

## **SECTION 11**

### **IMPLEMENTATION OF RECOMMENDED ACTIONS**

#### **A. General Mechanisms for Comprehensive Plan Implementation: Specific Municipalities Planning Code Provisions**

Historically, the primary tools for implementation of the municipal comprehensive plan have been the municipal zoning ordinance and map and municipal subdivision/land development ordinance (SLDO) with the Official Map and Capital Improvement Program also high on the list. These tools are important for implementation of this Draft Comprehensive Plan and are referred to, both directly and indirectly, in the Recommended Actions matrix that appears below. Additionally, however, a variety of additional implementation tools and techniques will be important for making the Recommended Actions a reality, in part a reflection of the maturity of the Township as well as the complexity and sophistication of its municipal systems. For example, from retrofitting of existing stormwater management system elements to integration of traffic calming techniques into the appropriate settings to overlaying additional management measures to better protect and conserve the Township's rich historical resources to making the Plan for Wayne a successful reality, implementation will require careful and thoughtful initiatives. The technical details of most of these initiatives are not fleshed out in the Draft Comprehensive Plan; the DCP is a conceptual blueprint. In the days and weeks and months and years ahead, the Township will undertake this detailed planning, issue by issue, area by area, in order to make this critical Implementation dimension a success.

#### **B. Formation of Planning Commission Sub-Committee for Plan: Implementation Progress Monitoring**

The single most important outcome emerging from this planning process is the recommendation that a specific mechanism needs to be developed and institutionalized which has as its primary mission the implementation of the Radnor Township Comprehensive Plan, perhaps designated the Comprehensive Plan Implementation Task Force.

##### **1. Comprehensive Plan Implementation Task Force**

Although, according to the Pennsylvania Municipalities Planning Code, implementation of the comprehensive plan typically falls to the respective municipal planning commissions and other related township bodies, in truth the Radnor Township Planning Commission, as is the case with many local planning commissions, suffers consistently from an agenda which is crowded with specific development-related applications, controversies, and a variety of issues which fully occupy meeting agendas. Little if any time and energy is available for the "discretionary" tasks of Comprehensive Plan implementation, where no immediate review period deadline must be satisfied. In fact, although many of the excellent recommendations of the 1988 Comprehensive Plan ultimately have come to be implemented, many have not. Many participants in this current planning process believe that a major reason for this lack of action, at least in terms of some of the recommendations, has been a lack of time and resources available to the Planning

Commission. As currently structured, there simply are not adequate incentives, either positive or negative, in place to guarantee that the Comprehensive Plan be implemented.

We want to point out here that the Radnor experience is absolutely typical. When the Chester County Planning Commission embarked on its national award winning *Landscapes* planning process, they learned early on that so many of their 73 municipalities had produced comprehensive plans which said and did the right things. The problem was a lack of implementation, a lack of follow through in the zoning and subdivision/land development ordinances, and in other implementation tools. As a consequence, that county has institutionalized a remarkably generous program of grants, the Vision Partnership program, to help municipalities in this implementation process. Unfortunately, Delaware County has no comparable Vision Partnership program. Radnor must make it happen by itself.

In short, a mechanism needs to be created whose essential mission is Comprehensive Plan implementation, whose sole task is careful detailing and prioritizing of the Recommended Action Plan, the “communication” of these implementation tasks to specific groups/actors in the Township, and then a year by year evaluation of progress achieved to date, a Plan “report card,” if you will. We would imagine the Task force work program to be as follows:

#### **Work Scope for the Proposed Comprehensive Plan Implementation Task Force**

1. Annual Refinement, Detailing, Prioritizing of Plan Recommended Actions
  - a. Short-Term and Long-Term Recommended Actions
    - 1) Development of selection criteria for Recommended Actions programming
    - 2) Sorting out of Recommended Actions; applying selection criteria
    - 3) Development of Recommended Actions Annual (Short-Term) Program using selected selection criteria
      - a. Report Output to Planning Commission; Planning Commission Review and Approval
      - b. Report Output to Board of Commissioners, Review and Approval
    - 4) Annual Sharing/Distribution of Tasks with Township Actors/Stakeholders
      - a. Via Written Form
      - b. Via Attendance at Meetings
    - 5) Annual Progress Report Preparation by Task Force
      - a. To Planning Commission
      - b. To Board of Commissioners

Although the Task Force can be expected to include members of existing Township groups such as the Planning Commission and other boards and agencies, the Task Force may also include other specially designated representatives, depending upon the needs and issue at hand. In most cases, these additional representatives will be designated by the Township, both the Planning Commission and Board of Commissioners. In all cases, the work of the Task Force is to be overseen by the Planning Commission and ultimately by the Board of Commissioners. The Task Force would have no direct line of authority or power per se, however, if functioning properly should be able to exert considerable influence indirectly, given its authorization by both the

Planning Commission and the Board of Commissioners. Any necessary budgetary support to assist the Task Force in its work (not anticipated to be significant; this is not to be confused with actual work on Recommended Action implementation) would require authorization from the Board.

The very first task of the Task Force will be to take the long array of Recommended Actions appearing in the section below, sort out and further detail these tasks, and then prioritize these tasks, short-term (defined as coming year) versus long-term. This process will require development of selection criteria, based on realities of the recommended Actions as well as realities of Radnor Township life. These criteria will be applied to develop a short-term coming year Work Program.

After application of the selection criteria, the Work Program will include specific assignments to be made in terms of implementation responsibility, all of which will be drafted as a Recommended Action Plan. This Draft Recommended Action Plan will be submitted annually to the Planning Commission for their review and approval, for ultimate review and approval by the Board of Commissioners.

Secondly, the Task Force will communicate Recommended Action Plan “assignments” to Township boards, groups, actors, first in writing, and then directly in person, at meetings and at other appropriate venues. “Communicate” understates the case. Clearly, this task is a process which can be expected to require considerable marketing skill and attention. The respective boards, groups, actors will receive their respective lists of Recommended Actions with already well-filled agendas. The challenge for the Task Force will be to convince each group to embrace what is being requested with resolve. In some cases, funding may be involved. From the Shade Tree Commission to the Environmental Advisory Council to any of the individual Township departments, the Recommended Action Plan will have to be “sold.”

It should be noted that in most cases, the actual work of implementing Recommended Actions will be designated to different groups, different actors in the Township and will not be the responsibility of the Task Force itself. This is because Radnor already has established an impressive array of planning and management groups which should be utilized to perfect and make its systems better. In some special cases, such as preparation of overarching ordinances or ordinance language, the Task Force itself may elect to develop draft ordinances to be considered.

Finally, the Task Force will compile an annual progress report on Comprehensive Plan implementation and will submit this report to both the Planning Commission and the Board of Commissioners. This “report card” becomes critical for the Task Force itself and ultimately alerts all Township actors how implementation of the Comprehensive Plan is faring. This progress report can be accomplished so as to coincide with the distribution of the Recommended Action Plan for the coming year.

In summary, the list of Recommended Actions is long and challenging, as can be easily seen. Although creation of the Implementation Task Force comes with no guarantee and can be expected to be confronted with challenging problems, the mechanism of the Task Force should

advance Plan Implementation far more than has been the case in years past and be a giant step forward in accomplishing the Goals and Objectives of the new Comprehensive Plan.

### **C. Goals, Objectives, and Recommended Actions**

Each section of the Draft Comprehensive Plan includes a Goal or Goals. In most cases, more specific Objectives quantifying these goals are also included. Each section concludes with more specific implementing Recommended Actions, designed to achieve the respective Objectives and Goals which have been set forth as the framework for the Comprehensive Plan. There are selected maps, such as the Plan for Wayne and Radnor Neighborhoods, which have special three-dimensional and geographic planning significance. But in the balance, this Comprehensive Plan is relatively unconventional in its de-emphasis of the conventional physical land use planning dimension. Radnor is at a stage of maturity and relatively full development; the sub-text here has been to conserve the many values and resources of the community and make the Township even better. Making a Great Community Even Better. Consequently, there are no dramatic land use planning changes to be declared. This array of Goals and Objectives and Recommended Actions takes on added importance. This is the heart of the Plan.

## **ENVIRONMENTAL & NATURAL RESOURCES**

### **Goal**

*Protect the Township's vital environmental values, including water resources, wetlands, floodplains and riparian areas, woodlands and important habitat areas, balancing the needs of development with environmental values.*

### **Objectives**

1. *Direct development to areas of minimum environmental sensitivity; prohibit development in areas of heightened sensitivity and value, such as wetlands, floodplains, riparian zones, and steep slopes.*
  - **Tighten existing natural resource regulations.**
  - **Evaluate existing natural resource regulations in the Township for rigor; compare with regulatory programs being recommended by the Brandywine Conservancy, the Green Valleys Association, and other environmental organizations for a “tough but fair” test (e.g., carefully scrutinize exactly what is allowed to happen in the floodplain, look at what is happening under current regulations). A sub-committee of the PC, buttressed with volunteers, could do this and report back to the PC.**
  - **Promote use of private tools such as conservation easements to permanently protect sensitive areas. Radnor could continue to rely on the Brandywine and other conservancies, but if other municipalities can support their own local land trusts, should Radnor start its own land trust as well?**
2. *Manage water resources, both water quality and water quantity, especially through a program of improved stormwater management.*
  - **Modify the existing stormwater regulations to require comprehensive (peak rate, total, volume, water quality) management, encouraging low impact development/conservation design applications where feasible.**
  - **Pursue comprehensive stormwater management at all Township projects; promote this approach at all School District and other public sites. This recommendation includes Meadow Management/Reforestation Pilot Projects, undertaken by the Township on Township-controlled parcels (e.g., The Willows) where water quality is so critical.**
  - **Undertake special retrofit stormwater studies to solve high priority problem areas (already ongoing at Rosemont Business Campus and Strafford Office Complex); implement “greening” projects in the Wayne Business District.**

- **Develop Backyard Rain Garden model concept for voluntary application by homeowners, demonstrating how walkways, patios, other landscaping can be made to provide important water quantity and water quality functions; pursue funding for developing owner matching grant program to incentivize program in the highest priority areas (e.g., Ithan sub-basin drainage immediately upstream of existing Middle School site in Wayne).**
  - **Education:** Using the EAC, the League of Women Voters and other resources, promote educational venues on all levels that communicate the importance of stormwater management and other essential elements of the water cycle and overall water resources management (e.g., a stormwater workshop is already being planned).
3. *Implement watershed-wide planning principles as developed by the Darby Creek River Conservation Plan and other appropriate watershed planning processes.*
- **Enact Riparian Buffer regulations! This is the most critical single recommendation of the Darby Creek RCP. Radnor needs to be a leader riparian buffer management effort; reasonable distances must be determined!**
  - **Develop Riparian Buffer Restoration/Reforestation programs through the work of the EAC and other Township groups (various grant programs are available).**
  - **Promote stormwater as above, natural resource management as above, open space conservation as below. Place the highest priority on daylighting of enclosed streams and naturalizing of channelized streams; consider undertaking a Township-wide study of the streams to prioritize those stream segments most in need of restoration; then pursue restoration projects.**
4. *Work to preserve the natural woodlands which remain in the Township through minimum disturbance/minimum maintenance land development techniques, site conservation, and other practices; reinforce tree protection requirements and promote re-vegetation and re-forestation strategies with native species, compatible with sound landscape ecology principles.*
- **Better tree/woodlands protection, management, and regulation. Incorporate optimal tree protection regulations in Township regulations, including rigorous tree removal standards and rigorous tree replacement requirements. Provide incentives, positive and negative, in the subdivision/land development regulations for a minimum disturbance/minimum maintenance approach to site development.**

- **With EAC and other assistance, evaluate additional management actions (regulations?) which might be taken for those priority woodland masses and linking corridors identified in the Comprehensive Plan; also consider further evaluation of these priority Radnor township woodlands.**
  - **Establish pilot projects of reforestation on Township-controlled parcels, building onto existing forested masses with highest priority.**
  - **With EAC and other assistance, develop private-owner-oriented woodland programs of reforestation.**
5. *Work to preserve those open spaces remaining in the Township, using all direct means such as acquisition, as well as less direct regulatory programs; prioritize those open spaces, taking into account factors such as proximity to wildlife habitat and forage areas, aesthetic values, water resource values, and other factors relating to landscape ecology management.*
- **Continue to implement the recommendations from the Township’s existing Park and Recreation Plan, as updated and revised.**
  - **Consider formation of a Radnor Township land trust which would intensify private-owner oriented efforts for open space conservation and land stewardship; also reinforce linkages with existing land trusts such as the Brandywine Conservancy.**
  - **Develop an intensified program of Land Stewardship owner interaction, identifying and prioritizing all those property owners with conservation potential; outreach efforts that communicate the benefits of conservation techniques such as donation, bargain sale, and so forth should be developed (materials are readily available, such as from Chester County Planning Commission, the Brandywine Conservancy, elsewhere).**
6. *Integrate management of noise, artificial light, and odor into the Township’s planning and management program.*
- **Adopt Better Regulations!**
  - **Adopt Better Buffering Regulations!**
7. *Work to protect air quality through mobile source emission strategies developed in the transportation-planning element of the comprehensive plan and through integrating transit oriented development and other auto trip reduction strategies into overall planning.*
- **Traffic mobility/traffic calming as elsewhere**
  - **Screening/landscaping/woodland protection as above**

## **HOUSING**

### **Goals**

*Conserve and maintain Radnor's existing housing stock and residential neighborhoods.*

*Provide housing opportunities for a diverse population, including low- and moderate-income residents and senior citizens.*

*Maintain a supply of affordable and market rate housing that meets Radnor's share of regional housing needs.*

*Promote conservation development strategies for new development on large parcels.*

### **Objectives**

1. *Promote the rehabilitation of deteriorating or substandard residential properties.*
  - **Continue the Township's property maintenance, inspection, and enforcement program.**
2. *Ensure that redevelopment within established neighborhoods is compatible in scale and character.*
  - **Enact regulations to manage and control monsterization.**
3. *Discourage demolition and promote the preservation of residential structures of historic significance.*
  - **Enact historic preservation overlay(s) and other development regulations that encourage rehabilitation of historic residential buildings.**
4. *Support housing that incorporates facilities and services to meet the health care, transit, or social service needs of seniors.*
  - **Protect and preserve the ample supply of rental units/complexes in the Township.**
  - **Develop and implement strategies for the careful senior housing re-use of those institutional parcels which become available in the future, provided that the other goals of the Comprehensive Plan are being respected.**



- **Develop and implement strategies for the careful senior housing re-use of those “underdeveloped” parcels, provided that the other goals of the Comprehensive Plan are being respected.**
5. *Encourage and foster diverse housing opportunities for low- and moderate-income families.*
- **Protect and preserve the ample supply of rental units/complexes in the Township.**
6. *Undertake a variety of strategies to preserve and/or increase housing density and diversity in appropriate locations.*
- **Allow for increased housing density immediately surrounding commercial areas and particularly near transit centers.**
  - **Consider enacting minimum density requirements in the higher density residential districts.**
  - **Amend zoning regulations to permit smaller residential lots where smaller lots would be compatible with the surrounding neighborhood.**
7. *Encourage mixed-use districts as a means of increasing the housing supply while promoting diversity and neighborhood vitality.*
- **Use area plans and/or other tools to develop regulations that support the development of housing above and among commercial uses in the Wayne area and other appropriate locations.**
8. *Discourage the conversion of lands designated as residential to nonresidential uses.*
9. *Investigate use of additional tools such as maximum lot size overlays with related restrictions and community land trusts.*
10. *Consider a variety of strategies that will promote cluster or conservation design in new land development.*
- **Investigate use of transfer of development rights.**
  - **Amend zoning to include a conservation design option.**

## **BUSINESS AND ECONOMIC DEVELOPMENT**

### **Goals**

*Protect and enhance the character and mix of uses in Wayne as a special town center.*

*Protect and enhance the smaller commercial districts in the Township, including Garrett Hill and other neighborhood districts along Conestoga Road.*

*Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*

*Maintain the Township's commercial tax base to provide a balanced contribution for the finance of local public service needs.*

### **Objectives**

1. *Provide adequate public parking in the Wayne business district to serve businesses, other visitors, and commuters.*

#### **Recommended Actions: Parking**

- **Consider recommendations from the 2001 Wayne parking study.**
  - **Promote the use of parking cross-easements between businesses.**
  - **Create an on-street parking plan for the Business District.**
  - **Encourage a consistent orientation of on-street parking along Lancaster Avenue.**
  - **Upgrade parking directional signage.**
  - **Better manage restaurant zoning densities in order to distribute parking-intensive restaurants.**
  - **Create a parking coordination/management entity.**
  - **Study needs and costs for structured parking.**
2. *Improve the pedestrian environment in the Wayne Business District to make the area more attractive for shoppers.*

#### **Recommended Actions: Pedestrian Environment**

- **Use parking, plantings, landscape aisles, and other streetscape amenities to protect pedestrians from traffic, vehicular noise and fumes.**
  - **Improve the sidewalk network in the Wayne Business District through more consistent design.**
  - **Explore the feasibility of a signalized pedestrian crossing along Lancaster between Aberdeen Avenue and Louella Court, as well as other mid-block crossings.**
3. *Maintain and improve the mix of stores in the District to assure that the area remains a restaurant center, that it continues to provide needed basic services for Township residents, and that it expands the range of apparel and other shopping goods available.*

**Recommended Actions: Retail Mix**

- **Monitor the availability of basic services and encourage landlords to maintain space for convenience and service businesses.**
  - **Employ a “Main Street” manager to coordinate Business District activities and provide an information clearinghouse on available properties.**
  - **Support additional retail development by upgrading retail uses on Louella Court and other off-Lancaster locations.**
  - **Encourage conversion of ground floor office uses on prime blocks of Lancaster Avenue and Wayne to retail.**
  - **Promote a variety of retail uses along North Wayne Avenue to strengthen the link between the train station and Wayne center.**
  - **Improve the identity of the Wayne as a shopping destination by:**
    - **creating a stronger visual symbol at the intersection of Lancaster and Wayne;**
    - **strengthening the district gateways along Lancaster Avenue at Bloomingdale and Louella Court.**
4. *Expand and enhance public spaces and cultural activities available in the Wayne Business District.*

**Recommended Actions: Town Commons and Promenade**

- **Create “town commons” at the existing parking lot on North Wayne Avenue, along the southwest quadrant of the intersection of Lancaster and Wayne Avenues, and possibly at the current Middle School site along South Wayne Avenue**

- **Develop a “promenade” vision for North Wayne Avenue.**
5. *Assure that upper floor spaces in the Wayne Business District are reserved for residential use.*

**Recommended Actions: Residential Uses**

- **Adjust zoning to eliminate parking requirements for upper floor residential uses in downtown Wayne.**
6. *Strengthen the Garrett Hill district as a pedestrian-oriented neighborhood convenience district.*

**Recommended Actions: Garrett Hill**

- **Rezone to prohibit gas stations and other auto-related businesses.**
  - **Promote multi-story mixed-use buildings by adjusting zoning to eliminate parking requirements for upper floor residential uses.**
  - **Encourage zero-front setbacks in any new development.**
  - **Provide a community/shopper parking lot.**
  - **At the auto repair site, develop a multi-story mixed use building with retail, condos, and parking in the rear.**
7. *Restrict expansion of commercial zoning in areas near the I-476 interchange to reduce congestion and increase safety in the area.*
8. *Assure that payments or services in lieu of taxes are provided by institutions utilizing their facilities for unrelated revenue generating purposes to compensate for the use of community transportation facilities and other infrastructure.*

## **TRANSPORTATION AND CIRCULATION PLAN**

**Goals** *(No objectives were developed for this section)*

*Develop a transportation capital improvement plan with recommendations for safety and capacity-related traffic improvements to accommodate future traffic demands.*

*Implement traffic improvements for key roads and intersections to improve traffic flow and encourage traffic to remain on the major routes.*

*Develop traffic calming strategies for implementation, as appropriate to help preserve the neighborhoods and communities.*

*Use landscaping, gateways, and street furniture, etc. to integrate the road system and traffic within the communities to preserve the character of the area.*

*Preserve the rural and scenic character of the streets, without sacrificing safety.*

*Improve pedestrian circulation by implementation of pedestrian facilities, as well as planned trail and bicycle facilities.*

*Encourage increased use of public transit.*

*Encourage opportunities for transit-oriented development and limit intensive uses to areas close to public transit where such uses are compatible with adjacent uses and would cause no adverse impact on the residential neighborhoods.*

*Enhance regional rail use through accommodation of commuter parking needs in a manner consistent with the Comprehensive Plan.*

*Promote ride sharing or carpooling, as well as other trip reduction strategies to reduce single occupant, private vehicle commuting by employees of major businesses.*

*Support a coordinated/planned private transit service through a cooperative partnership between the major employers, institutions and the Township.*

**Recommended Actions:**

**Existing Road Network**

- Reclassify several roadways within the Township to reflect current traffic conditions and future needs. Refer to Table 1 for potential reclassification of roadways.
- Continue to monitor future traffic conditions to determine if reclassification is necessary.
- Upgrade roadways to satisfy the design criteria of newly reclassified roadways.
- Future development should be monitored and regulated so that subsequent traffic generation does not alter the designated function of individual roads unless the design can be upgraded and is consistent with both the future land use and circulation plans. Developments should not cause restrictions on the ease of entering or exiting a roadway from adjacent properties, or increase traffic to encroach upon or exceed the capacity of a road.

**Existing Traffic Volumes and Capacities**

- The potential short-term intersection improvements contained in Table 6 should be further evaluated and considered by the Township.
- Traffic signal equipment (i.e., controllers, loop detectors, etc.) and programming (i.e., timings, phasing, offset timings, clocks, etc.) should be properly maintained to ensure proper operations.
- Pursue funding opportunities for identified roadway and intersection improvements (i.e., DVRPC *Transportation Improvement Program* and the Penn DOT *Twelve Year Transportation Improvement Plan*).
- Improve interface between automobile traffic and pedestrian movement.

**Future Traffic Volumes and Capacities**

- The potential long-term intersection improvements contained in Table 7 should be further evaluated and considered by the Township.
- As long-term improvements are selected for implementation by the Township, the Township should then pursue their selection by Penn DOT, Delaware County, and DVRPC for their respective transportation improvement plans, as appropriate.

- **Plan for the potential long-term improvements by acquiring the necessary right-of-way for geometric road configuration improvements, as necessary and when available.**
- **Pursue funding opportunities for identified roadway and intersection improvements (i.e., DVRPC *Transportation Improvement Program* and the Penn DOT *Twelve Year Transportation Improvement Plan*).**
- **In all of its roadway and intersection improvements, make sure that pedestrian movement is given a high priority.**

#### **Deficient Roadway Conditions**

- **The Township should periodically review accident reports to identify accident trends and safety issues.**
- **Solutions to the most prevalent roadway deficiencies should be examined and implemented to reduce the potential for accidents.**
- **Re-evaluate the merit of the Penn DOT 12-Year TIP improvement involving aligning of Goshen Road in the vicinity of Darby-Paoli Road, given the overall rural road context and neighborhood concerns.**

#### **Regional Framework**

- **Radnor Township should continue to proactively plan for its future transportation network, including all modes of transportation, in a coordinated effort with surrounding municipalities, the Delaware County Planning Commission, the Delaware Valley Regional Planning Commission, and the Pennsylvania Department of Transportation.**

#### **Future Transit Services**

- **As the most popular and utilized form of public transportation, the R-5 regional rail service will continue to serve the majority of public transportation users. Accordingly, the Township should coordinate with the SEPTA and the adjacent municipalities to ensure that the best service possible is provided to its riders, which would include convenient train schedules, express service, etc.**
- **Major expansion or improvements to the R-5 regional rail service within Radnor is currently limited by the ability to expand parking. Therefore, the Township should support and encourage initiatives by SEPTA to provide adequate parking in the future, if done properly. Any major improvements to transit service or increased parking initiatives implemented by SEPTA and/or the Township should first be available to residents of Radnor, before providing additional regional transportation service to non-Radnor residents.**

- Due to the limitations of parking at regional rail stations within Radnor, the proximity of the stations to residential neighborhoods, and the traffic problems generated at peak hour in-bound commuting periods, expansion of service at regional rail stations must be carefully considered, especially at the Wayne, Radnor, and Villanova stations. For example, rail station-related actions in and around the Wayne station must be consistent with the plan for Wayne, as set forth herein. Priority should be given to AM arrivals at Radnor stations, possibly adding shuttles to major Township destinations.
- Given the concentration of jobs and people in Radnor, potential for a connection to the proposed Schuylkill Valley Metro should be investigated (e.g., Township Commissioners could request that project sponsors evaluate this issue).
- Support and expand shuttle bus service during peak hours (including lunch time) from the major office parks and employment centers, to the Wayne Business District and rail station.

#### **Pedestrian Facilities**

- The Township should complete a full inventory of its sidewalk facilities to determine the adequacy of the current sidewalk network.
- The Township should ensure to the extent feasible that all sidewalk facilities are ADA compliant, provide an adequate buffer area between pedestrians and vehicular traffic, and are continuous to promote safe pedestrian travel.
- The sidewalk network within the Wayne Business District should be improved to provide a consistent design of sidewalks, which will help to encourage pedestrian traffic within the District, and should be considered in the implementation/adoption of any roadway/intersection improvements, streetscape enhancements, access management initiatives, and redevelopment applications.
- Explore the feasibility of providing a signalized pedestrian crossing along Lancaster Avenue between Aberdeen Avenue and Louella Avenue due to the heavy pedestrian and vehicular traffic levels and the lack of traffic signals to accommodate crossing of Lancaster Avenue; and/or provide pedestrian facilities (i.e., crosswalks and pedestrian signal phases) at the Lancaster Avenue/Louella Avenue intersection.
- Ensure adequate sidewalks are available along the roadways surrounding public transportation facilities (i.e., train stations and bus stops) to encourage residents to walk to these facilities, which in turn would reduce the number



of vehicle trips on the roadway network and reduce the parking demand in the area of these facilities.

**Bicycle Facilities**

- The Township should pursue providing on-road bicycle facilities on some of its collector and local roads to enhance bicycle mobility throughout the Township and provide links between other bicycle facilities and desirable destinations (i.e., recreational facilities, transit facilities, schools, businesses, etc.).
- The Township should create an Official Trail Map to establish current and future bicycle, pedestrian, and multi-use trails.

**Scenic Roads**

- The Township should utilize conservation easements as well as special ordinance provisions as methods of protecting the scenic quality and openness of the landscape, minimizing the disruption of areas of high visual quality and maintaining the character along scenic roads.
- Preserve the rural and scenic quality of streets without compromising safety, and when possible, roadway capacity.
- The Township should review its current Scenic Roadways designations for adequacy.

**Wayne Business District Parking Study**

- The recommendations contained in the Parking Study, Wayne Business District, January 2001 report should be considered by the Township.
- The Township should encourage the use of parking cross-easements between businesses located in Wayne and along Lancaster Avenue.
- A detailed on-street parking plan for the Wayne Business District, and specifically along Lancaster Avenue and North Wayne Avenue should be developed in conjunction with the creation of any streetscape plans for the District.
- A consistent design of on-street parking along Lancaster Avenue in the Wayne Business District should be encouraged to the extent feasible.
- Coordinate with PennDOT for their final approval to the on-street parking along State Highways, specifically North Wayne Avenue and Lancaster Avenue.

**Access Management Program**

- The Township should encourage such access management methods along U.S. Route 30 like *side access*, *one-way access patterns*, *combination/relocation of access points*, and provide *access easements* through adjoining parcels. The Township should require these techniques for re-developing land uses along Lancaster Avenue and possibly along other roadways within the Township.
- To the extent feasible, any streetscape initiative planned for the Wayne Business District should address access management issues along Lancaster Avenue and other roadways within the District.
- The Township should proactively work to promote and facilitate use of access management measures between adjacent but separately-owned parcels. The Township should be more proactive in its review of commercial developments, encouraging practical access management measures.

#### **Traffic Calming**

- Radnor should increase attention to traffic calming solutions and should create a well-defined traffic calming master plan policy, educational campaign, and approval process to evaluate when and where traffic calming is appropriate, to avoid sporadic and ineffective traffic calming usage, and to provide the Township with standardized and consistent criteria for traffic calming decision making. Many municipalities have implemented a three-step process, as outlined below, which Radnor should consider as part of this traffic calming program:
  - Educating the public regarding the traffic problem (i.e., speeding through neighborhoods, etc.),
  - Enforcing speed limits
  - Engineering traffic calming solutions (study and design aspects)
- Any streetscape initiative planned for the Wayne Business District should address traffic calming issues along North Wayne Avenue, South Wayne Avenue, Lancaster Avenue, and other roadways within the area. Specifically, these traffic calming measures within the district may include the following:
  - *Landscaped Median* – along North Wayne Avenue between Lancaster Avenue and Station Avenue, which will be designed to accommodate the necessary turning lanes at intersections, a pedestrian crossing(s), and turning movements to/from the municipal parking lot.
  - *Raised Pedestrian Crosswalks* – along roadways within the district may promote driver awareness of pedestrians, reduce vehicle speeds, and provide aesthetic benefits as well.

- **Public involvement throughout the process is recommended, as the implementation of traffic calming measures may be controversial.**
- **As with any improvement to a State roadway, PennDOT approval will be required for the implementation of traffic calming measures on any State roadways; therefore, the Township should work closely with the Department through the planning and design process.**

## **OPEN SPACE AND RECREATION**

### **Goals**

*Provide for the recreational needs of all Township residents through a balanced mix of active and passive recreational facilities and programs.*

*Protect and enhance the character of the Township through the acquisition and protection of open space.*

### **Objectives**

1. *Continue to improve the high quality of existing Township open space and recreational facilities.*
2. *Continue to acquire, protect, and preserve open space in the Township. Coordinate these efforts with protection and enhancement of natural resources. Assess various methods for acquiring land or interests in land for the purpose of conserving open space.*
3. *Document all open space in the Township, including all conservation easements in favor of the Township, the Radnor Conservancy or another nature conservancy or other public body, and any open space created as a result of the use of density modification in the development of residential tracts.*
4. *Continue to improve management of the use of Township recreational facilities in order to maximize the utilization and enjoyment of these facilities.*
5. *Continue to expand and/or modify Township recreational programming to fill gaps in services from existing recreation services providers.*
6. *Create non-motorized linkages between recreation and open space facilities and Township residences, businesses and schools and between the facilities themselves. Create linkages to regional trail systems.*
7. *Study need for and feasibility of developing an indoor recreational facility in Radnor Township.*
8. *Explore the issuance of a new bond issue to help attain Open Space and Recreation Objectives.*
9. *Continue to expand and improve communications to Township residents about recreational opportunities and programs offered by both the Township and other area recreational service providers.*

**Recommended Actions:**

- **Promote the acquisition of open space; inventory and identify key vacant and underutilized parcels (or portions of parcels) for acquisition as Township open space.**
  1. **Develop strategies for acquisition and/or protection of these parcels. Consider outright transfer or restricted transfer. Proactively initiate informal discussions with property owners of key parcels concerning protection of these important lands. Explore funding options for the acquisition of open space, including grants and government funding opportunities.**
  2. **Evaluate without delay the feasibility and desirability of establishing a second municipal bond fund, patterned after Radnor’s successful initial bond fund, intended to support additional open space acquisition by the Township.**
  3. **Continue to earmark an allocated portion of the Township transfer tax for the purchase or open space and other park improvements.**
  4. **Develop strategies such as conservation easements for permanent protection of open space lands now only temporarily protected. Proactively seek out these arrangements. Consider the formation of a land conservancy.**
  5. **Develop a plan to inventory all open space in Radnor Township in order to identify potential future purchases of land for conservation purposes.**
  6. **Develop an information packet for landowners regarding conservational alternatives and benefits. Develop and implement a campaign to educate residents about conservational alternatives and the need for land conservation. Work with the Radnor Conservancy and other land conservancies to pursue landowners potentially interested in conservation alternatives.**
- **Develop plans and recommendations for a pedestrian and bicycle trail network to provide linkages between parks, neighborhoods, and public facilities as well as create a recreational resource for all users.**
  1. **Using the 1991 Parks, Recreation and Open Space Plan as a starting point, create a master plan for implementing a combination on-road and off-road non-motorized trail and greenway system for pedestrians and bicyclists. Create a funding strategy that will promote construction of this transportation system.**
  2. **Plan for and fund the construction of new sidewalks in neighborhoods lacking these important infrastructure elements.**

- 3. Seek to acquire easements across privately-held lands in order to connect public open spaces.**
  - 4. Embark on a comprehensive educational campaign regarding the community benefits of such a trail/greenway system to overcome misconceptions and fears regarding trails and greenways. Sponsor recreational events and trips to existing trail/greenways in the region.**
  - 5. Dovetail greenway/trail development efforts with stormwater management and riparian buffer reestablishment in the Township.**
  - 6. Collaborate with adjacent municipalities to coordinate and cooperate on trail and greenway efforts.**
  - 7. Create a Township-wide trail marking or “wayfinding” system for trail and pedestrian transportation facilities.**
  - 8. Create ADA-accessible paths in existing parks as linkages to trail system.**
  - 9. Consider extending the Radnor Multi-Purpose Trail from its terminus at Radnor-Chester Road to Martha Brown’s Woods.**
- **Determine the need for and feasibility of a Township indoor recreation facility.**
    - 1. Conduct a market feasibility study for such a facility. Examine existing gaps in the recreation provider market. Examine other similar area facilities. Establish a program for this facility and determine projected use and costs if the decision is made to construct an indoor recreational facility.**
    - 2. If possible, locate the Township indoor recreation facility in a location served by mass transit and/or near the P&W trail.**
    - 3. Consider combining the indoor recreation facility with parking, retail or other types of development. Consider the local economic affect of visitation to and from this facility.**
    - 4. Consider inclusion of facilities specifically designed to serve both teens and seniors.**
  - **Create greenway linkages and new open space opportunities throughout the Township in conjunction with improved stormwater management measures and the reestablishment of former riparian buffers and forested areas.**

- 1. Some greenway linkages should provide for trail access. Others that do not should function as wildlife corridors and visual amenities as well as meeting functional stormwater best management functions.**
  - 2. Provide Township technical and funding assistance to property owners who establish and maintain these greenway linkages in exchange for permanent conservation easements on these areas.**
  - 3. Promote reforestation of turf covered corporate, private, or other sites as the establishment of “water gardens” – areas that capture and return precious groundwater to local water tables. Assist private property owners to fund these efforts in return for public passive open space access or easements on the reforested areas.**
- **Update the 1991 Parks, Recreation and Open Space Plan in order to meet identified open space and recreation needs.**
    - 1. Consider a Joint Municipal Open Space and Recreation Plan with one or more of the seven adjacent municipalities. The goals of this collaborative effort will be to identify opportunities for sharing facilities, services, or programs that may result in cost savings and/or more efficient facility utilization.**
    - 2. Examine Radnor Township and School District active sports fields to determine if there are opportunities for facility improvements that will result in greater and more efficient facility utilization.**
    - 3. Continue a comprehensive 5-year maintenance plan for all Township parks. Examine methods for improved maintenance, cost savings, and increased efficiency in the maintenance of all parks.**
  - **Improve communications about Township and School District recreation and open space facilities and programs to Township residents and the general public.**
    - 1. Update the Township website on a more frequent basis. Seek to establish additional links to the Township web pages from related sites.**
    - 2. Plan and establish a specific public relations and educational campaign to inform the general public about the benefits of greenway and trails networks. Plan this program over a two to three year period.**
    - 3. Develop a public relations campaign on Township success stories in recreation and open space and environmental resources planning.**

- 4. Initiate regular, scheduled meetings and information sharing with adjacent municipalities regarding open space and recreation. Sharing resources, ideas, and concerns may lead to new solutions or efficiencies.**
  - 5. Consider retaining outside professional assistance to seek funding at the state and federal levels for Township environmental resources and recreation improvements and programs.**
- Support the Radnor Township Conservancy, generally and specifically, in all ways which are feasible for the Township.**



## **HISTORICAL AND ARCHAEOLOGICAL RESOURCES**

### **Goal**

*Protect and conserve historic and cultural assets*

#### **Recommended Actions (1988 Comprehensive Plan)**

- **“Draft and adopt a Historic Preservation Ordinance and/or an Historic Overlay District Zoning Ordinance and designate historic resources on the Zoning Map.**
- **Adopt Technical Appendix C as the official Radnor Historic Property Inventory (until the programmed historic resources inventory is completed).**
- **Amend the Subdivision Ordinance to require the identification of any property that is listed in the Radnor Historic Property Inventory that is within the land being developed or within 500 feet of the development.**
- **Establish an Historical Commission.**
- **Review the Zoning and Subdivision Ordinances to evaluate whether the present ordinances adequately encourage the preservation of estate properties and create incentives which will permit appropriate reuse of such property.”**

#### **Recommended Actions:**

- **Implement all of the recommendations of the 1988 Comprehensive Plan relating to historical and archaeological resource protection and conservation.**
- **Consider establishing an Historical Architectural Review Board(s) as needed.**
- **Implement PHMC Work Program recommendations without delay. Because timing is critical, a special sub-group or sub-committee for historical resources and archaeological resources planning and programming should be formed to assist in the implementation of these recommendations, targeting both short terms actions as well as longer term actions. Make sure that important resources such as Banjo Town are included in the expanded resource inventory being undertaken as part of this effort.**
- **Consider unifying the entire historical and archaeological work program into a local preservation plan, or Historic Resources Protection Plan, integrating all of the elements discussed here.**
- **Review the Delaware County Archaeological Resources Inventory and Management Plan and data available that relates specifically to Radnor; evaluate the significance of this data; and consider ways to integrate this information into future subdivision and land development review processes and other elements of Township planning work.**

## **INSTITUTIONAL USE**

### **Goals**

*Encourage sound planning of institutional property, congruent with Township-wide principles, while preserving the existing character of the institutional properties.*

*Work to harmonize Radnor's existing institutions with adjacent land uses, promoting physical buffering, better programs of communication, and the like.*

*Integrate institutional traffic issues with the transportation planning element of the Comprehensive Plan.*

*Improve communication from the Township to the institutions and vice-versa, especially in areas of potential concern such as student housing, traffic, and other major issues.*

*Ensure compliance with Township revenue-producing code, especially that dealing with non-student revenue producing events.*

*All institutional use code requirements should be reviewed; in the event that existing institutional uses cease in their present form, ensure that any re-development that results is compatible with the total Goals, Objectives, and Recommended Actions of this Comprehensive Plan.*

### **Recommended Actions:**

- As stated in the 1988 Plan, limit expansion of institutional uses to areas within the present limits of campus areas which are zoned as Institutional Districts.
- Require that the long range land use plan, a condition of approval for any new construction or use change at institutions, be updated every 2 years.
- As stated in the 1988 Plan, modify the Zoning Ordinance for Institutional Districts so that if institutional use ceases, the area affected should be rezoned for residential use in accordance with the Goals, Objectives, and Recommended Actions of this Comprehensive Plan; special attention should be given to provision of assisted living and other senior-related housing.
- Refine as necessary the existing zoning ordinances for institutional districts so that different setback requirements for the various uses allowed within institutional districts are provided. Uses which are less compatible with adjacent zoning districts should be set back farther than more compatible uses. The setbacks may be different depending upon the adjacent zoning.

- **Radnor Township staff should host an annual planning information exchange with these institutions during which all relevant planning issues, including problems of community relations and traffic/transportation, should be identified and discussed. This meeting should also feature updates of the respective institutions' long-range plans, highlighting any major changes to these plans.**
- **Radnor Township publishes a periodic newsletter which could reserve space for institutional notes; Radnor also has a website which could devote space to institutional notes.**

## **COMMUNITY SERVICES AND FACILITIES**

### **Goals**

*Provide a full range of public facilities which are convenient and accessible to all residents.*

*Maintain the high level of services offered to Township Residents.*

*Anticipate and plan for future public facility needs.*

### **Recommended Actions:**

- The Township should support the volunteer-based Radnor, Bryn Mawr, and Broomall Fire Companies and the emergency medical services as appropriate.
- The Township should support all of its local government departments as appropriate.
- The Township should continue to support the existing Library facility in Wayne, including any expansion that may be necessary.
- The distribution center function of the Wayne Post Office should be relocated, thereby freeing up needed space at the Wayne location for other uses.
- This Plan concludes that the Middle School should remain in Wayne for a number of important Comprehensive Planning reasons. The Middle School is important to the Wayne Business District and broader Wayne community, as are our churches, our Post Office and Fire Department, our Library, and the many special services, facilities, and institutions which define life in this very special town center. The Middle School reinforces residential and commercial vitality which makes Wayne such a special place. The School and Business District complement one another in a variety of mutually supportive ways, with the positive effects of the School extending beyond the Business District itself into the surrounding tightly-knit dense and compact residential neighborhoods. As a catalyst for many of the activities that are so essential for the life of the town, the Middle School complements the Village-like atmosphere which promotes walking through the downtown area where shoppers are served by an ever-widening and diverse group of retailers. This conclusion is based solely on comprehensive planning factors. While these comprehensive planning factors should be considered in any decision relating to the relocation of the Middle School, it is not within the scope of this Plan to determine their specific interplay with the equally important educational and site-specific planning factors relating to this decision. However, should the School Board determine that the Middle School is to be relocated, the School

**site should be used for institutional/community purposes and should not be converted to commercial, office or residential uses, for all of the reasons stated above. The site must continue in some civic-related function.**

- **Effort should be made on an ongoing basis to better integrate the School District’s planning process more directly with Township comprehensive planning and vice-versa.**
- **The Wayne Senior Center should remain in the center of Wayne.**
- **The expansion program at the Wayne Art Center should minimize the impact to neighboring land uses and special care should be taken to address any concerns with future development.**

## **EXISTING LAND USE AND LAND USE PLAN**

### **Goal**

***Mission of the Comprehensive Plan: To maintain the excellent quality of life in Radnor Township, preserving the community and its character even as essential changes are accommodated.***

### **Objectives**

***General Planning Goals*** (Note: Specific functional area Goals are addressed in their respective sections in this Plan and are not repeated here).

- 1. Accommodate reasonable growth, using innovative growth management techniques such as transit oriented development, traditional neighborhood design, and other flexible design techniques that harmonize with and enhance the existing community.*
- 2. Maintain and protect the many small residential neighborhoods that make the Township such a unique community, with attention toward special re-use and re-development strategies.*
- 3. Reinforce the excellent overall business climate within the Township, with special emphasis on strategies to enrich the Wayne Business District.*
- 4. In all of its planning, protect existing aesthetic values and restore areas where aesthetics have been degraded through use of appropriate planning techniques and rigorous performance standards.*
- 5. Work to preserve as many remaining open spaces in the Township as possible through a full range of direct and indirect open space protection strategies.*
- 6. Work carefully to preserve the balance of land uses and ensure adequate buffering in the many critical interfaces between commercial, residential, and other different land uses.*

### **Recommended Actions:**

- **Multiple planning concepts have been recommended for conservation and enhancement of the Wayne Business District. These recommendations are conceptual in nature and need to be evaluated in the immediate future. To this end, preparation of a Wayne Business District “master plan” should be discussed, evaluated, and undertaken, if recommended.**
- **Neighborhoods have been designated by preliminary mapping which needs to be reviewed and confirmed. Next critical steps include development of neighborhood plans and programs designed to provide**

**the conservation that has been identified as so important to Radnor community life.**

- **Specifically, maintain as much open space “green” area at the intersection of the Blue Route and Lancaster Avenue, particularly between the P&W railroad bridge and Radnor-Chester Road, to enhance the sense of “gateway,” minimize traffic problems, and achieve other planning objectives, including the rigorous implementation existing commercial zoning specifications; avoid commercial expansion in any way.**
- **Transitional land use zones such as the area along Lancaster Avenue from Aberdeen to Chamounix need special care, as land uses blend from commercial to residential. Retention of the many older residential structures is desirable. Existing policy of using the special exception process to conserve these structures should be continued, possibly even expanded. In other comparable situations, explore ways to use the special exception process to maximize conservation of older existing structures, in preference to new development.**
- **Further study of the Lancaster Avenue commercial corridor west of Bloomingdale Avenue to Old Eagle School Road including abutting residential uses should be undertaken - ideally in conjunction with Tredyffrin Township; special attention should be paid to residential areas behind the Wawa and Minellas Diner and any other residential areas specifically impacted by activity in the corridor.**
- **Rather dramatic master planning is currently underway by the Bryn Mawr Hospital in adjacent Lower Merion Township. Given the nature and extent of this facility planning, proposed uses may affect nearby Radnor Township neighborhoods. Consequently, Radnor should contact Lower Merion and amicably request that it have an opportunity to review and comment on this major planning action.**