivertown

Rivertown generally includes the area from Highland Avenue to the Commodore Barry Bridge. This area also includes SR291 extending south to the Delaware River. Plans call for a large scale mixed-use development between the Wharf at Rivertown and PPL Park. Developing this area into mixed-use is a high priority for the City.



Redevelopment of this area will create a regional destination and result in the remediation of an environmentally degraded area. Care must be taken with the future planning of this area to ensure integration with surrounding neighborhoods. Neighborhood integration starts with pedestrian, bicycle, and vehicular access, the addition of public open space, and recreational programming.

#### (B) Riverbridge

The Riverbridge area contains approximately 55 acres and is located between Fulton Street and Pennell Street between SR291 and the Delaware River. The area was historically used as a site for the Ford Motor Company and Reynolds Metals. It is currently promoted as an industrial area, but is generally underutilized. The City should support water-related development in this area.

#### (C) Riverbridge II

A significant increase in traffic from the new development at Rivertown and the new on/off ramps from SR291 to US322/ Commodore Barry Bridge is anticipated in this area. This area may become desirable for large-scale commercial and service oriented uses, which will benefit residents, employees, and visitors. Given this potential transition, the City should consider revisiting the zoning in this area to determine what types of uses are appropriate, and establish standards to ensure compatibility with existing neighborhood characteristics.

#### (D) Central Business District

Although the CBD has undergone a significant amount of public investment since the adoption of Vision 2000, the City should further examine its direction. Trends have changed significantly, and the CBD will probably not be the retail center it once was. The City will continue to attract private investment by improving streetscapes, parking, public spaces, and recreational programming. Parking improvements, in particular, would encourage Amtrak to reestablish a stop in the CBD. The City should also continue to encourage rehabilitation and reuse of existing buildings and consider promoting more office, arts, entertainment, residential, and cultural uses and activities. The City should also work closely with CBD businesses to find ways to capture visitors and employees of Harrah's Philadelphia, the Wharf, Widener University, and Crozer-Chester Medical Center.



#### (E) Highland Avenue near I-95

The area along Highland Avenue between W. 12<sup>th</sup> Street and Township Line Road has the potential of providing a wide range of retail services for the community. The west side of Chester is in need of food stores and businesses that sell basic household products. As such, the City should continue to encourage retail uses in this area.

#### (F) Morton Avenue/Chestnut Avenue Corridor

This corridor along Morton Avenue, between E. 9<sup>th</sup> Street and the rail line and the area along Chestnut Street, contains several large, vacant parcels. It is located near the CBD and has convenient access to I-95. The Pennsylvania Department of Transportation (PennDOT) has plans to upgrade this segment of Morton Avenue and Chestnut Street to improve access to I-95. This corridor is appropriate for mixed-use development, which would enhance the existing vitality of two neighborhoods in the area.

#### (G) Medical-Educational Corridor

The medical-education corridor was identified in Vision 2000 as the area generally north of I-95 from Widener University to Crozer-Chester Medical Center, just outside of the City limits in Upland Borough. The goal within this target area is to encourage ancillary uses within the corridor that complement the anchor institutions. This concept has proven successful with the construction of multiple buildings, referred to as University Technology Park and the location of several complementary businesses. As the City looks to the future, the medical-educational corridor will expand to include the area around Deshong Park. The City should establish design standards for new development in this area to ensure that high quality development occurs here. Parking issues should be addressed as part of this process, including shared parking opportunities. Incorporating the former Alfred O. Deshong Museum and Mansion would benefit the corridor.

## Neighborhood Commercial Target Areas

Six neighborhood commercial target areas were identified by a committee of community stakeholders as places where small-scale neighborhood oriented businesses should be encouraged (see Map 1B). Background information on the formation of these neighborhood target areas is available in Chapter 7 of the Housing Element study completed in 2008.

In order to ensure that future development enhances each neighborhood, the City should initiate a process to develop individual Neighborhood Design Plans to address the conservation and enhancement of targeted neighborhoods. Maintaining and improving the quality of Chester's older neighborhoods is a major focus of Vision 2020. This proactive approach to neighborhood revitalization should be a collaborative process with residents to plan for and implement strategies to address neighborhood needs. Master site planning should be employed for both public improvements (e.g., streetscape improvement projects) and private development to complement and reinforce the established character of the neighborhoods. The *Union Square Urban Design Plan* (see **Sidebar 2** on next page) and *East Gateway Triangle Neighborhood Revitalization Plan* provide good templates for the Neighborhood Design Plan initiative.

Neighborhood Design Plans should address:

- Creating a physical environment that is attractive to new businesses
- Improving the pedestrian experience
- Ensuring access to commercial and retail areas and community facilities and services, including parks and recreation areas
- Improving the appearance of business and commercial areas
- Stabilizing vacant parcels awaiting development or redevelopment (see **Sidebar 3** on page 28)

Most importantly, the plans should focus on residents' concerns and needs. Therefore, public participation is essential to guarantee a successful plan. Each plan should be used to establish consensus on neighborhood issues, provide guidance to City officials, and identify funding eligibility.

## Sidebar 2 Union Square Neighborhood Design Plan

To build off the momentum of the proposed Rivertown revitalization and the new access ramps from US322 (connecting to I-95 and southern New Jersey), the City initiated the Union Square Urban Design Plan (Design Plan) to create a vision and strategy for the Union Square Neighborhood (Union Square).

Union Square is situated on the west side of Chester (specifically, Planning District 4) and bounded by the Commodore Barry Bridge to the east, SR291 to the south, Wilson Street to the west, and the Amtrak right-of-way to the north. The area between the waterfront and SR291 was also considered since this land will serve to bridge the neighborhood with the proposed Rivertown development.

The Design Plan illustrates a vision for Union Square and frames recommendations for design improvements throughout the neighborhood. Land use patterns transition the neighborhood from residential (along W. 4<sup>th</sup> Street) to mixed-use (along W. 3<sup>rd</sup> Street), and to commercial (along the W. 2<sup>nd</sup> Street extending to the waterfront). The Design Plan emphasizes enhanced connections to the waterfront and provides details on street improvements, a neighborhood square (Townsend Square), and guidelines for regulatory updates.

### Design Plan Objectives

- Analyze existing demographics and built environment conditions
- Analyze challenges and opportunities
- Develop conceptual plans with community input
- Highlight opportunities for development on vacant and underused parcels
- Identify strategies for housing improvements
- Develop economic strategies to encourage a walkable neighborhood with multi-modal linkages to the waterfront



### Sidebar 3 Urban Gardens on Vacant Lots

Many communities, including Philadelphia, are taking advantage of vacant pockets of land, realizing that there are viable alternatives for parcels that are awaiting development or redevelopment. Community gardens on vacant lots are a way to beautify the area, bring neighbors together, and sometimes even create revenue. Neighbors can use small parcels for flower and vegetable gardens. Entire city blocks can be turned into urban farms. Brooklyn's Red Hook Community Farm, built on a former asphalt lot, now supplies vegetables to local restaurants and educates local teenagers about the environment, gardening, and nutritious food. In Montreal, the City provides owners of vacant lots tax-free status for five-year periods providing that the lot supports a significant community garden. Sometimes gardens grow with the understanding that development activities will eventually take precedence.

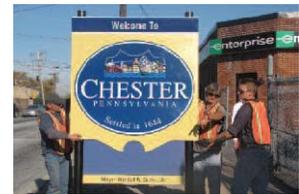


Chester can support existing neighborhood associations or form designated garden committees to work with the City to encourage community gardens throughout Chester. For additional resources on vacant land management, planning, and maintaining community gardens, visit:

[www.pennsylvaniahorticulturalsociety.org](http://www.pennsylvaniahorticulturalsociety.org)  
[www.communitygarden.org](http://www.communitygarden.org)

## Creating a Welcoming Community

Image is fundamentally important to economic success. People form their first opinions of Chester at its gateways — the entrances to the City and to the CBD. Major corridors serve the same function, introducing people to the City and its cultural or commercial offerings. The degree to which a community takes care of this “first impression” can say a lot to visitors and potential investors about the values of residents and businesses. Gateways provide a sense of arrival to a community for visitors as well as returning residents.



The City, CEDA, the Institute for Economic Development, Inc. (IED), and several other community organizations are actively working to improve the image of the City to further reinvestment and economic development. Recent projects undertaken to improve the City's image include the sidewalk, lighting, and landscaping improvements at Edgmont Avenue and I-95. In addition, the City has installed wayfinding signage throughout Chester to help visitors find key destinations. These types of enhancements also encourage private property owners to improve their property maintenance. To continue to improve Chester's image and promote economic development, primary gateways are identified on Map 1B. These gateway areas are targeted for improvements to ensure that first impressions of Chester are positive and inviting. The City should focus on improving the visual appearance of these gateway areas with the following: additional wayfinding signage, landscaping, decorative fencing, street lights, light pole banners, distinct gateway markers, and other streetscape amenities.

## 5 Implementation

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The Comprehensive Plan is a living document that should be periodically revisited and updated as goals are achieved and conditions change. Reviews should be conducted on a regular basis, with a major review occurring every 10 years. As circumstances require, it should be rewritten or amended with an update supplement. The City will undertake some of the actions described in Vision 2020, and some will require the cooperation of the private sector, the school district, and/or other agencies or entities. The City must also collaborate, partner, and coordinate with neighboring communities and public agencies on land use issues and opportunities that go beyond City boundaries. These include land use and economic redevelopment, transportation, and public recreation opportunities.

The actions identified in Vision 2020 will be accomplished over a period of years. Typically, the actions involving policy changes and partnerships will be initiated first because they do not require significant capital expenditures. Implementation of recommendations with significant capital implications may be a longer-term proposition because of the need to phase them over a number of years consistent with the City's fiscal capability. The initial stages of planning for implementation of these recommendations should focus on defining the scope of capital investments and the sources of funding.

### Putting the Plan into Action

#### *Adopt the Comprehensive Plan*

The first step in implementing this comprehensive plan was taken when the City Council formally adopted the document. Legal adoption means that the Council accepts Vision 2020 as the guide to the City's future development. Once passed, all local laws must be in accordance with Vision 2020. Public agencies and citizens will use Vision 2020 to help make decisions concerning future growth in Chester. Having Vision 2020 available on the City's website will make its information easily accessible.

#### *Delegate Tasks*

Although the City has direct responsibility to implement Vision 2020, active involvement of citizens and other organizations is vital for successfully meeting the goals. Public-Private partnerships should be encouraged wherever possible. The City Council will need to delegate some responsibility in implementing Vision 2020. Various citizen committees, such as the Chester Youth Collaborative (CYC), could help with research and action recommendations to the City. In all cases, these committees should have both clear direction from City Council and an efficient process to guide their work.

### *Amend Zoning Ordinance*

A zoning ordinance is the primary tool for implementing a comprehensive plan and for regulating the use of land. A convoluted code that is at odds with a community vision makes development time-consuming, difficult, and costly. The private sector needs to build projects quickly to maximize profit. A clear set of rules and standards is the best way to promote qualified community projects. The standards can be high, but they must be clear and consistent.

Chester's zoning ordinance and map will need to be reviewed and revised to make it easy for private developers to undertake projects that fit the City's vision and goals. Updated zoning should address current land uses and conditions and include:

- Clear neighborhood zoning and design standards to encourage walkability (e.g., create a build-to line, relocate parking to the rear side of buildings, unify sidewalk appearances along street corridors, etc.)
- Mixed-use zoning districts with design standards
- Standards for infill development that ensure minimal environmental impacts

The City Council has the legal authority to pass or amend a zoning law after final review and recommendation by both the City and County Planning Commissions. However, the Planning Department, with consultant assistance, will research zoning tools, draft a zoning law, and make recommendations to the Planning Commission. Most amendments and/or new local laws will require appropriate public notice and hearings.

### *Sequence of Actions*

A successful implementation strategy for the City will:

- Start with the most important recommendations
- Address recommendations that pave the way for other recommendations
- Work to maximize the number of different parties addressing at least one recommendation
- Simultaneously address at least one recommendation from each of the major goals of Vision 2020

The Planning Commission, as part of its MPC required annual report, should prepare an agenda of implementation recommendations. Each year's work should be manageable and involve the necessary volunteers or agencies. An annual status report of what is accomplished should be presented in a public forum to keep everyone informed about what was completed, what is planned, and what still needs to be accomplished. An annual status report helps keep priorities moving forward and helps in updating Vision 2020 when necessary.

## Implementation Matrices

The following matrices identify recommendations that implement Vision 2020 goals and strategies. The recommendations are organized by the planning elements identified in Section 3. Each recommendation cross-references its associated planning strategy.

The matrices also include a timeframe to mobilize, responsible entities who will undertake the action, potential funding sources, and an estimate of both fiscal and human resource costs to the City. The timeframe category assigns approximate periods for recommendations to begin implementation. Some recommendations will take a significant amount of time for completion, so this category indicates start times in the following order and range:

- ongoing
- within 3 years
- within 5-7 years
- within 10 years

Under the 'Cost to City' category, costs are divided into the following ranges:

- 'Low' cost indicates the implementation of the recommendation would likely take less than \$100,000 in direct expenditures and could be accomplished with existing staff and/or volunteers
- 'Medium' cost indicates the implementation of the recommendation would likely take more than \$100,000 and less than \$500,000 in direct expenditures and would require possible increased staff time
- 'High' cost indicates the implementation of the recommendation would likely take more than \$500,000 in direct expenditures and would require significant coordination with county, state, and federal agencies, and private consultants



CHESTER VISION 2020 IMPLEMENTATION MATRIX

LAND USE & ECONOMIC DEVELOPMENT				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 1</b>				
1. Promote Walk to Work program. (LD.3)	Ongoing	Widener/Crozer/IED	Widener/Crozer	Low
2. Stabilize neighborhoods by attracting appropriate commercial uses. (LD.3)	Ongoing	CEDA	DCED	Medium
3. Create a Special Zoning District in the University area to promote expansion while maintaining neighborhood integrity. (LD.4)	Within 3 years	Planning Dept.	State Funding	Low
4. Active Community Programming (Parks, Gardens). (LD.4)	Within 5-7 years	Parks & Recreation Dept.	City/DCED/DCNR/CDBG	Medium
5. Continue to support the implementation of the East Gateway Triangle Revitalization Plan. (LD.3)	Within 5-7 years	CEDA/E. Gateway Triangle Neighborhood Assoc.	DCED/Widener/Crozer/Private	Medium
6. Expand and support University Technology Park, Med/Ed Corridor. (LD.1)	Within 10 years	CEDA/Widener/Crozer	DCED/Widener/Crozer/Private	Medium
7. Encourage Restaurant Row development. (LD.3)	Within 10 years	CEDA/Private	DCED/Private	Low
8. Create forum with IED and local businesses to develop a plan for employment opportunities. (N.5)	Within 5 Years	CBA/IED	Private	Low
<b>Planning District 2</b>				
9. Promote, preserve/rehabilitate historic resources. (LD.2)	Ongoing	Historic Pres. Committee/CEDA/Planning Dept.	Keystone Historic Preservation Grants	Low
10. Strengthen CBD through code improvements, concentrating commercial zoning within CBD, and business development. (LD.3)	Within 3 years	City/L&I/CEDA	State Grants	Low
11. Improve pedestrian access to Ethel Waters Park and other points of interest across SR291. (LD.4)	Within 3 years	Streets & Public Imprv. Dept./Planning Dept.	City/PennDOT	Low
12. Develop Emergency Nuisance Abatement Ordinance. (LD.3)	Within 3 years	L&I/CEDA/City	City	Low
13. Develop a Loft Conversion Program. (LD.3)	Within 5-7 years	L&I/ Planning Dept.	Private/USEPA Brownfields Grant/HUD	Low
14. Develop Chester Transportation Center into a full service facility that can accommodate Amtrak service. (LD.2)	Within 5-7 years	CEDA/SEPTA/AMTRAK	FHA/PennDOT	Low
15. Stabilize vacant properties through infill and beautification. (LD.3)	Within 5-7 years	Planning Dept./Penn. Hort. Society/Shade Tree Commission	Penn. Hort. Society/USEPA Brownfields Grant	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

LAND USE & ECONOMIC DEVELOPMENT				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 2 (continued)</b>				
16. Cultural Row (arts, music, museums, restaurants/cafes). (LD.3)	Within 5-7 years	Chester Business Assoc./CEDA/ Private	Private/ non-gov. organization	Medium
17. Support the development of a Cultural Center. (LD.4)	Within 5-7 years	CEDA/CRA/ Chester Youth Collaborative	DCED/ USEPA Brownfields Grant	High
18. Perform study for better access to Sun Village Park from 9 <sup>th</sup> Street. (LD.3)	Within 10 years	Planning Dept.	City/DCNR	Low
19. Promote employment centers and hotel opportunities along SR291. (LD.2)	Within 10 years	CEDA/Chester Workforce Dev. Center	Private/Harrah's	Low
20. Improve connectivity to CBD. (LD.3)	Within 10 years	Planning Dept./CEDA	City/DVRPC/ Widener/Private	Medium
<b>Planning District 3</b>				
21. Revise current commercial zoning for appropriateness and compatibility. (LD.3)	Within 3 years	Planning Dept./Planning Commission	State Grants	Low
22. Support clubs (chess, sports, gardening) assisted by additional City staff. (LD.4)	Within 3 years	Parks & Recreation Dept./PAL/ Chester Youth Collaborative	City/DCED/ DCNR/CDBG/ Crozer Wellness	Low
23. Promote and encourage Riverbridge as mixed use development. (LD.3)	Within 3 years	CEDA/DCED/ Brownfields Econ. Dev. Initiative/ CRA/Private	DCED/CDBG/ USEPA Brownfields Grant /Private	Low
24. Improve landscape and signage requirements throughout the SR291 corridor. (LD.4)	Within 3 years	Streets & Public Imprv. Dept./ Planning Dept.	Penn. Hort. Society DCED/County	Medium
25. Improve and create pocket parks to link residential neighborhoods. (LD.4)	Within 3 years	Streets & Public Imprv. Dept./ Planning Dept. /Parks & Rec. Dept.	Penn. Hort. Society/DCNR	Medium
26. Develop Emergency Nuisance Abatement Ordinance. (LD.3)	Within 3 years	L&I/CEDA/City	City	Low
27. Develop Loft Conversion Program. (LD.3)	Within 5-7 years	L&I/CEDA/City	Private/USEPA Brownfields Grant/HUD	Low
28. Encourage mixed use along the SR291 corridor. (LD.3)	Within 5-7 years	CEDA	DCED	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

LAND USE & ECONOMIC DEVELOPMENT				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 3 (continued)</b>				
29. Support International Flea Market at selected locations. (LD.5)	Within 5-7 years	CEDA	Private/ USEPA Brownfields Grant	Medium
30. Explore additional regional attractions to compliment Chester as a destination. (LD.5)	Within 10 years	CEDA/IED	Private/ USEPA Brownfields Grant/DCNR	Low
31. Attract 21st century high-rise/signature buildings for corporate headquarters. (LD.5)	Within 10 years	CEDA	Private	Low
32. Support docking concept for improved water recreation access. (LD.2)	Within 10 years	CEDA/DCED/ Brownfields Econ. Dev. Initiative	DCED/CBDG/ USEPA Brownfields Grant, DCNR	High
<b>Planning District 4</b>				
33. Promote Rivertown as regional mixed use development. (LD.5)	Within 3 years	CEDA/ Buccini Polin Group	CEDA/ Buccini Polin Group	Low
34. Support active community programming (parks, gardens, exercise classes)- provide additional staff support. (LD.4)	Within 3 years	Parks & Recreation Dept./PAL/Chester Youth Collaborative	City/DCNR	Low
35. Support Vacant Land Stabilization Program. (LD.2)	Within 3 years	CRA/City	Penn. Hort. Society/PennVest /DVRPC/DCNR	Medium
36. Develop Emergency Nuisance Abatement Ordinance. (LD.3)	Within 3 years	L&I/CEDA/City	City	Low
37. Address non-conforming uses along SR291 and Waterfront. (LD.3)	Within 5-7 years	Planning Dept.	State Funding/CZMP	Low
38. Stabilize vacant commercial along W. 3rd/Promote new mixed-use district- provide additional staff in L&I. (LD.3)	Within 5-7 years	Planning Dept./L&I/Code Officer	City	Low
39. Implement TOD around Highland Avenue Station and encourage refurbishing of the train station. (LD.2)	Within 5-7 years	City/CEDA/DVRPC /SEPTA	Private/SEPTA/ PennDOT/City	Low
40. Develop Loft Conversion Program. (LD.3)	Within 5-7 years	L&I/CEDA	Private/USEPA Brownfields Grant/HUD	Low
41. Support development of a Restaurant Row. (LD.2)	Within 5-7 years	CEDA/Private	Private/DCED	Low

LAND USE & ECONOMIC DEVELOPMENT				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 4 (continued)</b>				
42. Encourage Tourism Facility. (LD.5)	Within 5-7 years	Delaware County Chamber of Commerce /CEDA/ DCED	DCED/ USEPA Brownfields Grant/PennDOT/ DCNR	Medium
43. Implement Union Square Urban Design Plan. (LD.3)	Within 5-7 years	City/CEDA	City/ Penn. Hort. Society/ PennVest/ DCNR (Trees)	High
44. Develop an entertainment oriented commercial zone. (LD.2)	Within 10 years	City/CEDA	City	Low
45. 21st century high-rise/signature buildings for corporate headquarters. (LD.5)	Within 10 years	CEDA/DCED/IED	Private/ USEPA Brownfields	Low
<b>Planning District 5</b>				
46. Market large parcels. (LD.2)	Within 3 years	CEDA	City	Low
47. Encourage active community programming (parks, gardens, Tai Chi)- provide additional City staff support. (LD.4)	Within 3 years	Parks & Recreation Dept./Chester Youth Collaborative	City/DCNR	Low
48. Integrate new residential developments into existing neighborhoods. (LD.3)	Within 5-7 years	CEDA/Brownfields Econ. Dev. Initiative	Private/ USEPA Brownfields Grant/HUD	Low
49. Improve amenities for the West Side. (LD.4)	Within 10 years	CEDA/City/DCED	DCED/Private	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NEIGHBORHOODS				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 1</b>				
<b>HOUSING</b>				
1. Enforce building codes, particularly for absentee landlords and tax delinquent properties. (N.3)	Ongoing	L&I/City	City	Medium
2. Change zoning in East Gateway Triangle Neighborhood to support reconversion of apartments back to single family dwellings. (N.2)	Within 3 years	Planning Dept./L&I	City	Low
3. Continue to support East Gateway Triangle Neighborhood Association in implementing its Neighborhood Revitalization Initiative. ( N.5)	Within 3 years	CCIP/City/CEDA/ Streets & Public Imprv. Dept.	Private	Medium
4. Implement street beautification in Edgemont Park and Sun Hill. (N.7)	Within 3 years	City/Residents/ DCED/Streets & Public Imprv. Dept.	DCED	Medium
<b>COMMUNITY FACILITIES</b>				
5. Continue to develop and promote “GED Sponsor” programs with Widener, DELCO, local businesses and Chamber of Commerce. (N.5)	Within 5 Years	Widener/School District/DELCO, Chamber of Commerce	Widener/DCED	Medium
6. Strengthen capacity of East Gateway Triangle Neighborhood Association initiatives and coordinate with Youth Collaborative. (N.5)	Within 5 Years	East Gateway Neighborhood Assoc./City/ Chester Youth Collaborative	Private	Low
7. Create adult education programs and a possible Delaware County Community College satellite campus. (N.5)	Within 5 Years	DCCC/City/School District	DCED	Low
<b>Planning District 2</b>				
<b>HOUSING</b>				
8. Continue to support City Demolition Program to reduce blight and encourage redevelopment. (N.6)	Ongoing	CEDA/City	DCED	Medium/High
9. Enforce building codes, particularly for absentee landlords and tax delinquent properties. (N.3)	Ongoing	L&I/City	City	Medium
10. Support improvement initiatives for Jefferis Square to ensure long-term viability of the rental development. (N.2, N.4, N.5)	Ongoing	L&I/City/ Private Developer	PHFA/Private Developer	Low
11. Continue revitalization efforts in Holy City. (N.5)	Within 3 years	Private/DCED/ CEDA	DCED/Private	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NEIGHBORHOODS				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 2 (continued)</b>				
12. Encourage revitalization of Sun Village similar to Highland Gardens Neighborhood. (N.1) (N.5)	Within 3 years	City/CEDA/Private	PHFA/City/Private	Medium
13. Identify and pursue developer financing programs/incentives for downtown residential development. (N.2)	Within 5 years	CEDA/CRA/Private	City/Private	Low
14. Support and pursue high intensity office and residential Transit Oriented Development around Chester Transportation Center. (N.5)	Within 5 years	CEDA/City/DVRPC	City/Private	Low
15. Encourage good site planning for new residential development on vacant lots east of CBD. (N.2)	Within 5 years	CEDA/CHA/City/CRA	City/Private	High
16. Encourage street beautification projects and other neighborhood improvements along McDowell and Elsinore Streets. (N.7)	Within 5 years	City	Private/DCED	Medium
17. Identify specific areas for infill opportunities. (N.1)	Within 5 years	Planning Dept./CEDA/CRA	Private/DCED	Medium
18. Pursue redevelopment opportunities for industrial lots east of CBD into residential gateway. (N.1)	With 10 years	CEDA/City/Private	Private	Medium
<b>COMMUNITY FACILITIES</b>				
19. Encourage cross utilization of all private and public facilities for GED courses, basic skill training, educational, health, or emergency preparedness meetings. (N.5)	Within 3 years	City/School District	City/DCED	Low
20. Encourage and promote the completion of the Chester Triangle Improvement Project in the CBD. (CR.2)	Within 10 years	CEDA	City	High
21. Encourage development of Culinary Institute. (LD.1)	Within 10 years	CEDA/Chester Workforce Dev. Center/CUSD/Widener/Harrah's	DCED/Widener	Medium
22. Complete and or identify final route for East Coast Greenway. (NS.1)	Within 5 years	Planning Dept.	City	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NEIGHBORHOODS				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 3</b>				
<b>HOUSING</b>				
23. Enforce building codes, particularly for absentee landlords and tax delinquent properties. (N.3)	Ongoing	L&I/City	City	Medium
24. Encourage the development of Crozer Hills Phase II. (N.1)	Within 3 Years	City Solicitor	Private	Medium
25. Strengthen Crozer Park Gardens through neighborhood beautification projects. (N.7)	Within 3 Years	City/ Parks & Rec. Dept.	DCED/DCNR	Medium
26. New residential development north of Pentecostal Square development. (N.1)	Within 5 Years	Private/CEDA	Private	High
27. Encourage mixed use development for Riverbridge I and II sites. (N.2)	Within 5 Years	CEDA/City/DVRPC	Private	High
28. Promote mixed use at Blue Line Trucking Site, provide adequate buffer. (N.1)	Within 5 Years	CEDA/City	Private	Medium
29. Support mixed uses along W. 3 <sup>rd</sup> Street corridor. (N.2)	Within 5 Years	CEDA	Private	Low
<b>COMMUNITY FACILITIES</b>				
30. Create Educational Farm Program at Science & Discovery High School. (N.6)	Within 3 Years	School District	USDA/DCNR	Low
31. Complete and or identify final route for East Coast Greenway. (NS.1)	Within 5 years	Planning Dept.	City	Low
32. Encourage access to waterfront during redevelopment and connect historic sites, parks, and Riverwalk to other points of interest. (N.4)	Within 5 Years	CRA/City/CEDA/ Private	DCNR/USEPA/ Brownfields Grants/Private	High

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NEIGHBORHOODS				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 4</b>				
<b>HOUSING</b>				
33. Enforce building codes, particularly for absentee landlords and tax delinquent properties. (N.3)	Ongoing	L&I/City	City	Medium
34. Rezone Highland Avenue Station area to encourage higher density mixed-use redevelopment as a by-right use. (N.2)	Within 3 Years	Planning Dept.	DCED	Low
35. Implement Union Square Urban Design Plan. (N.5)	Within 5 Years	CEDA/Private	Private/ Penn. Hort. Society/DCED	High
36. Support proposed Rivertown mixed-use development. (N.5)	Within 5 Years	CEDA/City/CRA/ Private	Private	Low
37. Pursue implementation of Highland Avenue Transit Oriented Development Plan, including infill development in nearby vacant areas. (N.2)	Within 5 Years	CEDA/CRA/City/ DVRPC/Private	Private/PennDOT	Medium
<b>COMMUNITY FACILITIES</b>				
38. Utilize Barry Bridge Park for Delaware Estuary learning programs. (N.6)	Ongoing	City/Parks & Recreation Dept.	USEPA/PDE Alliance	Low
39. Provide enhanced public access to the Riverfront in new or existing open space and natural areas to greatest extent possible. (N.7)	Within 3 Years	City	DCNR	High
40. Connect Wellington Ridge/Heights through improved pedestrian access and street beautification along Highland Avenue. (N.4)	Within 3 Years	City/CEDA	DCED/Elm Street Program	High
41. Build and strengthen neighborhood identities. (N.6)	Within 5 Years	CEDA/City	DCED	Low
42. Complete and or identify final route for East Coast Greenway. (NS.1)	Within 5 years	Planning Dept.	City	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NEIGHBORHOODS				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Planning District 5</b>				
<b>HOUSING</b>				
43. Enforce building codes, particularly for absentee landlords and tax delinquent properties. (N.3)	Ongoing	L&I/City	City	Medium
44. Support housing surrounding Wellington Heights development per the Highland Gardens Revitalization Plan. (N.2)	Within 5 Years	CEDA	PA Commonwealth/Private	Medium
45. Rehabilitation Program for Buckman Village. (N.3)	Within 5 Years	CEDA/Private	DCED/Private	Medium
46. Conversion of Pulaski School athletic fields into residential. (N.1)	Within 10 Years	CUSD/CEDA/Private	Private	Medium
47. Support residential infill north of 10 <sup>th</sup> Street/west of Central Ave. (N.1)	Within 10 Years	CEDA	Private	Medium
48. Promote new residential development at vacant area west of Palmer, east of Ward St. (N.1)	Within 10 Years	Private Developer/CEDA	Private	Medium
<b>COMMUNITY FACILITIES</b>				
49. Promote Community Hospital as social service facility. (N.6)	Within 3 Years	City/Crozer	Crozer	Low
50. Build community involvement in Highland Gardens and Buckman Village through Weed and Seed program. (N.6)	Within 3 Years	City/Police	City	Low
51. Support community gardens and pocket parks in Highland Gardens & Buckman Village. (N.6)	Within 3 Years	City/Parks & Recreation Dept.	Penn. Hort. Society/City	Low
52. Support police substation to provide adequate coverage for new residential developments. (N.6)	Within 3 Years	City/Police	City	Low
53. Locate a community recreational facility in the west side. (N.5)	Within 5 Years	Parks & Recreation Dept./PAL	CDBG	High
54. Support CUSD School District to develop capital improvement programs. (N.4)	Within 5 Years	School District	Private Educational Foundations	Low
55. Examine library expansion opportunity to a District Library Center, and improve technological capacity. (N.6)	Within 5 Years	City	PA Dept. Of Education	Low
56. Pursue Highland Gardens redevelopment plan. (N.5)	Within 10 Years	CEDA/Weed & Seed	Private	Low

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CHESTER VISION 2020 IMPLEMENTATION MATRIX

NATURAL SYSTEMS & SUSTAINABILITY				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Air Quality &amp; Noise Control</b>				
1. Continue to seek compliance with noise and air performance standards for industrial and commercial uses. (NS.2)	Ongoing	City/DEP/ USEPA/L&I	USEPA, PADEP	Low
2. Continue partnership programs with DELCORA, DCNR, DVRPC, and USEPA. (NS.4)	Ongoing	City	City	Low
3. Encourage PennDOT to construct sound barriers along at grade sections of I-95. (NS.2)	Within 3 years	City/PennDOT	PennDOT	Low
<b>Water Quality</b>				
4. Partner with Chester-Ridley-Crum Watersheds Association (CRC) for stream restoration and stabilization projects. (NS.1)	Ongoing	City/CRC/CRA	PADEP	Medium
5. Assess the need for Creek Protection Overlay District. (NS.2)	Ongoing	City/CRC	City	Low
6. Promote Low Impact Development (LID) standards and stormwater best management practices (e.g., rain gardens). (NS.2)	Ongoing	City	PADEP	Low
7. Develop a database of creek side property owners and partner with Delaware County Conservation District on stewardship opportunities. (NS.2)	Within 5-7 years	Planning Dept./ GIS Program	PADEP	Medium
<b>Land &amp; Vegetation Quality</b>				
8. Implement Smart Growth principles and promote compact, mixed-use development as a way to achieve energy conservation. (NS.4)	Ongoing	City	City	Low
9. Support the East Coast Greenway and linkages to city destinations (historic resources, parks, cemeteries, creek corridors). (NS.1)	Ongoing	City/ East Coast Greenway Alliance	City	Medium
10. Continue to increase urban tree cover w/ Shade Tree Commission input. (NS.2)	Ongoing	Planning Dept.	DCNR (TreeVitalize), PADEP, PECO	Medium
11. Remove invasive plants and promote the use of native plants. (NS.2)	Ongoing	Parks & Recreation Dept.	DCNR (TreeVitalize), PADEP, PECO	Low
12. Prosecute illegal dumping and create hotline for reporting offenders. (NS.3)	Ongoing	Streets & Public Imprv. Dept./ DEP/USEPA	City	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NATURAL SYSTEMS & SUSTAINABILITY				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Land &amp; Vegetation Quality (continued)</b>				
13. Continue to encourage and identify redevelopment of Brownfields sites. (NS.4)	Ongoing	Planning Dept. /DEP/USEPA	USEPA Brownfields grants	Medium
14. Support ongoing efforts to create the Delaware County Open Space, Recreation, and Greenway Plan. (NS.1)	Ongoing	Parks & Recreation Dept./ County	City	Medium
15. Improve development standards within the Coastal Zone Management Area. (NS.2)	Within 3 years	Planning Dept.	CZMP/PA Sea Grant	Low
16. Create development design standards to maximize public access opportunities along creek corridors and Delaware River. (NS.2)	Within 3 years	Planning Dept.	DVRPC/ DCNR/CZMP	Low
17. Develop a program to expand buffer areas (via acquisition, easements, donations) along creek corridors for resource protection and passive recreation. (NS.1)(NS.2)	Within 5-7 years	City/CRC Watershed Association	DCNR	Low
18. Implement trail system along creek corridors as identified in the Chester and Ridley Creeks Riparian Corridor Assessment and Management Plan and the Chester Creek and Ridley Creek Conservation Plans. (NS.1)	Within 10 years	Potential partners: PADEP, CRC, PA CleanWays, Chester Businesses, School District, DVRPC, Friends of Chester Creek	DCNR	High
<b>Public Health</b>				
19. Support a multi-municipal or County-wide Health Plan. (NS.4)	Ongoing	Health Dept./ City/County	City/County	Low
20. Promote health and wellness by implementing trail systems that provide opportunities for interaction with natural systems in the City. (NS.1)	Within 6-10 years	Parks & Recreation Dept./City	DCNR/TIP/TE/ C2P2	High

CHESTER VISION 2020 IMPLEMENTATION MATRIX

NATURAL SYSTEMS & SUSTAINABILITY				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Energy Conservation</b>				
21. Promote retrofitting and re-powering of City fleets and equipment to maximize fuel efficiency and greenhouse gas emissions reductions. (NS.2)	Ongoing	Streets & Public Imprv. Dept./City	City/DVRPC	Medium
22. Encourage alternative energy methods in existing and future developments (e.g. solar). (NS.2)	Ongoing	City	City	Low
23. Support energy conservation improvements to Jefferis Square to provide cost savings to its residents. (NS.2)	Within 1-2 Years	Private Developer	PHFA/Private Developer	Low
24. Pursue sponsored energy conservation campaigns for the community and businesses (e.g. a 'Lighten Up' campaign to promote efficient lighting). (NS.2)	Within 1-2 Years	City	City/County	Low
25. Pursue municipal energy conservation programs (e.g., perform energy audits to identify energy loss/savings and prepare City plan that identifies integrated solutions for sustainable energy performance). (NS.2)	Within 1-2 Years	City	City	Medium
<b>Public Outreach</b>				
26. Promote the use of the Delaware River, Chester Creek, and Ridley Creek for recreation activities. (NS.3)	Ongoing	City/Delaware County/East Coast Greenway Alliance/DVRPC	DVRPC	Low
27. Continue to promote and implement community cleanups, including Mayor's Annual Cleanup and CRC annual creek cleanup. (NS.3)	Ongoing	City	City	Medium
28. Promote sound environmental initiatives by forming Environmental Advisory Council. (NS.3)	Ongoing	City	Health Dept./ Planning Dept.	Low
29. Educate the community and businesses about the City's efforts toward energy efficiency to save costs and reduce air pollution, as well as best practices that can be implemented in the home or business. (NS.3)	Ongoing	City	PADEP EE	Low
30. Educate the community and businesses about "using water wisely" by providing specific water conservation tips. (NS.3)	Ongoing	City	PADEP EE	Low
31. Partner with Chester, Ridley, Crum Watershed Association and school district to develop stream corridor educational programs. (NS.3)	Within 1-2 Years	City	PADEP EE	Low
32. Create centralized and monitored recycling station for City residents. (NS.3)	Within 1-2 Years	City	City	Medium

NATURAL SYSTEMS & SUSTAINABILITY				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Climate Adaptation</b>				
33. Incorporate sustainable practices into land use planning and economic development initiatives. (NS.5)	Ongoing	Planning Dept./CEDA	City	Low
34. Provide sustainability and climate adaptation initiatives on City's website. (NS.5)	Ongoing	Planning Dept.	City	Low
35. Create a Sustainability Task Force (STF) as a sub-committee of the Environmental Advisory Council to oversee and assist in the implementation of a Sustainability Plan. (NS.5)	Within 1-2 years	Planning Dept./PA Sea Grant	USEPA/PADEP	Low
36. Work with government agencies to exchange successful and cost effective approaches and identify funding opportunities. (NS.5)	Within 1-2 years	Planning Dept./PA Sea Grant	City/ PA Sea Grant	Low
37. Increase green jobs by identifying green industries in City and plan associated programs such as rain barrel and rain garden installations. (NS.5)	Within 3 years	CEDA	EPA/ PADEP	Low
38. Flood proof the City by creating a GIS overlay to identify future flood vulnerabilities and identify areas of high inundation risk for creating flood parks to reduce combined sewer outfall (CSO) storm loading and increase stormwater infiltration. Enhance flood parks with green infrastructure. (NS.5)	Within 3 years	Planning Dept./ PA Sea Grant/ DELCORA	DVRPC/ PA Sea Grant	Low
39. Create a coastal hazard education program with presentations, website information and pamphlets, which would help property owners protect homes from storms. (NS.5)	Within 5-7 years	CHA/OHCD	CHA/OHCD/ PEMA/FEMA	Medium
40. Establish a post storm planning process to evaluate and change rebuilding standards after storm damage. (NS.5)	Within 5-7 years	Planning Dept.	PEMA/FEMA	Low
41. Evaluate Chester Creek levee infrastructure: -assess flooding vulnerabilities -increase levee height where appropriate -determine feasibility of removing strategic levee sections to help restore health of creek and reduce flooding vulnerability. (NS.5)	Within 5-7 years	Planning Dept.	PADEP/PEMA/ FEMA	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

INFRASTRUCTURE				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Streets</b>				
1. Continue ongoing coordination to construct East Coast Greenway with links to CTC and Highland Avenue station. (T.4)	Ongoing	City/Developers/ East Coast Greenway	City/Developers/ DVRPC	Low
2. Promote a maintenance program for primary gateways and corridors. (U.3)	Ongoing	Streets & Public Imprv. Dept./ PennDOT/ City/Volunteer organizations and community services	County	Low
3. Identify all intersections with missing street signs and replace. Investigate creative opportunities to improve street name signage. (T.4)	Ongoing	Streets & Public Imprv. Dept.	CDBG/gasoline tax	Low
4. Continue to implement Booth Street Study recommendations. (N.4)	Ongoing	CEDA/CRA	Brownfields Grant/Private/ Penn. Hort. Society	High
5. Assess Complete Streets and Context Sensitive Design policies and prepare a long-term street improvement plan. (T.1)	Within 3 years	Planning Dept.	City/DVRPC	Low
6. Undertake a Safe Routes to School program. (T.1)	Within 3 years	Planning Dept.	City/County	Low
7. Reassess regulations that require private properties to repair public sidewalks. (T.1)	Within 3 years	Streets & Public Imprv. Dept./City	City	Low
8. Adopt sidewalk standards that reflect land use and the levels of pedestrian activity. (T.1)	Within 3 Years	Planning Dept.	City	Low
9. Designate two or three preferred truck routes between I-95 and the riverfront. (T.1)	Within 3 Years	Engineer's Office/ Planning Dept.	DVRPC	Low
10. Seek improved appearance of I-95 interchanges. (T.4)	Within 3 Years	Planning Dept./ PennDOT	PennDOT/ DVRPC	Low
11. Improve I-95 on- and off-ramp safety and aesthetics. (T.1)	Within 3 Years	Planning Dept./ PennDOT	PennDOT/ DVRPC	Low
12. Support efforts to designate SR 291 as a Scenic Byway. (T.4)	Within 3 Years	Planning Dept./ City Council	DVRPC/ PennDOT	Low
13. Install traffic calming improvements on SR 291. (T.1)	Within 3 Years	City/PennDOT	DVRPC/ PennDOT	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

INFRASTRUCTURE				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Streets (continued)</b>				
14. Implement street improvements for Morton Ave., Chestnut and 9 <sup>th</sup> Streets. (T.1)	Within 3 Years	City	DVRPC	High
15. Implement recommendations identified in the Chester Entranceways Study. (T.4)	Within 3 Years	City/IED	City/Private Partner/Art Foundations	High
16. Develop a City-wide long-range parking management plan. (T.1)	Within 3 Years	Parking Authority	City	Low
17. Implement Wayfinding Signage Plan Phase 2, including improved signage for access to I-95 and US 322. (T.4)	Within 3 Years	City/IED	City/DVRPC	Medium
18. Improve rail crossings near the waterfront (at Flower Street and Highland Avenue) to maximize pedestrian connections to existing neighborhoods. (T.1)(T.4)	Within 3 Years	City/Conrail	City/Conrail/DVRPC	Medium
19. Study traffic signal synchronization and implement improvements. (T.1)	Within 3 Years	City	City	Low
20. Evaluate signage, pedestrian safety, aesthetics, and clearance problems under rail bridges and implement solutions. (T.1)	Within 3 Years	City/CSX/Amtrak	City/CSX/Amtrak	Medium
21. Reevaluate and improve circulation and parking issues in CBD. (T.1)(T.3)	Within 5 Years	City	City	Medium
22. Implement street improvements proposed in the Union Square Urban Design Plan. (T.1)(T.4)	Within 5 Years	City	City/PennDOT/DVRPC	High
23. Create a network of on-street bikeways linking transit nodes and neighborhoods. (T.3)	Within 10 Years	City	City/DVRPC/PennDOT	Medium
24. Replace parking meters with solar powered parking kiosks. (T.4)	Within 10 Years	City	City	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

INFRASTRUCTURE				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Off-street Networks for Pedestrians &amp; Bicyclists</b>				
25. Encourage new development to accommodate existing/proposed multi-use pathways. (T.3)	Ongoing	City	City/County	Low
26. Create and implement a Multi-use Trail Network Plan that includes trails along Chester and Ridley Creeks and links to on-street bikeways. (T.3)	Within 5-7 years	City	City/County/ DVRPC	High
27. Integrate abandoned rail lines into the proposed multi-use trail network. (T.4)	Within 5-7 years	City/CSX	City/County/ DVRPC	High
<b>Transit</b>				
28. Support Amtrak, SEPTA, DVRPC and PennDOT's long-range vision plans for passenger rail and freight rail to the extent that it serves the City's best interests. (T.2)	Ongoing	Amtrak/ SEPTA/DVRPC/ PennDOT/ City	City/County/ DVRPC	Low
29. Work with SEPTA to improve bus stop shelters, signage, seating, and trash receptacles. Priority should be considered for improvements at bus stops that are frequently used. (T.2)	Within 3 years	SEPTA/City	SEPTA	Low
30. Work with SEPTA to improve reliability of bus schedules and access to Delaware County Community College, Chester County and the Main Line. (T.2)	Within 3 years	SEPTA/City	SEPTA	Low
31. Improve transit connections to riverfront and major employers. (T.2)	Within 5-7 years	SEPTA/DVRPC/ City	SEPTA/County	Low
32. Implement Highland Avenue Station TOD Study. (T.1)(T.2)	Within 5-7 years	CEDA/City	DVRPC/SEPTA/ City/County	High
33. Investigate potential locations for a marina or docking along the waterfront to expand recreational boating and tour/taxi boat access. (T.1)(T.4)	Within 5-7 years	CEDA/City/ Kimberly Clark/Private Partnership	City/Private Developer	Medium
34. Seek to reestablish Amtrak rail service to the Chester Transportation Center by addressing anticipated parking demands. (T.1)(T.2)	Within 10 years	City/DVRPC/ Amtrak/County	DVRPC/Amtrak/ City/SEPTA/ County	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

INFRASTRUCTURE				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Utilities</b>				
1. Encourage energy efficiency in new private development. (U.1)	Ongoing	City	City	Low
2. Seek to reduce and control stormwater runoff to reduce burden on existing sewer system. (U.2)	Ongoing	City/DELCORA	City/County	Low
3. Educate residents and businesses about stormwater runoff and its affect on the sewer system. (U.2)	Ongoing	Streets & Public Imprv. Dept./City/ DELCORA	DCNR	Low
4. Recommend upgrades to outdated water, sewer, gas, and communications infrastructure. (U.2)	Ongoing	PECO/CWA/City/ DELCORA	City/County	High
5. Coordinate improvements between utility and street projects. (U.2)	Ongoing	City Engineer/City	City	Low
6. Promote Delaware County's household hazardous waste collection events. (U.3)	Ongoing	Streets & Public Imprv. Dept./Delco/City	City/County	Low
7. Survey residents and businesses periodically to determine public infrastructure needs. (U.1)(U.2)	Ongoing	City Planning Dept./City/County	City/County	Low
8. Provide street side waste receptacles throughout the City and enforce penalties for littering by offenders. (U.2)(U.3)	Within 3 Years	Streets & Public Imprv. Dept./City	City/County	Low
9. Implement an energy and water conservation plan for public facilities; reference energy efficiency programs developed by utility companies. (U.1)	Within 3 Years	Utility Companies/ City	City/County	Medium
10. Improve cost effectiveness of utilities through better monitoring of conditions. (U.1)	Within 3 Years	Mayor's Office/City	City/County	Medium
11. Encourage cleaner energy alternatives in private development by providing supportive regulations. (U.1)	Within 3 Years	Planning Dept./ Engineer's Office	City	Low
12. Support the use of cleaner energy for city infrastructure and facilities (e.g. use of biofuel for city fleets). (U.1)	Within 3 Years	Streets & Public Imprv. Dept./City	City/DVRPC	Medium
13. Continue to expand recycling program. (U.1)	Within 3 Years	City	City/County/PA	Medium

CHESTER VISION 2020 IMPLEMENTATION MATRIX

CULTURAL RESOURCES				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Protection and Restoration</b>				
1. Inventory historic resources beyond the CBD and create a Community Preservation Plan. (CR.1)	Within 3 years	City/Delaware County Historical Society/County	City/Keystone Historic Preservation Grants	Medium
2. Create a CBD historic zoning overlay district, review board and cost effective guidelines. (CR.1)	Within 3 years	Planning Dept.	City	Low
3. Promote tax incentives for rehabilitation of historic buildings. (CR.1)	Within 3 years	City/CEDA	CEDA/City	Low
4. Promote local Façade Improvement Program. (CR.1)	Within 3 years	City/CEDA	City/Keystone Historic Preservation Grants	Low
5. Secure funding for City-owned historic properties. (CR.1)	Within 3 years	City/CEDA	City/Keystone Historic Preservation Grants	Medium
6. Pursue CDBG funding for historic building rehabilitation projects. (CR.1)	Within 3 years	City/CEDA	City/County/DCED/Keystone Historic Preservation Grants	Low
7. Create a local historic preservation recognition program to recognize buildings in good repair that contribute to their neighborhood's historic character. A recognition program, without the legal protections, could be undertaken by the city or a non-profit organization. (CR.1)	Within 3 years	City/Non-profit	City	Low
8. Support responsible development that is compatible with historic resources and enhances the City's heritage. (CR.1)	Within 3 years	Planning Dept.	City	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

CULTURAL RESOURCES				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Facilities and Programs</b>				
9. Continue to market City's history and culture to residents and visitors (i.e., coordination with Chester Historic Preservation Committee, interpretative signage, newsletter, etc.). (CR.2)	Within 3 years	Chester Historic Committee/City/CEDA	City/County	Low
10. Create a plan to interpret the City's working riverfront and coordinate with the Industrial Heritage Parkway plan, East Coast Greenway, and Chester Riverwalk. (CR.2)	Within 3 years	City	City/Keystone Historic Preservation Grants	Low
11. Create a program to celebrate cultural assets and events in the CBD, along the riverfront and on the heritage trail system; collaborate with PPL Park events; build off of Riverfront Ramble successes. (CR.2)	Within 3 years	Downtown Marketing Director/City/CEDA/Chester Business Association	DCED	Low
12. Continue to support Riverfront Ramble, Chester PAL's Soap Box Derby, and other annual events that are unique to the region. (CR.2)	Within 3 years	City	City	Low
13. Create and maintain a heritage trail system highlighting architectural and social history (Native Am. settlements, Swedish settlement, William Penn landing, Underground Railroad, Civil War and Naval heritage, Civil Rights movement, notable natives and events). (CR.2)	Within 5-7 years	Planning Dept./Delaware Historical Society	DVRPC/City/Keystone Historic Preservation Grants	Medium
14. Coordinate heritage trail with East Coast Greenway system. (CR.2)	Within 5-7 years	Planning Dept./Delaware County Historical Society	City	Low

CHESTER VISION 2020 IMPLEMENTATION MATRIX

CULTURAL RESOURCES				
Recommendation	Timeframe	Responsible Entity	Potential Funding Sources	Cost to City Low: <\$100k Medium: <\$500,000 High: >\$500,000
<b>Regional Presence</b>				
15. Continue to support and expand Summer Concert Series and Oldies but Goodies Festival. (CR.3)	Ongoing	City	City	Low
16. Promote and support cultural amenities and art galleries in the CBD. (CR.3)	Ongoing	Chester Business Association/ Downtown Marketing Director/ City	City/ Widener U./Art Foundations	Low
17. Promote non-profit art organizations and African Art organizations. (CR.3)	Within 3 years	City	City	Low
18. Promote events at Widener Art Collection & Gallery, Pennsylvania Military College (PMC) Museum, J. Lewis Crozer Library. (CR.3)	Within 3 years	City	City/Widener U.	Low
19. Support initiatives, such as internships, that encourage students to participate in and experience local government. (CR.3)	Within 3 years	All City Depts.	City	Low
20. Remain abreast of grassroots organizations and social media actively working to improve the community (i.e. ghettoprint.com, etc.). (CR.3)	Within 3 years	Dept. of Public Affairs/ Communication	City	Low
21. Partner with NIA Center, Inc., schools, regional art centers, and other entities to develop a plan to manage and fund a public art initiative. (CR.3)	Within 5-7 years	City/NIA/CEDA/ School District	City/NIA Center/Art Foundations	Medium
22. Strategically plan and locate public art in parks, plazas, gateways and other sections of the public realm such as the riverfront. (CR.3)	Within 5-7 years	City/Private sponsors	City/Private Partners/Art Foundations	Medium
<b>Improvement Project</b>				
23. Strategically plan and implement the Chester Triangle Improvement Project. (CR.4)	Within 5-7 years	City/Private sponsors	City/Private Partners/Art Foundations	High



# Appendices



Appendix A: Map 1A - Future Land Use  
Map 1B - Potential Economic Development Areas



# Map1A: Future Land Use



## Legend

- |                             |                             |                              |
|-----------------------------|-----------------------------|------------------------------|
| Recreation/Open Space       | University                  | Regional Commercial          |
| Regional Entertainment      | Institutional               | Mixed Commercial/Residential |
| Utility                     | Office/Research             | Low Density Residential      |
| Light Industrial            | Central Business District   | Med Density Residential      |
| Heavy Industrial            | Mixed Use                   | High Density Residential     |
| Mixed Commercial/Industrial | TOD/Mixed Use               | Municipal Boundary           |
|                             | SEPTA Regional Rail Station | State Roads                  |

Source: Chester City Planning Department

CHESTER TOWNSHIP

UPPER CHICHESTER

ROOKHAVEN

NETHER PROVIDENCE

PARKSIDE

UPLAND

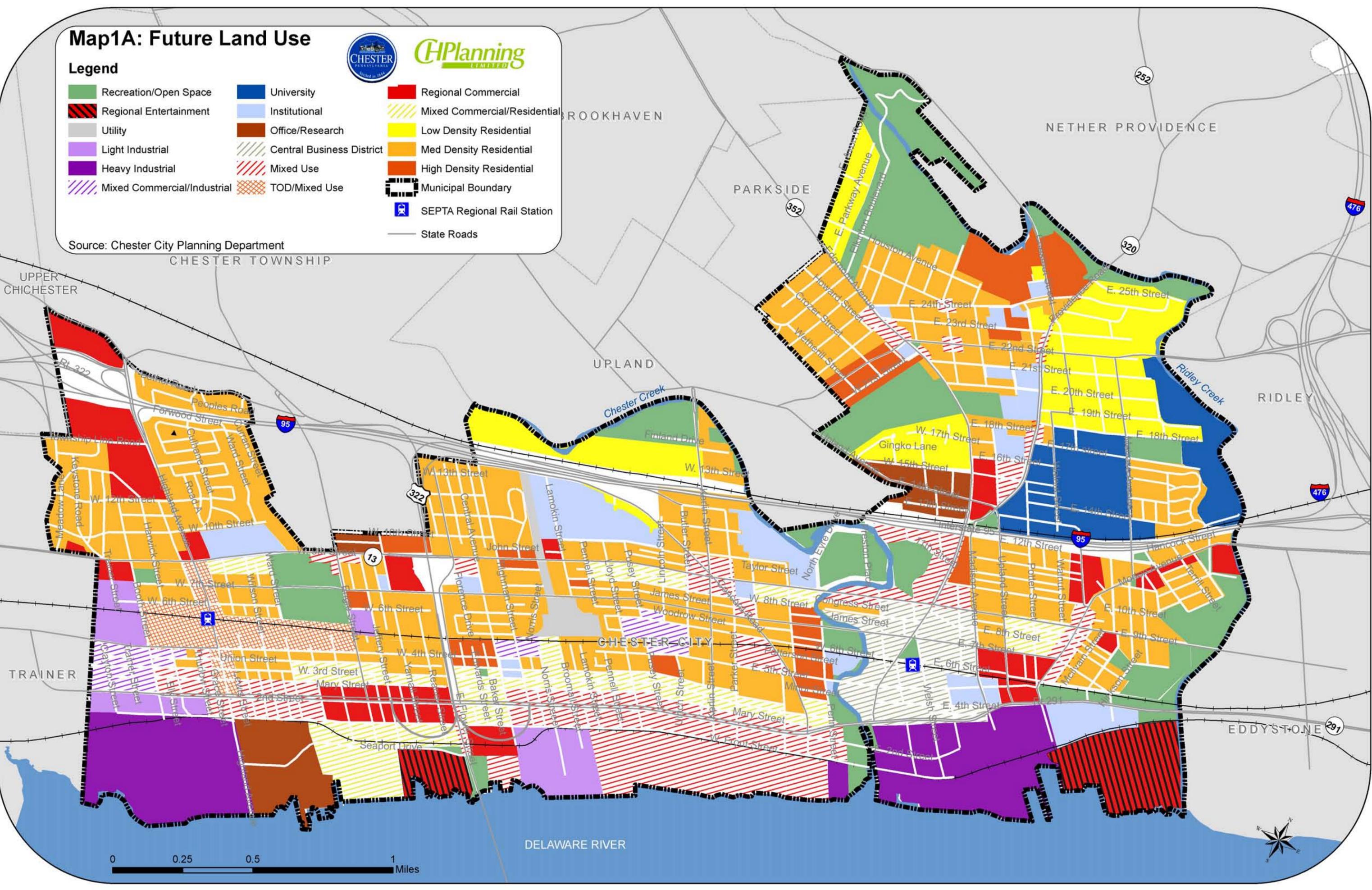
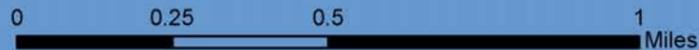
RIDLEY

CHESTER CITY

TRAINER

EDDYSTONE

DELAWARE RIVER



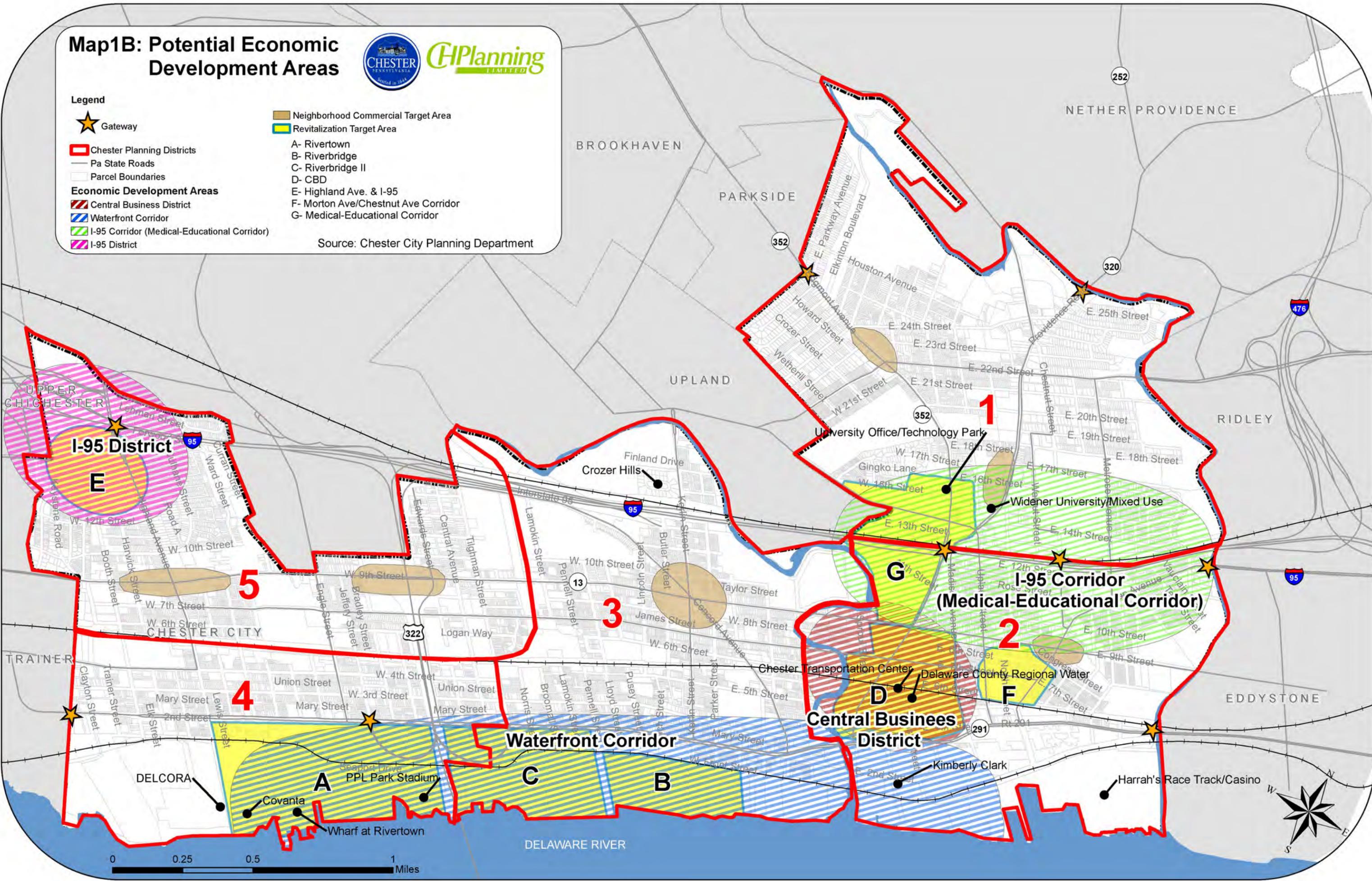
# Map1B: Potential Economic Development Areas



## Legend

- Gateway
- Chester Planning Districts
- Pa State Roads
- Parcel Boundaries
- Economic Development Areas**
- Central Business District
- Waterfront Corridor
- I-95 Corridor (Medical-Educational Corridor)
- I-95 District
- Neighborhood Commercial Target Area
- Revitalization Target Area
- A- Rivertown
- B- Riverbridge
- C- Riverbridge II
- D- CBD
- E- Highland Ave. & I-95
- F- Morton Ave/Chestnut Ave Corridor
- G- Medical-Educational Corridor

Source: Chester City Planning Department



**I-95 District**

**E**

**5**

**4**

**3**

**1**

**2**

**I-95 Corridor  
(Medical-Educational Corridor)**

**G**

**Central Business  
District**

**D**

**F**

**Waterfront Corridor**

**C**

**B**

**A**

DELCORA

Covanta

PPL Park Stadium

Wharf at Rivertown

Finland Drive  
Crozer Hills

University Office/Technology Park

Widener University/Mixed Use

Chester Transportation Center

Delaware County Regional Water

Kimberly Clark

Harrah's Race Track/Casino

0 0.25 0.5 1 Miles



## Appendix B: Vision 2020 Abbreviations and Acronyms

<b>C2P2</b>	Community Conservation Partnerships Program (DCNR grant program)
<b>CBD</b>	Central Business District
<b>CCIP</b>	Chester City Improvement Project
<b>CDBG</b>	Community Development Block Grant
<b>CEDA</b>	Chester Economic Development Authority
<b>CHA</b>	Chester Housing Authority
<b>CR</b>	Abbreviation for Cultural Resources
<b>CRA</b>	Chester Redevelopment Authority
<b>CRC</b>	Chester-Ridley-Crum Watersheds Association
<b>CSO</b>	Combined Sewer Overflows
<b>CTC</b>	Chester Transportation Center
<b>CUSD</b>	Chester-Upland School District
<b>CWA</b>	Chester Water Authority
<b>CYC</b>	Chester Youth Collaborative
<b>CZMP</b>	Coastal Zone Management Program
<b>DCCC</b>	Delaware County Community College
<b>DCED</b>	Department of Community & Economic Development
<b>DCNR</b>	Pennsylvania Department of Conservation and Natural Resources
<b>DELCORA</b>	Delaware County Regional Water Quality Control Authority
<b>DVRPC</b>	Delaware Valley Regional Planning Commission
<b>FEMA</b>	Federal Emergency Management Plan
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>IED</b>	Institute of Economic Development
<b>L&amp;I</b>	Licenses and Inspection
<b>LD</b>	Abbreviation for Land Use & Economic Development
<b>LID</b>	Low Impact Development
<b>MPC</b>	Municipal Planning Code
<b>N</b>	Abbreviation for Neighborhoods
<b>NS</b>	Abbreviation for Natural Systems and Sustainability
<b>OHCD</b>	Office of Housing and Community Development
<b>PADEP</b>	Pennsylvania Department of Environmental Protection
<b>PAL</b>	Police Activities League
<b>PD</b>	Planning District
<b>PEMA</b>	Pennsylvania Emergency Management Agency
<b>PennDOT</b>	Pennsylvania Department of Transportation
<b>PENNVEST</b>	Pennsylvania Infrastructure and Investment Authority
<b>SEPTA</b>	Southeastern Pennsylvania Transportation Authority
<b>T</b>	Abbreviation for Transportation
<b>TE</b>	Transportation Enhancements (federal funding)
<b>TIP</b>	Transportation Improvement Program
<b>TOD</b>	Transportation Oriented Development
<b>U</b>	Abbreviation for Utilities
<b>USEPA</b>	United States Environmental Protection Agency
<b>Vision 2020</b>	Comprehensive Plan: Vision 2020 “A City Beautiful Movement”