

**UPPER  
DUBLIN  
COMPREHENSIVE  
PLAN**

**ADOPTED**  
NOVEMBER 9, 2010  
RESOLUTION 10-2064

**URS**





# ACKNOWLEDGMENTS

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# EXECUTIVE SUMMARY

EXECUTIVE  
SUMMARY

## WHAT IS A COMPREHENSIVE PLAN?

Municipalities develop comprehensive plans to assess their current situation, consider what they would like to see for their community in the future, and formulate strategies to achieve that vision. Comprehensive plans consider many aspects of life: jobs and the economy, housing, new development, transportation, utilities and the area’s natural and historic resources. The Comprehensive Plan itself is a thick document filled with data, maps, goals, and objectives. The “heart” of the Plan is a set of recommendations that provide direction on how to move forward on each of the above issues.

*A comprehensive plan is a tool, not a regulation. Instead it is **a framework for future decision making** over a 10- to 15-year time period. Recognizing its long time frame, it needs to be **a living document** – one that can evolve over time to reflect changing needs.*

The Plan is used by municipal staff, advisory boards, elected officials, private citizens and the business community to guide decisions about investments in and the regulation of land use, transportation, environmental protection, infrastructure and community facilities.

This Executive Summary provides an overview of the issues and recommendations contained in the Upper Dublin Township Comprehensive Plan.

## HOW WAS THIS PLAN DEVELOPED?

The planning process that led the development of this Comprehensive Plan has shown a considerable spirit of cooperation and enthusiasm shared by Upper Dublin’s leaders, residents and partners. This Comprehensive Plan is the end product of more than a year’s effort by dozens of individuals. It contains a set of initiatives proposed by residents, business owners, elected officials and Township staff. The chart at right summarizes the public outreach process for the Comprehensive Plan.

MEETINGS	
Project Kick-off	February 2009
Stakeholder Interviews	March 2009
Community Visioning Workshop	June 2009
Board of Commissioners, Planning Commission, Steering Committee Joint Work Session	July 2009
Planning Trade-offs Workshop	August 2009
Community Prioritization Workshop	November 2009
Board of Commissioners, Planning Commission, Steering Committee Joint Work Session	June 2010
Planning Commission Public Meeting	July 2010
Board of Commissioners Public Hearing	October 2010

A Comprehensive Plan Steering Committee made up of residents, business owners, elected officials and members of Township boards and commissions guided the planning process, with technical and administrative support from Township staff and the Montgomery County Planning Commission. The Committee met regularly in open public meetings during the planning process to review information, develop goals and objectives and, ultimately, set the recommendations presented in this Plan. Upper Dublin Township engaged the planning team of URS Corporation and Real Estate Strategies to facilitate the planning process and complete the Comprehensive Plan document.



## A PLAN TO PROTECT OUR ASSETS AND BUILD A STRONGER FUTURE

Families are attracted to Upper Dublin Township by one of the best school districts in the region and stay to enjoy its parks and recreational programs, an exceptional library, excellent public safety, well-maintained streets and elected officials and staff who are committed to providing the highest quality of service to residents. In stakeholder interviews during the comprehensive planning process, residents repeatedly referred to the high quality services and a well-managed township as community assets and a reason to stay in Upper Dublin.

Early in the planning process, a frequent question from residents was, “This is a great place, why change it?” The answer is that significant change is neither expected nor wanted over the next 10- to 15-years; however, a number of changes beyond the Township’s control will require adjustment in the way things are done if the Township is going to be successful in meeting evolving needs and maintaining its high quality of services without dramatic increases in tax rates.

The Township has very little vacant, developable land remaining. About 95 percent of the property in the Township is already developed or protected as open space. New development is traditionally how communities grow their tax base; the value, and resulting tax revenues, for developed land is greater than that of undeveloped land. This Plan provides a policy framework needed to create an environmentally, economically and socially sustainable Upper Dublin in the absence of new tax revenues that could be generated by major new development.



## WHAT'S AT STAKE?

Despite an impressive set of community assets, Upper Dublin faces significant challenges. The Fort Washington Office Park, the Township's main employment center, needs major reinvestment. Flooding, substandard stormwater facilities, poor pedestrian circulation and substandard street infrastructure in the Office Park have discouraged investment and lead to a cycle of increasingly deteriorated conditions, reduced property values and an underperforming tax base – a cycle that will continue without intervention. Initial engineering and design studies have identified \$66 million in stormwater management and transportation improvements needed to enable the Fort Washington Office Park to maintain its role as an economic engine for the entire Township.



Capital needs are growing throughout the Township, not just in the Office Park. In a community that typically spends less than \$2 million annually on capital improvements, Upper Dublin has identified about \$135 million in capital improvements needed for Township roads, stormwater facilities and other infrastructure Township-wide. In addition, the Upper Dublin School District also has major upcoming investment needs, including the second phase of construction of the new high school and major renovations of older elementary schools. The Township will need to grow its commercial tax base to avoid significant tax rate increases.



Many of the Township's shopping centers require reinvestment and/or redevelopment to stay competitive in today's market. Retail space in Upper Dublin Township is concentrated in four older neighborhood shopping centers ranging in age from 35 to nearly 50 years old. While the Upper Dublin Shopping Center has been improved with an updated façade, the other three appear worn and need significant capital improvements in order to retain existing stores, upgrade their tenant mix and continue to be strong contributors to the local tax base.



The demographics of the Township are changing. By 2014, nearly 20 percent of residents will be 65 or older – a 30 percent increase since 2000. The Township's auto-oriented transportation network and predominantly two-story, single-family housing stock will become difficult for seniors to manage and navigate as their physical abilities and incomes become more limited.

After taking stock of current conditions and needs, the Comprehensive Plan recommendations focus on how the Township can become a responsible steward of its essential places, resources and character. Its underlying purpose is to provide the tools needed to make the investments needed in our built environment in a manner that preserves the community assets that make Upper Dublin a special place. This includes looking at ways to preserve and enhance the Township's appearance, quality of neighborhoods and excellence of services. The Plan also identifies strategies to reduce flooding and enhance the protection of environmental resources.



## **RECOMMENDATIONS FOR A STRONG SUSTAINABLE COMMUNITY**

Some of the recommendations contained in this Plan will require significant effort and financial investment in order to come to fruition. Others merely provide policy direction; however, the risks of taking no action include higher taxes, declining quality of services and continued disinvestment and loss of jobs in local commercial centers and the Fort Washington Office Park. The map and text below describe some of the key Comprehensive Plan recommendations.

### **Enhance Our Neighborhoods**

The Plan's housing recommendations focus on preserving neighborhood quality and expanding options for our growing senior population. More than half of the homes in Upper Dublin are at least 50 years old – an age when significant investments are often needed. One set of Plan recommendations focuses on encouraging reinvestment in existing homes and ensuring that any new housing built is compatible with the surrounding neighborhood. The remaining recommendations focus on providing new housing options for seniors and other households without children.

### **Reinvest in Our Shopping Centers**

Upper Dublin's Shopping Centers are important to residents for the goods and services they provide and their contributions to the tax base. Access to an attractive local shopping experience is an amenity that many homebuyers seek – one that is increasingly difficult to find within the boundaries of Upper Dublin. The Comprehensive Plan recommends allowing future development to combine retail, office and housing that is compatible with the scale and character of the surrounding neighborhoods. The purpose of expanding the range of uses permitted is to encourage new investment in the existing shopping centers and to provide housing that would be suitable for young professionals, single or married, and “empty nesters.”

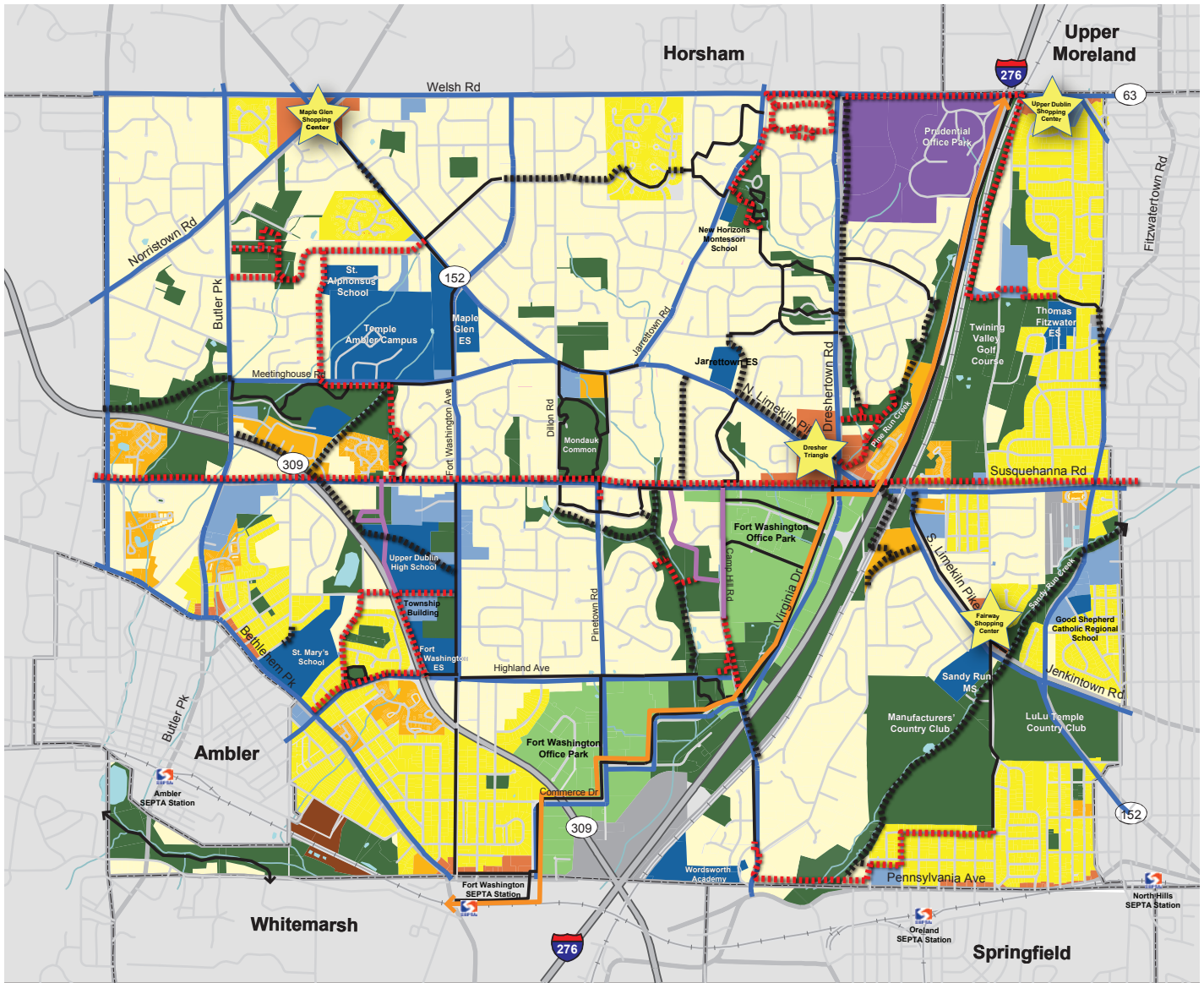
### **Create a “Green” Employment and Commercial Center at the Fort Washington Office Park**

Despite its current deteriorated condition, the Fort Washington Office Park generates significant employment opportunities and one-sixth of Upper Dublin's tax revenues. The potential for enhancing the value of this property – and thereby its tax revenues – is the single largest opportunity for the Township to meet its future fiscal needs. The Plan recommends long-term strategies to move development out of the most flood prone areas of the Office Park and accommodate additional development and a broader range of uses outside of the areas that flood. It proposes development standards that reduce stormwater runoff and encourage “green” designs that would reduce the ecological footprint of the Office Park.

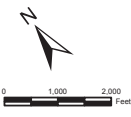
### **Create an Environmentally Sustainable Future**

Upper Dublin Township has demonstrated a commitment to environmental preservation through a variety of initiatives. The Township purchases all of its electricity from clean energy sources and has completed a greenhouse gas emissions audit to understand

# COMPREHENSIVE PLAN MAP



- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li><span style="color: blue;">★</span> Proposed locations for Mixed-Use Development</li> <li><span style="color: purple;">■</span> Commercial</li> <li><span style="color: brown;">■</span> Industrial</li> <li><span style="color: blue;">■</span> Institutional</li> <li><span style="color: grey;">■</span> Utility / Transportation</li> <li><span style="color: green;">■</span> Open Space and Recreation</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: green;">■</span> Mixed-Use - Employment Focus</li> <li><span style="color: blue;">■</span> Education</li> <li><span style="color: yellow;">■</span> Low Density Residential</li> <li><span style="color: orange;">■</span> Medium Density Residential</li> <li><span style="color: brown;">■</span> High Density Residential</li> <li><span style="color: orange;">■</span> Mixed-Use - Village Center</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: black;">—</span> Existing Sidewalk/Walking Path</li> <li><span style="color: purple;">—</span> Existing Trail</li> <li><span style="color: orange;">—</span> Cross County Trail</li> <li><span style="color: blue;">—</span> Proposed County Bicycle Route (Primary and Secondary)</li> <li><span style="color: red;">—</span> Future Trail Network</li> <li><span style="color: black;">—</span> Proposed Path</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: blue;">—</span> Water</li> <li><span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> Municipal Boundaries</li> <li><span style="border-top: 1px solid black; width: 20px; display: inline-block;"></span> Primary Limited Access or Interstate</li> <li><span style="border-top: 1px solid grey; width: 20px; display: inline-block;"></span> State or County Highway</li> <li><span style="border-top: 1px solid grey; width: 20px; display: inline-block;"></span> Local or Rural Road</li> </ul> |
|--|--|---|---|



ways the Township, residents and businesses can reduce their carbon footprint. The Comprehensive Plan includes a set of sustainability recommendations that seek to balance current and future environmental, economic and social needs. Recommendations range from encouraging green design, reducing water and power consumption to creating a framework to fully engage residents in the social, economic and environmental health of our community.

## Expand Transportation Options & Manage Congestion

The emerging emphasis on environmental protection combined with the overall aging of the Township’s population shaped many of the transportation recommendations. The Plan proposes transportation services, transit improvements, and sidewalk and trail

investments to build a transportation network that includes all forms of transportation including public transit, walking and biking. Though the Township generally has a good vehicular traffic network, it suffers from a few “chokepoints” in the system that cause considerable congestion. The most significant of these is on Limekiln Pike as it passes under the Norfolk Southern rail bridge. The Comprehensive Plan identifies the Township’s role as an advocate to facilitate needed vehicular infrastructure investments including the construction of a new Norfolk Southern rail bridge and an eastbound Pennsylvania Turnpike slip ramp.

### **Enhance Community Character**

Upper Dublin’s parks, open spaces and neighborhoods are attractive and very important to residents’ feelings about their hometown. However, to an outside eye, the Township lacks an overall identifiable community character, particularly as it relates to streetscapes, gateways and a general “sense of place.” The Comprehensive Plan recommends continued implementation of the Township’s Open Space Plan to expand and enhance parks and open space and to complete the proposed trail network to connect them. It also includes strategies to preserve our historic and cultural resources and to create welcoming gateways and attractive streetscapes around shopping centers and commercial strips. Taken together, these recommendations seek to create an identifiable community character that will be appealing to residents and visitors alike.

### **Work with Our Neighbors**

Some of the most important issues facing Upper Dublin today are regional in nature. Protection of water quality, flood control and stormwater management all work better when pursued as a watershed, rather than as a single municipality. Other issues, such as transportation infrastructure, economic development and some community facilities and services can be more effectively managed when approached in partnership with other communities. Upper Dublin already coordinates with the School District on facility needs and works with adjacent municipalities on watershed management. The Comprehensive Plan recommends that the Township continue and expand its initiatives to work with neighboring municipalities to increase formal coordination and partnerships to address issues of shared interest.

## **IMPLEMENTING THE COMPREHENSIVE PLAN**

A comprehensive plan, infused with the energy, commitment and vitality of those who care about a community, provides a road map to bring that community's vision to life. Without this commitment, the plan is simply a sheaf of papers. Upper Dublin Township should take advantage of the momentum of the planning process and the enthusiasm of its participants to make a seamless transition from planning its future to making it happen. The final chapter in this document is an Implementation Plan. Together with this Executive Summary, it provides the essence of the Plan's vision for the Township's future and roadmap to get there.



1.

# INTRODUCTION

1.

INTRODUCTION



## WHAT IS A COMPREHENSIVE PLAN?

Municipalities develop comprehensive plans to assess their current situation, consider what they would like to see for their community in the future, and formulate strategies to achieve that vision. Comprehensive plans consider many aspects of life: jobs and the economy, housing, new development, transportation, utilities and the area’s natural and historic resources. The comprehensive plan itself is a thick document filled with data, maps, goals, and objectives. Its core is a Recommendations Section with chapters that address each of the above issues, and an Implementation Plan that succinctly describes the steps needed to move forward.

The Plan is used by municipal staff, advisory boards, elected officials, private citizens and the business community to guide decisions about investments in and the regulation of land use, transportation, environmental protection, infrastructure and community facilities.

*A comprehensive plan is a tool, not a regulation. Instead it is **a framework for future decision making** over a 10- to 15-year time period. Recognizing its long time frame, it needs to be **a living document** – one that can evolve over time to reflect changing needs.*

## HISTORIC CONTEXT

Upper Dublin was founded by a late 17<sup>th</sup> century William Penn land grant and was incorporated as a Township in 1719. Originally established as a farming community, it later came to be a center for limestone mining. Most of the community’s goods were carried to the Port of Philadelphia via the Limekiln Pike, which remains an important regional transportation route today. The original land grant consisted of several villages, including what is now the Borough of Ambler and “Lower Dublin,” which later became part of the City of Philadelphia. Ambler was incorporated independently in the mid-1880s when a Pennsylvania Rail Road depot was established there.

When the Pennsylvania Turnpike was extended from Valley Forge to the New Jersey border in the early 1950s Upper Dublin began its transformation from an agricultural community, with a few thousand people living in Old Fort Washington, into the established suburban bedroom community we know today. With the expanded access and the construction of vast tracts of single-family housing, surges of Philadelphians seeking the suburban lifestyle that swept through the United States in the postwar era began moving to Upper Dublin.

In the mid-1950s, as the popularity of the automobile grew and development moved away from the cities, one of the nation’s first “offices in a park,” the Fort Washington Industrial Park, opened its doors. Also in the mid-fifties, with the construction of the 309 Expressway, the first suburban-only limited access highway in Pennsylvania, Upper Dublin had its own school district and its own high school. By the 1960’s this agricultural community had become a maturing suburban community. The public school system, nurtured by the influx of middle-class home owners, was then and remains today one of the best in the area. The population eventually grew from five thousand to its present population of about 26,000.



## WHY PLAN?

When this explosive growth occurred, few if any local communities understood or were concerned about controlling the details of where and how development occurred and “suburban sprawl” was an unknown concept. Commercial buildings, residential subdivisions and small, auto-oriented shopping centers dotted the landscape. This scattered, largely unplanned development quickly overtook the road system initially built to support an agricultural, pre-Turnpike era community. Residential and commercial construction occurred without considering the dangers associated with disrupting ecosystems or understanding the cumulative effects of

developing on high, dry land, or the associated potential to create terrible flooding conditions in lower, wetter areas of the Township. Once this building boom slowed by the beginning of the 21<sup>st</sup> century, the Township was faced with considering the environmental, social, economic and traffic consequences of its pattern of development and determining how to move forward.

Despite these challenges, Township residents enjoy the quality of life and high level of services provided by the Township. The residents’ dedication to the community is unique among Pennsylvanians and was clearly demonstrated in 2007, when voters adopted a referendum to fund the purchase of land to preserve for open space. As we move further into the 21<sup>st</sup> century, the costs of maintaining high-quality services and an aging infrastructure will continue to grow. These increased financial needs for the Township are occurring just as the Township’s population growth has slowed to a crawl and little ground is available for new tax-generating development.

The challenge now is to find the tools needed to create an environmentally, economically and socially sustainable community, particularly when projected municipal costs will exceed the projected growth in revenues. In a world where local governments and school systems still overwhelmingly depend upon property taxes, Township Commissioners understand that the need for long-range planning is paramount. Without it, Upper Dublin risks a tax tsunami, where increasing tax burdens and changes in suburban lifestyles would make it difficult to maintain the quality community which we all have worked so hard to maintain.

## COMMUNITY GUIDANCE

The comprehensive planning process that led to the development of this plan has shown a considerable spirit of cooperation and enthusiasm shared by Upper Dublin’s leaders, residents and partners. This Comprehensive Plan is the end product of more than a year’s effort by dozens of individuals. It contains a set of initiatives proposed by residents, business owners, elected officials and Township staff.

A Comprehensive Plan Steering Committee made up of residents, business owners, elected officials and members of Township boards and commissions guided the planning process with technical and administrative support from Township staff and the Montgomery County Planning Commission. The Committee met regularly in open public meetings during the planning process to review

<b>MEETINGS</b>	
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information, develop goals and objectives and, ultimately, set the recommendations presented in this document. In addition to the Comprehensive Plan Steering Committee meetings, community input was sought through stakeholder interviews, an on-line community survey, four community meetings and a Comprehensive Plan brochure that was mailed to every household in the Township. The chart above summarizes the public outreach process for the Comprehensive Plan.

From the very beginning, a major focus in this planning effort has been to enhance Upper Dublin’s sense of identity, understanding what makes it an attractive place to live and do business. The Township has very little vacant land remaining, making it increasingly concerned with ensuring that any new development is high-quality and contributes to the local tax base, while preserving the strong residential neighborhoods and the natural and historic features that contribute to the identity and appeal of the Township.

This Plan recognizes that many future opportunities during the planning process to build the tax base will come from reinvestment in existing commercial properties, so the planning process engaged residents to identify desired and acceptable types of development that could facilitate reinvestment in existing commercial areas. During the planning process, residents were clear that despite tax pressures, future development must be balanced with preservation of open space and natural resources. The Comprehensive Plan seeks to balance preservation with the need to grow the tax base in order to afford to continue to provide excellent services to its residents.



## LEGAL AUTHORITY

The Pennsylvania Municipalities Planning Code (MPC) establishes the basic framework for a municipality to plan for community development. It provides for preparation of a comprehensive plan and regulation of development through zoning and subdivision ordinances.

The MPC benefits municipalities that carefully develop comprehensive plans and zoning ordinances by dictating that state agencies must consider local land use in relation to state permitting and funding for infrastructure and facilities. To obtain state consideration, comprehensive plans and zoning ordinances must be generally consistent with each other. If the consistency requirement is met, the MPC mandates that state agencies “shall consider and may rely upon comprehensive plans and zoning ordinances when reviewing applications for the funding or permitting of infrastructure or facilities.” (47MPC, 53 P.S §§ 10619.2 and 11105.)

For this Comprehensive Plan to be authoritative in its objectives to guide future growth, it must be closely tied to Upper Dublin’s zoning and land development ordinances, municipal actions, and state, county and local infrastructure improvement plans. Recommendations for changes to land use standards must be supported by coordinated changes to land use laws.

## IMPLEMENTING THIS PLAN

This Plan has been organized to facilitate implementation. This has been done by separating the plan sections, particularly the Recommendations and the Implementation Plan, which will serve as important tools to achieve Plan recommendations. The Plan recommendations provide clear guidance on individual actions, while the Implementation Plan details the steps needed to put the recommendations into action. Both of these sections should be referenced often by elected officials, the Planning Commission and citizens as they consider revisions to ordinances and policies.

The Implementation Plan should be used as a stand-alone document by the Township Manager, Board of Commissioners, Planning Commission and staff to prioritize changes to ordinances, capital improvements and other planning documents.

2.

# PLANNING CONTEXT

2.

PLANNING  
CONTEXT

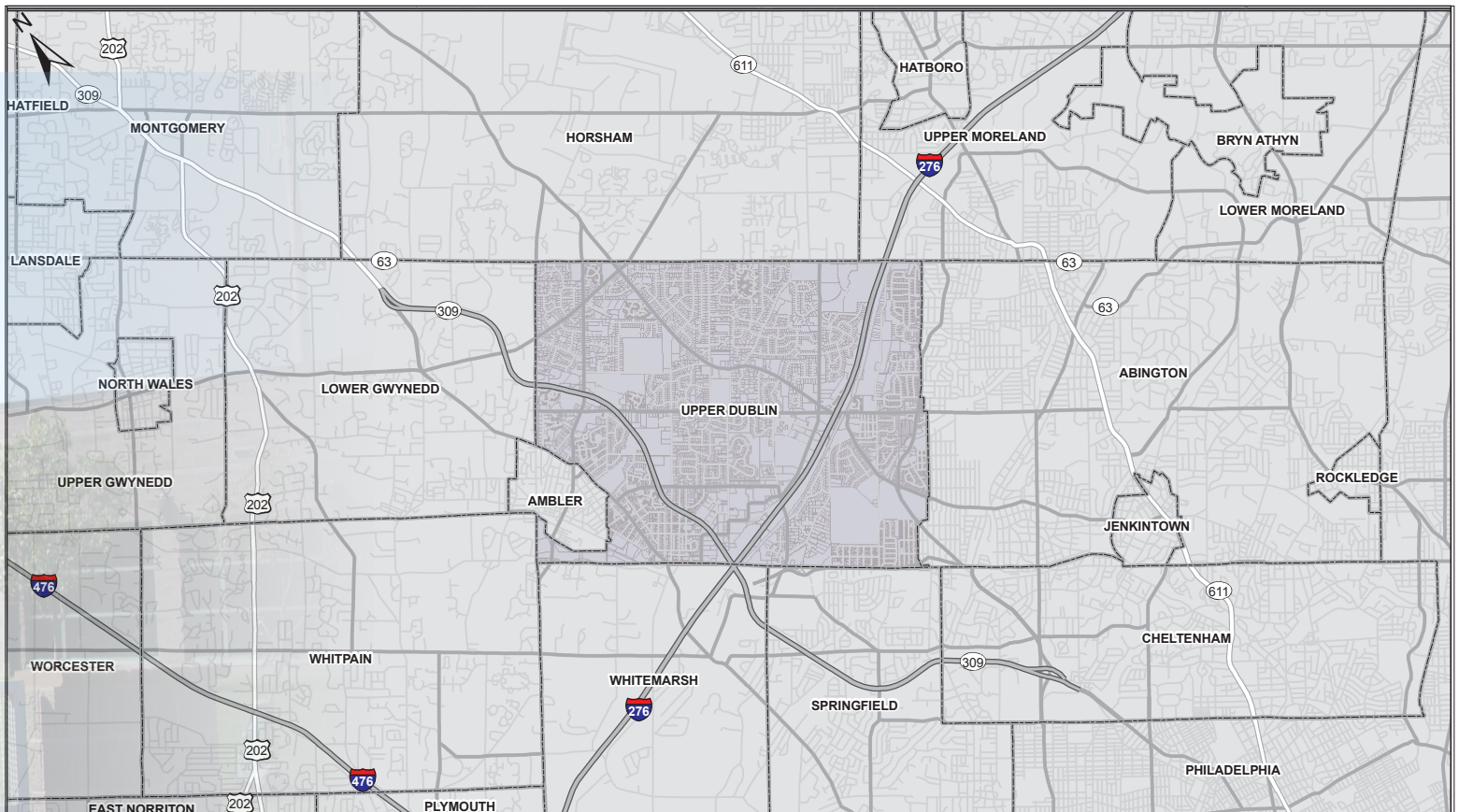


## HISTORIC OVERVIEW AND REGIONAL INFLUENCES <sup>1</sup>

Upper Dublin Township encompasses 13-square miles located in the southeast section of Montgomery County. It is known for its good schools, quality housing, parks and recreational opportunities and the Fort Washington Office Park. Residents enjoy a quality of life that makes Upper Dublin Township a desired location to live, learn, work and play. As a commuter suburb, the Township occupies the suburban inner ring of Philadelphia. Founded in the late 17<sup>th</sup> century, scattered nodes of settlement known as Fort Washington, Jarretstown, Maple Glen and Dresher grew tremendously following World War II, through the 1960s to the present. By 2000, the Township had a population of 25,878 and is now nearly completely developed, meaning that more than 95 percent of land is already built on or is protected open space. **Figure 2.1** shows Upper Dublin Township in its regional setting.

### FIGURE 2.1: REGIONAL LOCATION MAP

Please note that small scale versions of all Comprehensive Plan maps are integrated into



the body of the document for easy reference (as in Figure 2.1 above). A complete set of 11x17" maps is included as **Appendix D** for ease of reading.

1 The Upper Dublin 2005 Open Space Plan "Regional Setting" description pp. 1-1 to 1-2 was used to prepare this section.



**FORT WASHINGTON REGIONAL STATION**



**FORT WASHINGTON OFFICE PARK**

Upper Dublin owes much of its growth to its location at the intersection of State Route 309 and the Pennsylvania Turnpike. Route 309 is a limited access expressway from Philadelphia, through Upper Dublin, and into the Spring House area of Lower Gwynedd Township and continuing to the large shopping areas in Montgomeryville. The Pennsylvania Turnpike has its interchange with Route 309 in Upper Dublin Township at Pennsylvania Avenue near the Fort Washington Office Park. A limited access slip ramp for westbound travel on the Turnpike provides a second interchange for the Turnpike in Upper Dublin. This interchange occurs at Virginia Drive, a local road within the Fort Washington Office Park.

The SEPTA R-5 Regional Rail Line also provides regional access to Upper Dublin. SEPTA's R-5 trains travel through Upper Dublin between Philadelphia, Lansdale and Doylestown, with many intermediate stops including four stations located along the western boundary of the Township – Fort

Washington, Oreland, North Hills and Ambler. Bus service operated by SEPTA serves portions of the Township with key connections at the regional rail stations and employment nodes such as the Fort Washington Office Park, Prudential Office Campus and Dreshertown Plaza. In addition to the regional access noted above, Upper Dublin is well served by a local road network.

Retail and commercial nodes of development include

Maple Glen, the Dresher Triangle Area, Jarretstown, Fort Washington and Welsh Road near the Pennsylvania Turnpike. Much of the commercial development is relatively small-scale, and residents regularly patronize businesses in adjacent municipalities particularly Horsham and Upper Moreland Townships, both of which house a number of large-scale retail centers and big box stores along Welsh Road on Upper Dublin's northeastern border. The Fort Washington Office Park, Ambler Borough and Temple University Ambler are three recognized places that help give identity to Upper Dublin Township. The Prudential Office Campus, located at Welsh and Dresher Roads, is also a major employment center.

The Fort Washington Office Park, developed in the mid-1950s, is one of the first office parks in suburban Philadelphia. It has evolved into a combined light industrial and office center with a variety of uses that have become part of a mixed-use pattern, including the GMAC Financial Services, satellite facilities for Temple University and Gwynedd Mercy College, DeVry University and LA Fitness. Employment in the Office Park is estimated at 14,000 (2004), with the vast majority of workers coming from outside of the Township. These people add to the richness of community, support commercial development and make use of Township facilities and services, including parks and open spaces. The success of the Office Park is challenged by its age, flooding and road conditions in certain sections, particularly along Virginia Drive and near the Fort Washington Turnpike Interchange. There are numerous vacancies due to lack of reinvestment in properties damaged by flooding.

Temple University Ambler has been part of the community since its establishment here as the Pennsylvania School of Horticulture for Women in 1911. The 187-acre campus is a significant area of land that includes institutional facilities and a high proportion of open space. Temple Ambler is one of many educational and religious institutions in the community that adds diversity and land stewardship of relatively large pieces of land.

The Township is made up of distinct neighborhoods, each of which has unique characteristics related mostly to housing type, development patterns and history. While each of the neighborhoods enjoys a distinct sense of place, Upper Dublin Township as a whole lacks a cohesive design element or community gathering space that draws Township residents together. A number of neighborhoods, including Jarretstown, Maple Glen and Fort Washington, have created vision plans to guide future development and protect key resources.

Upper Dublin shares its border with eight municipalities, all of which offer Township residents additional amenities or services that augment the Upper Dublin experience and what the Township has to offer. A number of these municipal boundaries cut across traditional neighborhood lines, transportation facilities and other infrastructure and natural resources, making it important for the municipalities to work together on issues of shared importance. The following paragraphs briefly describe each neighboring municipality and its relationship to Upper Dublin.

- Ambler Borough, sometimes cited as Upper Dublin’s “downtown,” is a former industrial and suburban railroad town. In the last decade, Ambler has had a notable economic upswing and major reinvestment in its downtown. This includes creation of a “Main Street” program and manager and the introduction of new restaurants, small specialty shops, retail stores, refurbished visual and performing arts theaters and additional housing.
- Whitemarsh Township shares the Upper Dublin’s southern border along Morris Road and Pennsylvania Avenue. The Townships share access to the Fort Washington SEPTA Regional Rail train station, which is actually located in Whitemarsh. Regionally, Whitemarsh is well known as the home of Fort Washington State Park and Germantown Academy.
- Springfield Township shares the rest of the Upper Dublin’s southwestern border along the East Oreland and North Hills neighborhoods. The townships share access to the Oreland and North Hills SEPTA Regional Rail train stations, which are located in Springfield.
- Whitpain Township shares the smallest border with Upper Dublin south of Ambler Borough where the Wissahickon Creek runs through the townships. Both townships share a desire to preserve this regional natural resource.
- Upper Moreland Township shares a small portion of Upper Dublin’s northeastern border along Welsh Road where several big box retailers are located.
- Horsham Township shares the rest of the northern border along Welsh Road. In addition to the big box developments described above, there is an office park. The Maple Glen neighborhood resides partly in Horsham and partly in Upper Dublin.
- Lower Gwynedd Township lies to the west along Tennis Avenue. Lower Gwynedd prides itself on its natural balance between historic preservation and modern living.
- Abington Township sits along the eastern border of Upper Dublin Township and is home to Abington Hospital, one of the most prominent hospitals in the region. The residential areas that abut Upper Dublin’s create interconnected neighborhoods across municipal boundaries. The Abington Wastewater Treatment Plant is located in Upper Dublin – on the same site as the Montgomery County Waste Transfer Station.

## ISSUES AND OPPORTUNITIES

During the planning process, several issues were identified that focus on Upper Dublin's role in the region and its relationships with the adjacent municipalities. Many of these issues are currently being coordinated at the staff level but not at the elected official or decision-making level. Common issues include the following:

- Watershed, environmental and conservation issues are currently being coordinated between the municipalities and need to remain a focus to ensure sustainability and responsible development occurs within the Township and region.
- As a focus of establishing a regional trail network with multimodal connections, trail connections across major roadways will need coordination with Montgomery County, PennDOT and adjacent municipalities.
- Stormwater and drainage issues affect the region's ability to provide suitable developable land to attract businesses.

## COMMUNITY PROFILE

This chapter outlines data on demographic and economic trends in Upper Dublin, including information on the residential and commercial real estate markets impacting the Township. Much of the analysis uses 2000 U.S. Census data. Due to the age of Census data when the Plan was prepared in 2009 and 2010, demographic estimates and projections were used when available. Estimates come from several sources, including the Delaware Valley Regional Planning Commission (DVRPC) and ESRI, a proprietary demographic data vendor. Though the figures from all sources do not match up exactly, data sources and dates are cited throughout the analysis.

### POPULATION TRENDS

According to the 2000 Census counts, Upper Dublin Township is the sixth most populous municipality in Montgomery County. Upper Dublin experienced significant growth in the 1960s and 1970s as suburban development spread to communities beyond the inner ring municipalities abutting Philadelphia. Population increases continued steadily through the next two decades, although at a slower rate. **Table 2.1** shows these trends.

**TABLE 2.1 UPPER DUBLIN TOWNSHIP POPULATION TRENDS**

Year	Population	Change	
		#	%
2000	25,878	1,850	7.7%
1990	24,028	1,680	7.5%
1980	22,348	2,786	14.2%
1970	19,562	9,378	92.1%
1960	10,184	--	--

Source: US Census

Between 1990 and 2000, the population in Upper Dublin increased by 7.7 percent, a rate more than double the state average, but slower than that of Montgomery County as a whole (**Table 2.2**). The Township's 2000 population totaled 25,878, a density of just over 1,960 persons per square mile, or approximately three persons per acre.

**TABLE 2.2 POPULATION CHANGE: 1990 - 2000**

Jurisdiction	1990	2000	Percent Change
<b>Upper Dublin</b>	<b>24,028</b>	<b>25,878</b>	<b>7.7%</b>
Montgomery County	678,111	750,097	10.6%
Pennsylvania	11,881,643	12,281,054	3.4%

Source: US Census

Because Upper Dublin is largely built out, population growth after 2000 is projected to slow significantly through 2030. The Delaware Valley Regional Planning Commission projects population growth of 2,083, or approximately 8 percent between 2000 and 2030 (**Table 2.3**). Montgomery County's population is projected to grow by 17.2 percent over this same period.

**TABLE 2.3 UPPER DUBLIN TOWNSHIP POPULATION PROJECTIONS 2000-2030**

Year	Population	Change	
		#	%
2000	25,878	--	--
2010	26,516	638	2.5%
2020	27,280	764	2.9%
2030	27,961	681	2.5%

Source: Delaware Valley Regional Planning Commission, July 2007

## AGE PROFILE

With a 2008 estimated median age of nearly 44 years, the population of Upper Dublin is considerably older than that of Montgomery County or Pennsylvania as a whole (**Table 2.4**).

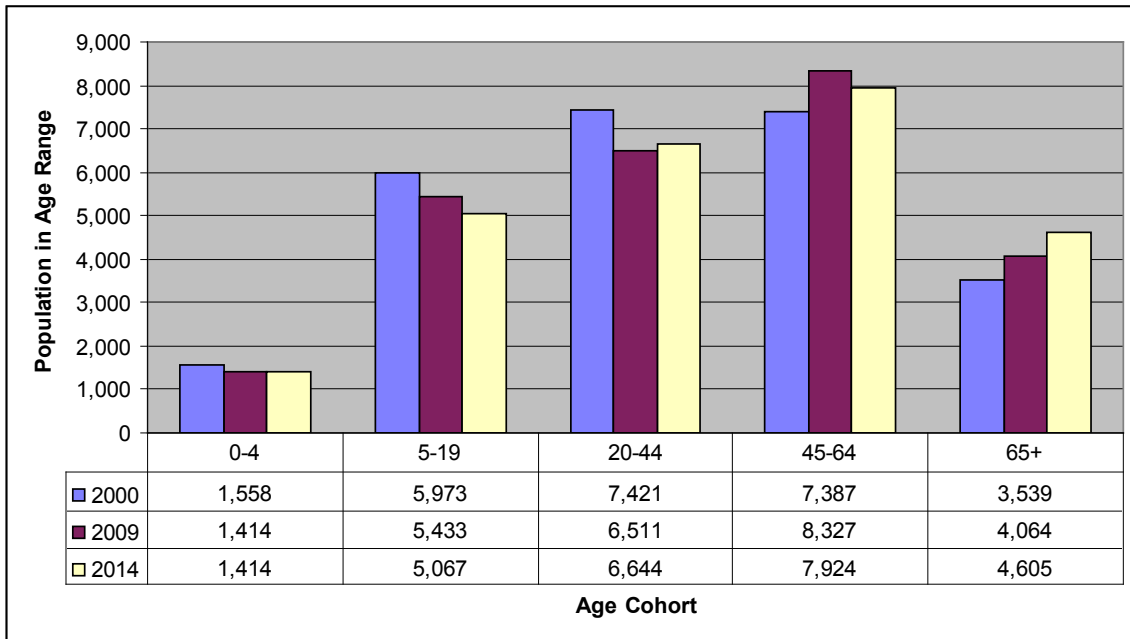
**TABLE 2.4 MEDIAN AGE: 2008 ESTIMATE**

Jurisdiction	Median Age (years)
<b>Upper Dublin</b>	<b>43.9</b>
Montgomery County	40.5
Pennsylvania	40.3
USA	36.8

Source: ESRI

Over the next five years, the oldest “Baby Boomers” will turn 65 and the number of Township residents in the age 65+ cohort will continue trending upward. The growth in this age group should continue during the time frame of this Comprehensive Plan. As the Baby Boomers age, the number of persons in the age 45-64 cohort will decrease. The impact of the Baby Boom Echo can be seen in the slight upward growth in the number of Township residents age 20 to 44 over the next five years. Again, this trend should continue as this demographic segment moves through the prime years for household formation, child rearing and home purchase. **Table 2.5** shows the impact of the aging of the Township’s Baby Boom generation on Upper Dublin’s population mix.

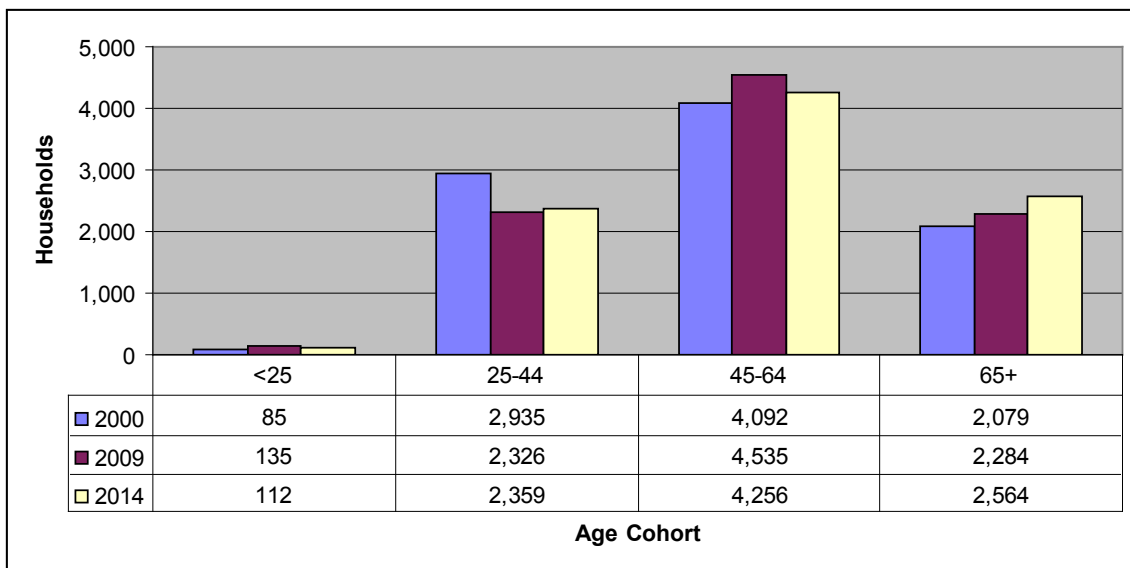
**TABLE 2.5 UPPER DUBLIN TOWNSHIP POPULATION BY AGE: 2000, 2009 AND 2014**



Source: ESRI; RES

The projected distribution of Upper Dublin households by age is similar, but more directly relevant to current and future housing demand. **Table 2.6** presents data on household trends by age cohort.

**TABLE 2.6 UPPER DUBLIN HOUSEHOLDS BY AGE OF HOUSEHOLDER: 2000, 2009 AND 2014**



Source: ESRI; RES

## HOUSEHOLD SIZE

The 2009 average household size in Upper Dublin was estimated to be 2.73 persons, down slightly from the 2.78 person figure reported in the 2000 Census. An aging population can result in decreases in average household size over time. The 2009 average household size for Montgomery County as a whole was estimated to be 2.52 persons.

## ETHNIC AND RACIAL COMPOSITION

The 2009 population of Upper Dublin Township, like that of Montgomery County as a whole, was estimated to be more than 82 percent white. Asians represent the Township’s largest minority population, at 9.8 percent, a significantly higher proportion than seen in the County or the Commonwealth as a whole. Upper Dublin’s Asian population has been growing at a rate of about five percent per year. In 2000, Asians represented only 6.2 percent of the Township population. The African-American community also has seen modest growth from 2000, when this segment totaled 5.4 percent of Upper Dublin residents; in 2009 Blacks were estimated to make up 6.5 percent of the municipal population.

Persons of Hispanic/Latino origin – 1.2 percent of Upper Dublin residents – represent a smaller proportion of the Township’s population compared with either the County or Pennsylvania overall. **Table 2.7** presents the 2009 population distribution by major race classifications as well as Hispanic/Latino origin (of any race) for the Township, Montgomery County and the Commonwealth.

**TABLE 2.7 POPULATION DISTRIBUTION BY SELECTED RACE CLASSIFICATION AND HISPANIC/LATINO ORIGIN: 2009 ESTIMATE**

Jurisdiction	White Alone	Black Alone	Asian Alone	Hispanic or Latino Origin
Upper Dublin	82.7%	6.5%	9.8%	1.2%
Montgomery County	82.6%	8.8%	6.1%	2.7%
Pennsylvania	83.2%	10.7%	2.6%	4.2%

SOURCE: ESRI; RES

NOTE: Persons of Hispanic/Latino origin can be of any race.

## HOUSING TRENDS

Housing construction peaked in Upper Dublin Township in the 1960s, when nearly 2,100 housing units were built. Significant residential construction activity continued through the 1990s. At this time, the Township is largely built out; thus, relatively few housing units have been added to Upper Dublin’s inventory subsequent to the 2000 Census (**Table 2.8**). The median year built for housing units in Upper Dublin is 1969.

**TABLE 2.8 UPPER DUBLIN HOUSING UNITS BY YEAR STRUCTURE BUILT**

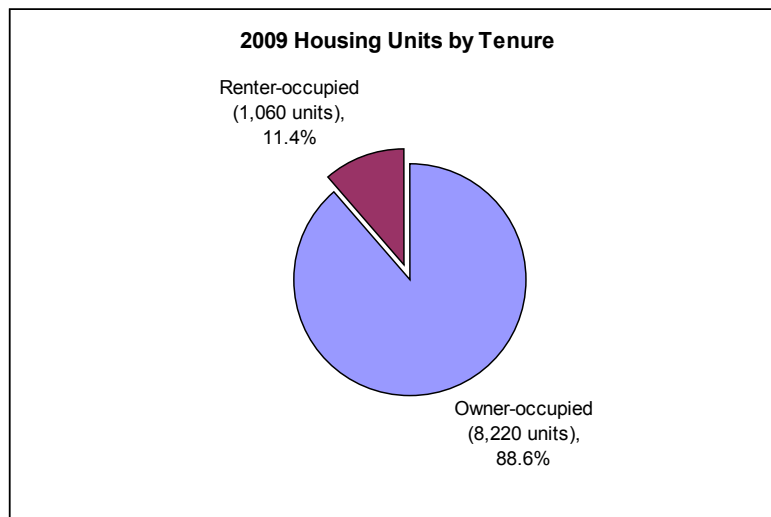
Total	9,502	100.0%
1999 to 2008 (est)	255	2.7%
1990 to 1998	1,076	11.3%
1980 to 1989	1,604	16.9%
1970 to 1979	1,658	17.4%
1960 to 1969	2,098	22.1%
1940 to 1959	1,765	18.6%
1939 or earlier	1,046	11.0%

Source: 2000 US Census; ESRI; RES

Housing condition in the Township is generally good to excellent, with less than one percent of the inventory registering indications of substandard conditions in the 2000 Census. As a result of the well-maintained housing stock and the overall desirability of the community, housing vacancy is very low. The 2000 Census reported a residential vacancy rate of 1.8 percent for Upper Dublin; ESRI estimated a 2.3 percent rate in 2009.

A small proportion of Upper Dublin’s housing stock predates the suburbanization boom. Eleven percent of the inventory was built prior to 1939; and a number of these structures are of historic interest and/or significance.

**TABLE 2.9 UPPER DUBLIN HOUSING UNITS BY TENURE: 2009 ESTIMATE**



Source: ESRI; RES

Upper Dublin has a very high homeownership rate. In 2009, an estimated 88.6 percent of occupied units are owner-occupied while the remaining 11.4 percent are renter-occupied (**Table 2.9**). In contrast, 26.5 percent of Montgomery County occupied housing units overall are renter-occupied.

## HOUSING STOCK

The housing stock in Upper Dublin Township is comprised primarily of single-family detached dwelling units. According to 2000 Census data, single-family detached homes made up approximately three-quarters of the total inventory. Another 15 percent of residential units in the Township are townhouse units. Multifamily buildings make up 11 percent of Upper Dublin's existing housing stock. **Table 2.10** presents the distribution of housing types in Upper Dublin reported in the 2000 Census.

**TABLE 2.10 UPPER DUBLIN HOUSING UNITS BY TYPE: 2000**

Type of Housing	Number	Percent
1-unit, detached	6,937	74.2
1-unit, attached	1,378	14.7
2 units	140	1.5
3 or 4 units	131	1.4
5 to 9 units	232	2.5
10 to 19 units	217	2.3
20 or more units	302	3.2
Mobile home	7	0.1
Boat, RV, van, etc.	-	0
<b>Total housing units</b>	<b>9,344</b>	<b>100.0</b>

Source: 2000 US Census

The average sales price of a home in Upper Dublin was \$401,130 in 2008, up from an average of \$241,865 in 2000.

## HOUSEHOLD INCOME

Upper Dublin is an affluent community. At \$102,420, the Township's 2009 estimated median household income is 28 percent higher than Montgomery County's median and 92 percent higher than that of the Pennsylvania Commonwealth. (**Table 2.11**) The difference between 2009 average household income levels (a measure analyzed by retailers and other businesses evaluating a community's purchasing power) is even more significant. The figure for Upper Dublin is 39 percent higher than the County average and 114 percent higher than the statewide figure.

**TABLE 2.11 HOUSEHOLD INCOME CHARACTERISTICS: 2000 CENSUS & 2009 ESTIMATES**

	2000 Census	2009 Estimate	Percent Change 2000 - 2009
<b>Upper Dublin Township</b>			
<b>Median Household Income</b>	<b>\$78,791</b>	<b>\$102,420</b>	<b>30.0%</b>
<b>Average Household Income</b>	<b>\$105,902</b>	<b>\$143,801</b>	<b>35.8%</b>
<b>Montgomery County</b>			
Median Household Income	\$60,868	\$80,212	31.8%
Average Household Income	\$79,813	\$103,260	29.4%
<b>Pennsylvania</b>			
Median Household Income	\$40,108	\$53,225	32.7%
Average Household Income	\$52,682	\$67,138	27.4%

Source: 2000 US Census; ESRI; RES

Income growth in all three jurisdictions profiled in **Table 2.11** exceeded the 23.8 percent growth in the Consumer Price Index (CPI) between 2000 and 2009 signaling real, rather than nominal, increases in wealth and purchasing power.

Between 2000 and 2009, the average household income in the Township has grown at a more rapid rate than the median income suggesting that income growth in the Township is not evenly distributed; rather it is occurring more rapidly for households at the higher end of the income distribution. **Table 2.12** presents data on household income distribution in Upper Dublin Township.

**TABLE 2.12 UPPER DUBLIN HOUSEHOLDS BY INCOME: 2000 CENSUS & 2009 ESTIMATES**

Household Income	2000		2009	
	Number	Percent	Number	Percent
< \$15,000	453	4.9%	262	2.8%
\$15,000 - \$24,999	579	6.3%	314	3.4%
\$25,000 - \$34,999	571	6.2%	442	4.8%
\$35,000 - \$49,999	1,105	12.0%	635	6.8%
\$50,000 - \$74,999	1,636	17.8%	1,442	15.5%
\$75,000 - \$99,999	1,295	14.1%	1,418	15.3%
\$100,000 - \$149,999	1,592	17.3%	2,083	22.4%
\$150,000 - \$199,999	897	9.8%	1,008	10.9%
\$200,000+	1,063	11.6%	1,676	18.1%

Source: 2000 US Census; ESRI

## EDUCATIONAL ATTAINMENT

The adult population in Upper Dublin Township is highly educated. Over 62 percent of Upper Dublin adults ages 25 and over have earned a bachelor's degree. Only 42.4 percent of Montgomery County adults and 25.3 percent of Pennsylvania adults statewide have attained this level of education. (**Table 2.13**) Only five percent of Upper Dublin adults do not hold a high school diploma.

**TABLE 2.13 POPULATION AGE 25+, DISTRIBUTION BY EDUCATIONAL ATTAINMENT: 2009 ESTIMATES**

	Upper Dublin Township	Montgomery County	Pennsylvania
Less than 9th Grade	1.8%	2.2%	4.1%
9th - 12th Grade, No Diploma	3.2%	6.2%	9.7%
High School Graduate	16.0%	26.7%	38.8%
Some College, No Degree	10.8%	15.5%	15.1%
Associate Degree	6.2%	6.9%	7.0%
Bachelor's Degree	33.9%	25.1%	15.7%
Graduate/Professional Degree	28.2%	17.3%	9.6%

Source: ESRI

The educational profile of a community’s residents is a key factor for many businesses in evaluating potential location opportunities. For businesses employing highly skilled technical and knowledge workers, Upper Dublin’s profile is ideal.

## LABOR FORCE AND EMPLOYMENT

**Table 2.14** shows that the overall labor force in Upper Dublin has shrunk from a peak of just over 15,000 in 1997 to a 2008 level of 13,864, primarily as a result of aging and retirement, as well as the tendency during strong economic periods for married couple families with younger children to have one parent opt out of the workforce to serve as homemaker and caregiver. Employment levels also peaked in 1997 but have remained in the 13,150 to 13,450 range from 2000 through 2008.

**TABLE 2.14 UPPER DUBLIN LABOR FORCE AND EMPLOYMENT: 1991 - 2008**

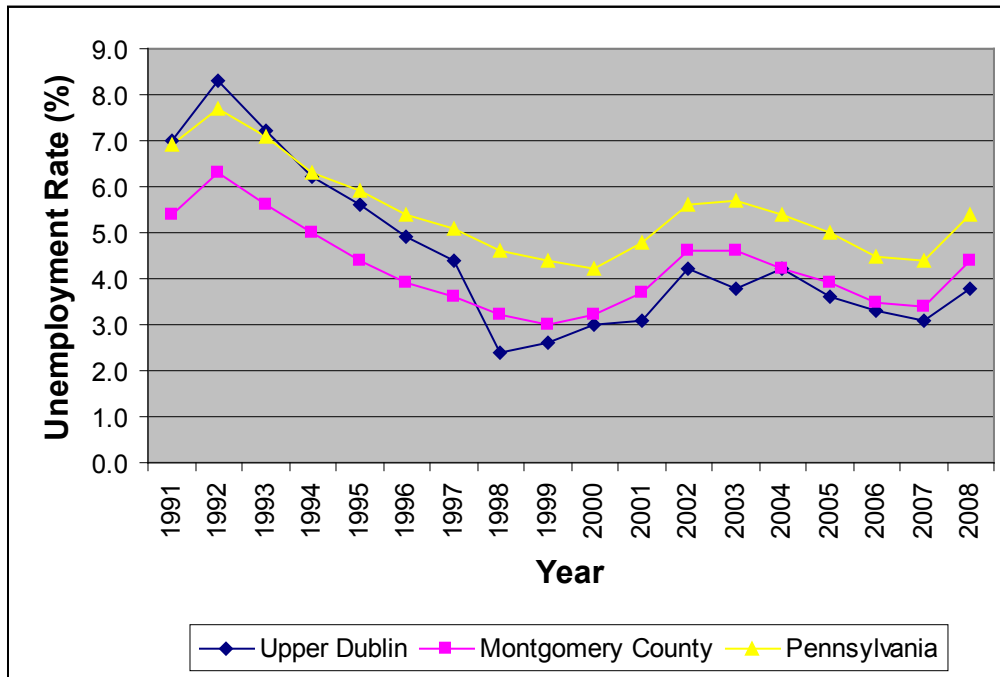
Year	Labor Force	Employment	Unemployment	
			Unemployment	Rate (%)
1991	14,512	13,495	1,017	7.0
1992	14,747	13,516	1,231	8.3
1993	14,082	13,071	1,011	7.2
1994	14,153	13,270	883	6.2
1995	14,202	13,406	796	5.6
1996	14,594	13,881	713	4.9
1997	15,017	14,349	668	4.4
1998	14,369	14,020	349	2.4
1999	14,576	14,196	380	2.6
2000	13,564	13,163	401	3.0
2001	13,888	13,451	437	3.1
2002	14,023	13,437	586	4.2
2003	13,774	13,255	519	3.8
2004	13,763	13,188	575	4.2
2005	13,764	13,271	493	3.6
2006	13,747	13,299	448	3.3
2007	13,689	13,261	428	3.1
2008	13,864	13,342	522	3.8

Source: US Bureau of Labor Statistics

NOTE: Data are not seasonally adjusted. Beginning in 2004, Pennsylvania revised its labor force estimation and modeling methodology.

Since 1998, the unemployment rate in Upper Dublin has consistently trended below Montgomery County and Pennsylvania statewide levels (**Table 2.15**). It is likely that the unemployment rate for all three jurisdictions will trend higher in 2009 and subsequent years, both as a result of job losses due to the current recession and the reentry into the workforce of both stay-at-home parents and seniors concerned about shrinking retirement accounts.

**TABLE 2.15 UNEMPLOYMENT RATE TRENDS: 1991 - 2008**



Source: US Bureau of Labor Statistics

NOTE: Data are not seasonally adjusted. Beginning in 2004, Pennsylvania revised its labor force estimation and modeling methodology.

The Upper Dublin labor force is comprised primarily of white collar employees. This occupational category represents over 86 percent of employed Township residents. (Table 2.16) Nearly 40 percent of Upper Dublin employed residents hold professional positions, and another 22 percent are employed in business management or finance occupations. Service workers – such as hotel and restaurant workers and building maintenance and security personnel – represent 7.2 percent of the Upper Dublin labor force, while the remaining 6.5 percent is comprised of workers in blue collar occupations.

**TABLE 2.16 UPPER DUBLIN EMPLOYED RESIDENTS BY OCCUPATION TYPE:  
2009 ESTIMATES**

<b>White Collar</b>	<b>86.3%</b>
Management/Business/Financial	22.0%
Professional	39.7%
Sales	13.9%
Administrative Support	10.5%
<b>Services</b>	<b>7.2%</b>
<b>Blue Collar</b>	<b>6.5%</b>
Farming/Forestry/Fishing	0.1%
Construction/Extraction	2.3%
Installation/Maintenance/Repair	1.1%
Production	1.5%
Transportation/Material Moving	1.6%

Source: US Census Bureau; ESRI

## INDUSTRY MIX

The business establishments that are located in Upper Dublin are heavily concentrated in services and financial industry classifications, although manufacturing is more strongly represented than is typical in the the area’s suburban communities. **Table 2.17** presents the distribution of businesses and employment in the Township by NAICS sector, ranked by number of employees. Professional, scientific and technical services is the dominant economic sector, both in terms of the number of businesses (202) and the number of persons employed at those establishments (2,242). This sector represents nearly 17 percent of workers employed in Upper Dublin. Educational services, health care, and finance and insurance sectors, each accounted for more than 10 percent of employment in the Township in 2008. The manufacturing sector is the second largest employer in Upper Dublin, accounting for more than 1,400 workers employed in the Township.

**TABLE 2.17 BUSINESSES BY NAICS SECTOR: 2008**

Upper Dublin Township				
	Businesses		Employees	
	Number	Percent	Number	Percent
Professional, Scientific, and Technical Services	202	15.3%	2,242	16.7%
Manufacturing	38	2.9%	1,444	10.8%
Educational Services	32	2.4%	1,452	10.8%
Health Care and Social Assistance	168	12.7%	1,438	10.7%
Finance and Insurance	111	8.4%	1,426	10.6%
Retail Trade	141	10.7%	1,052	7.9%
Other Services (except Public Administration)	110	8.3%	821	6.1%
Information	36	2.7%	749	5.6%
Wholesale Trade	61	4.6%	659	4.9%
Administrative and Support and Waste Management	77	5.8%	490	3.7%
Construction	119	9.0%	430	3.2%
Accommodation and Food Services	47	3.6%	426	3.2%
Public Administration	16	1.2%	280	2.1%
Arts, Entertainment, and Recreation	21	1.6%	258	1.9%
Real Estate and Rental and Leasing	43	3.3%	177	1.3%
Transportation and Warehousing	16	1.2%	37	0.3%
Unclassified Establishments	76	5.8%	14	0.1%
Agriculture, Forestry, Fishing and Hunting	3	0.2%	1	0.0%
Mining	1	0.1%	3	0.0%
Utilities	0	0.0%	0	0.0%
Management of Companies and Enterprises	0	0.0%	0	0.0%
<b>Totals</b>	<b>1318</b>	<b>100.0%</b>	<b>13,399</b>	<b>100.0%</b>

Source: InfoUSA; ESRI; RES

## REAL ESTATE MARKET CONDITIONS

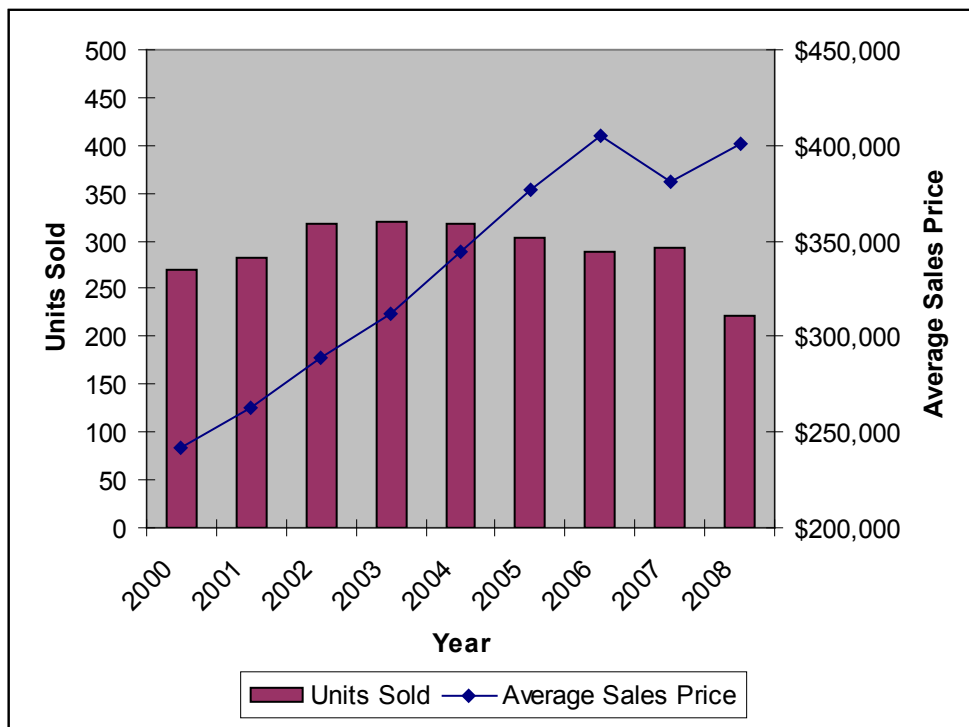
The following sections provide basic information regarding the existing and projected real estate market conditions within which various uses in Upper Dublin compete. Data are drawn from several proprietary services including the TREND residential multiple listing service (MLS) as well as REIS, a commercial real estate data vendor.

### RESIDENTIAL MARKET

According to data from the Federal Housing Finance Agency House Price Index (HPI), the average annual home price appreciation in the Philadelphia metropolitan statistical area (MSA) between 2000 and 2008 was 8.6 percent. A review of TREND MLS data indicates that the average home sales price in Upper Dublin increased at an average annual rate of 6.5 percent between 2000 and 2008. These two sources are based on different methodologies and are not directly comparable, but together indicate that Upper Dublin homeowners have enjoyed significant price appreciation over most of the last decade.

**Table 2.18** presents TREND MLS data on sales volume and average home sales price trends in the Township since 2000. Between 2000 and 2008, the number of Upper Dublin home sales reported on TREND (which captures the majority of arms length transactions) averaged 290 annually. The average sales price for 2008 was \$401,130.

**TABLE 2.18 UPPER DUBLIN RESIDENTIAL SALES AND AVERAGE SALES PRICE: 2000 - 2008**



Source: TREND MLS: RES

There are few multi-family rental buildings in Upper Dublin; although, at least one property, The Woods, is located proximate to the Temple Ambler campus in the northern part of the Township. REIS includes the Township in the “Moreland/Abington/Upper Dublin” submarket and tracks 8,993 apartment units in this area. This level of inventory has remained flat since 2005; no additions to supply are anticipated through 2013.

REIS data and projections indicate that the average annual apartment vacancy rate in this submarket between 1995 and 2008 was 4.9 percent indicating balanced supply and demand. The current recession has led to some softening in the local apartment market. Vacancies are projected to peak at 10 percent in 2010 before trending downward to a projected 6.3 percent by 2013. The 2008 weighted average asking rent for apartments in the Moreland/Abington/Upper Dublin submarket was \$1,230.

Developers are beginning to target Upper Dublin for senior housing projects. The ACTS Fort Washington Estates complex on Susquehanna Road is a continuing care retirement community. BET Investments is developing Dublin Terrace, a 192- unit active adult rental community at S. Limekiln Pike and Dreshertown Road.

## **RETAIL MARKET**

Retail space in Upper Dublin Township is concentrated in four older neighborhood shopping centers with a collective total gross leasable area of approximately 286,000 square feet. Each center is anchored by a grocery store; three of the four also have a separate pharmacy tenant. The shopping centers range in age from nearly 35 to nearly 50 years old. While the Upper Dublin Shopping Center has been improved with an updated façade, the other three shopping centers appear worn and need significant capital improvements in order to retain existing stores and upgrade their tenant mix.

**Table 2.19** summarizes information on the four shopping centers.

**TABLE 2.19 EXISTING SHOPPING CENTERS IN UPPER DUBLIN TOWNSHIP**

<b>Shopping Center</b>	<b>Gross Leasable Square Feet</b>	<b>Year Built</b>	<b>Anchors</b>
Dreshertown Plaza 1650 Limekiln Pike Dresher 19025	97,000	1975	Shop & Bag, Rite Aid
Fairway Shopping Center 1825 Limekiln Pike Dresher 19025	41,220	1960	Acme
Upper Dublin Shopping Center 3622 Welsh Road Willow Grove 19090	90,554	1964	SuperFresh, Rite Aid
Maple Glen Shopping Center 1925 Norristown Road Ambler 19002	57,200	1969	Genuardis
<b>TOTAL</b>	<b>285,974</b>		

Source: REIS

According to REIS, rental rates for anchor tenants at these properties range from \$15 to \$20 per square foot while non-anchor rents range from \$19 to \$30. Dreshertown Plaza and Fairway Shopping Center have space available while Maple Glen and Upper Dublin Shopping Centers are fully leased.

Willow Grove Pointe is a new power center located across the township line in Upper Moreland at 3900 Welsh Road. This shopping center is anchored by a Lowes and Sam’s Club and includes 65,000 square feet of in-line and pad retail. A Walmart is located behind this center. The proximity of these types of big box tenants on the periphery of the Township as well as the accessibility of major malls in Willow Grove and King of Prussia draw shoppers out of Upper Dublin.

ESRI estimates indicate that the average Upper Dublin household expenditure on retail goods will total almost \$49,200 in 2009. Upper Dublin residents spend 91 percent more than the average US household on retail goods including:

- 40 percent more than the US average on apparel and personal services
- 107 percent more on entertainment and recreation
- 92 percent more on food away from home
- 89 percent more on household furnishings

Given the basic nature of most of the retail establishments located in Upper Dublin, a significant portion of these expenditures are leaking out of the Township to establishments in surrounding communities. Better quality stores and restaurants located in upgraded, accessible shopping environments should be able to capture some of the spending potential that is currently flowing to establishments outside of Upper Dublin. Furthermore, the more than 13,000 workers employed in the Township have few options for dining. This type of amenity is becoming more important to prospective office tenants and will be critical to the future competitive position of the Fort Washington Office Center and Prudential Business Campus.

Given the amount of existing retail space in surrounding communities, it is unlikely that major retail development could be supported in Upper Dublin. Policies that encourage upgrading the existing supply of space and accommodating limited additions to supply in selected locations would be appropriate given overall retail market dynamics in the area. Entertainment and recreational offerings are underrepresented in the Township and could be another development option for areas of the Township zoned for commercial and business activities.

## **OFFICE MARKET**

Office space in Upper Dublin is generally classified as part of the submarket that also includes Horsham and Upper Moreland Townships. Some brokerage firms break out Fort Washington as a distinct submarket from Horsham/Willow Grove.

Commercial brokerage firm Grubb & Ellis reports that Class A asking rents in Fort Washington averaged \$24.63 per square foot in the first quarter of 2009; Fort Washington Class B asking rents averaged \$22.18 per square foot. According to REIS, deep concessions in the office market are resulting in effective rental rates that are only 75 to 80 percent of the asking rents. This situation is projected to persist over the next five years.

The overall vacancy rate in the first quarter of 2009 in the Fort Washington submarket was 21.6 percent compared with 16.8 percent for the Pennsylvania portion of the Philadelphia suburbs. Other northern suburban submarkets also have increasing space availability: The current Horsham/Willow Grove submarket vacancy rate is 22.1 percent, and the Jenkintown submarket vacancy rate is 22.2 percent. Blue Bell/Plymouth Meeting office space is 20.2 percent vacant. The credit crisis and related recession has affected companies in the financial sector disproportionately and this has caused retrenchment in the northern suburban office submarkets.

There is no new office space under construction in the Fort Washington submarket. The premium between Class A and Class B rents has been compressed, however, giving tenants the opportunity to upgrade space within the existing inventory. According to REIS, substantial net positive absorption is not projected to occur in the submarket until 2011, although vacancy rates will not moderate immediately.

The document entitled Assessment of Market and Development Potential of Fort Washington Office Center prepared by Coleshill Associates for inclusion in the Revitalization Plan for the Fort Washington Office Park presents an excellent overview of overarching trends in the office market that will affect both the redevelopment potential of the Fort Washington Office Center as well as potential development at the Prudential Business Campus. This report also provides an extensive review of competitive submarkets in both the Philadelphia suburbs and the Central Business District. This report was finalized prior to the fall 2008 credit crisis, but many of its findings continue to be relevant in the longer term. As Coleshill Associates notes: Mixed use, accessible (including by transit), “green,” amenity rich campuses will be important tools for competitive advantage in the suburban office market moving forward. Mixed industrial and office environments will be at a disadvantage.

It is unlikely that the office market will fully absorb existing vacancies within the next five years. The current soft office market conditions and multi-year recovery timeframe present the time and opportunity to Upper Dublin to plan and act strategically to capture office demand when the market recovers.

## **INDUSTRIAL MARKET**

Light industrial/flex space in Fort Washington competes within the broader Montgomery County industrial submarket. The County has an existing inventory of nearly 70 million square feet of warehouse, manufacturing, flex and research & development (R&D) space. Grubb & Ellis reports that the 2009 Q1 industrial vacancy rate in Montgomery County has risen to 9.8 percent. Rental rates average \$3.73 per square foot for warehouse space and \$8.87 for flex/R&D space.

The Fort Washington Office Park enjoys good access to both east-west and north-south highways, however with the presence of substantial numbers of office workers commuting to and from the area, the park is not ideal for truck access to major distribution operations. Distribution and manufacturing buildings also have a more rapid cycle of obsolescence when compared to office space. The labor pool in and around Upper Dublin also suggests that the most appropriate use of commercial and industrially zoned land in the Township would be office and potentially R&D space.

## ISSUES AND OPPORTUNITIES

Upper Dublin is an affluent, stable suburban community with a solid employment base and a very well-educated workforce. The most significant demographic trend is the aging of the Township's population and, ultimately, of a major portion of its housing stock over the timeframe of this Comprehensive Plan.

Upper Dublin's housing inventory offers few options for households desiring low-maintenance living options or seniors looking for one-story living. At the same time, the community has an excellent education system that will continue to attract families with children to Upper Dublin, and this household type is well-matched to the existing housing stock. Seniors wishing to sell their homes and move either within or outside of the municipality should be able to find willing buyers. The Township needs to address at a policy level whether Upper Dublin is a community where seniors can age in place or whether it will primarily serve households during the child-rearing and active adult life stages.

The significant proportion of Upper Dublin's housing stock that was built in the 1960s and 1970s will continue to age over the next two decades. Although Upper Dublin households generally have the financial resources to adequately maintain their homes, the Township should consider strategies to maintain neighborhood quality over time, including policies related to tear-downs of older, functionally obsolete units and subsequent infill construction.

The Upper Dublin economic base is generally well-diversified and offers significant employment opportunities for workers with college degrees. As a result, Township residents are able to find employment opportunities in their local community, and this fact will continue to attract households to Upper Dublin. In order for Upper Dublin to retain existing professional businesses and service establishments in the decades to come, the Township must address the changing needs and preferences of businesses and attract restaurants, goods and services that employees need.

# LAND USE PATTERNS

## EXISTING LAND USES

Upper Dublin Township is largely built out – meaning that most of the land within its boundaries is developed or preserved as open space. According to Montgomery County Tax Assessor’s data, developed and preserved land accounts for 95 percent of total acreage. A breakdown of existing land use is shown on the **Table 2.20** below.

**TABLE 2.20 EXISTING LAND USE**

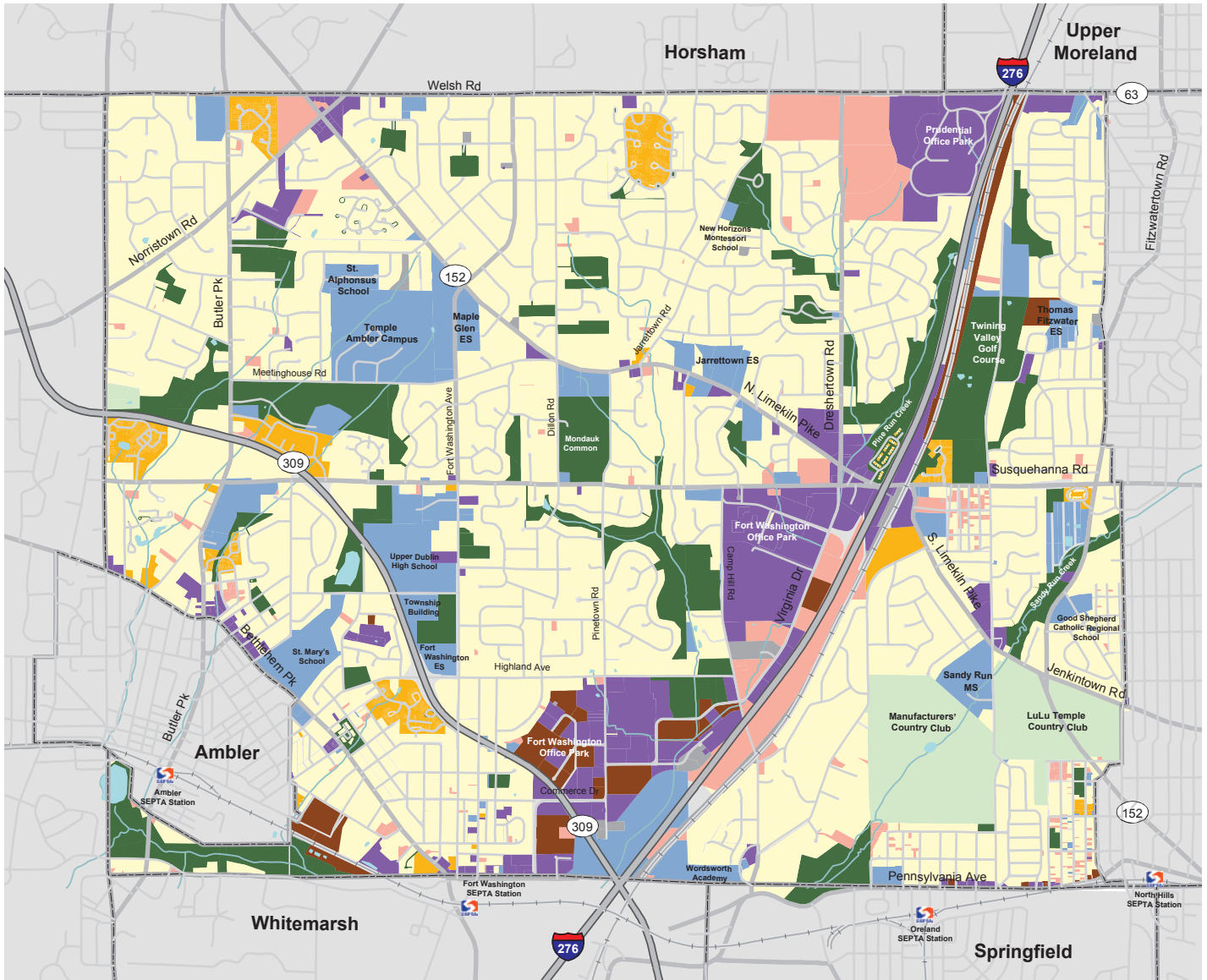
Existing Land Use	Number of Parcels	Percent of Parcels	Total Acres	Percent of Acreage
Single-Family Residential	8,675	89.24%	4,333	57.07%
Multi-Family Residential	165	1.70%	95	1.25%
Institutional	160	1.65%	941	12.39%
Commercial	212	2.18%	656	8.64%
Open Space/Public Recreation	144	1.48%	630	8.30%
Private Recreation <sup>1</sup>	5	0.05%	308	4.06%
Vacant	279	2.87%	323	4.25%
Industrial	40	0.41%	185	2.44%
Utility	25	0.26%	90	1.19%
Road Right-of-Way	13	0.13%	25	0.33%
<b>Total</b>	<b>9,721</b>	<b>100%</b>	<b>7,593</b>	<b>100%</b>

<sup>1</sup> Private recreation acreage includes the 115-acre Lulu Country Club for which the Township holds a development easement

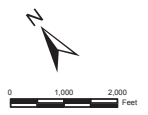
As evident from **Table 2.20** and in **Figure 2.2**, the primary land use in the Township is single-family residential constituting approximately 57 percent of the total land area of the Township. Multi-family development represents a very small proportion of the total residential use in Upper Dublin – a little more than one percent. The next largest category is institutional uses with 12 percent. This includes uses such as school facilities, public buildings, churches and the Temple Ambler campus. About nine percent of the total land area is in commercial use (retail or office), and public and private open spaces combined represent about 12 percent of the total land area. With less than five percent of land in Upper Dublin vacant, the Township is essentially built out.

Looking to the future, a common theme during the stakeholder interviews conducted for the Comprehensive Plan was the need to balance the tax base, with many stating that the current mix of land uses relies too heavily on single-family residential. While nearly all stakeholders identified reinvestment in the Fort Washington Office Park as critical, there was less agreement on other strategies to balance the tax base. With so little vacant land remaining, tax balancing strategies will rely largely on reinvestment in commercial districts and the Fort Washington Office Park, along with a strategic approach to development of remaining vacant land.

**FIGURE 2.2: EXISTING LAND USES**



- |               |                                       |                           |                                      |
|---------------|---------------------------------------|---------------------------|--------------------------------------|
| Commercial    | Multi-Family Residential              | Single Family Residential | Water                                |
| Industrial    | Open Space, Recreation, and Preserved | Utility                   | Municipal Boundaries                 |
| Institutional | Private Recreation                    | Vacant                    | Primary Limited Access or Interstate |
|               |                                       |                           | State or County Highway              |
|               |                                       |                           | Local or Rural Road                  |



## TREND BUILD-OUT AND FISCAL IMPACT ANALYSIS

To understand the development and fiscal impacts of the Township’s current land use policies, the Comprehensive Plan team calculated the development capacity of remaining vacant land in Upper Dublin. This analysis was intended as a starting point for understanding the impacts of future development choices. The build-out incorporated development plans that had already been approved by the Township but not yet built as well as development plans that had been proposed at the time the analysis was conducted in late 2009. It then calculated the maximum reasonable development

capacity of remaining vacant parcels under the existing zoning. The full build-out and fiscal impact analysis is included as **Appendix B**.

It is important to note, as can be seen in **Table 2.21** below, that nearly two-thirds of the projected commercial development and all of the projected new housing units are located on sites with development plans either approved or in process. The results of the build-out analysis were used to calculate the financial impacts of the trend build-out on the Township and School District using a set of relatively simple spreadsheets that are included as tables in **Appendix B**.

**TABLE 2.21 FUTURE DEVELOPMENT POTENTIAL**

	ID	Name	Commercial Buildout (SF)	Residential Buildout (Units)	
Vacant Parcels not in the Development	1	Virginia Southside	25,000		
	2	Virginia/Slip Ramp West	25,000		
	3	Virginia Northside	100,958		
	4	Turnpike/Railroad Lot	25,000		
	5	Turnpike/Railroad Lot	25,000		
		<i>Subtotal</i>		200,958	
Vacant Sites with Proposed or Approved Plans	6	Dublin Terrace		192	
	7	Dublin Reserve		41	
	8	Piszek Tract		32	
	9	Dresher Court		17	
	10	Maple Glen Court		6	
	11	1634 Butler Pike		1	
	12	510 Kane		1	
	13	Armstrong		1	
	14	DiFeo Tract		6	
	15	Cutler, Maple Glen		71	
	16	Golfview III		19	
	17	Griswold Tract		5	
	18	Lombardo Tract		2	
	19	Camphill/Virginia	31,800		
	20	Virginia Slip Ramp East	9,000		
	21	375 Commerce	147,660		
	22	Prudential Site	1,086,000		
	23	Susquehanna and Virginia	11,470		
	24	420 Delaware	76,700		
		<i>Subtotal</i>		1,362,630	394
	<b>Total Trend Buildout</b>			<b>1,563,588</b>	<b>394</b>

The analysis indicated that both the Township and the School District would realize a significant positive impact from implementation of the trend build-out scenario. The net annual incremental tax revenue would be \$1.36 million for the Township and \$4.04 million for the School District. This positive result is due to the type of development

projected in the analysis. Much of the residential development – all of which is already approved or at least proposed by a potential developer – is age-restricted, minimizing School District costs. The build-out analysis includes nearly 1.6 million square feet of new commercial development – about two-thirds of that located at the Prudential Office Park – which is also included in an already approved development plan.

## LAND USE ISSUES

Review of the Township’s Zoning Ordinance and Map reveals a strict approach to managing specific uses and locations for commercial/retail development. It would not be difficult to make the case of “spot zoning” for a number of commercial sites if someone were to challenge the zoning. Such an approach is often perceived of as protecting a community from negative change, but the inherent inflexibility – or need to obtain major variances or zoning changes – can discourage new development and ultimately result in disinvestment. The Land Use Element of the Comprehensive Plan recommends changes to the Zoning Ordinance that will make it consistent with modern development patterns in a manner that protects community vision and values.

Specific zoning issues to be considered in the Comprehensive Plan include:

- Managing traffic impacts on residentially zoned properties located along major traffic corridors – for existing homes, options could include more liberal home occupation standards or permitting limited office uses. Another option could include classifying local roadways by what types of uses can be located on them.
- Adaptive reuse standards for historic homes – Many larger historic homes are expensive to maintain. Limited office or institutional uses for such homes could make it more economically feasible to reinvest in them. Any proposal for non-residential adaptive reuse would need to include use and performance standards to limit impacts to surrounding residential development.
- Infill development – As a largely built-out community, an increasing proportion of new development will come from infill. The Zoning and Subdivision Ordinances need to be able to effectively manage development on parcels that may be “challenged” by factors related to issues such as size, location, access or adjacent uses.
- Redevelopment – Many of the Township’s commercial areas require reinvestment and/or redevelopment. The Comprehensive Plan will need to be able to provide policy direction on standards for redevelopment.
- Zoning for remaining vacant land – Recent development applications including residential development proposals at the Prudential Office Campus and Celebration at Upper Dublin indicate an uncertainty to the best use of key parcels of remaining vacant land.

- Overlay Districts – The Township has several overlay districts in its Zoning Ordinance, some those are intended to implement local community plans including:
  - Dreshertown Triangle Plan
  - Jarretstown Action Plan
  - Maple Glen Master Plan
  - Fort Washington Village Master Plan

While the scope, scale and specific uses for desired future development in each of the plans vary, a key theme is the need to create pedestrian-friendly centers within the Township. Some, particularly the Dresher Overlay and the Maple Glen Overlay, have not been successful in facilitating the development patterns desired in their respective plans. Understanding the “disconnect” between the community’s vision as expressed in a master plan and its potential for implementation through the zoning and development process will be an important issue for the Comprehensive Plan.

Another critical land use issue for the Township is that the Temple Ambler campus is likely to make changes to its existing campus in the short- to medium-term. State budget cuts may mean that some current campus programs will move to Center City Philadelphia. Adult learning programs currently renting space in the Fort Washington Office Park could move to the Ambler Campus, which is not currently well-designed for this use. The



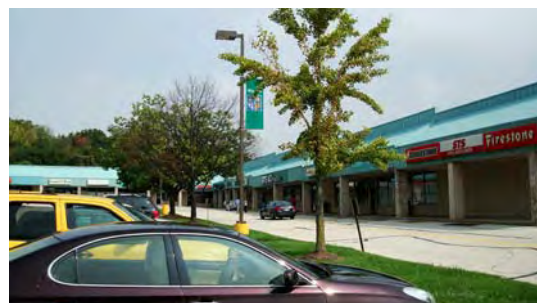
**MAPLE GLEN SHOPPING CENTER**



**UPPER DUBLIN SHOPPING CENTER**



**FAIRVIEW SHOPPING CENTER**



**DRESHERTOWN PLAZA**

University is likely to seek to redevelop portions of the campus to make it work better. Options could include structuring parking to provide spaces closer to classrooms, which would free up the current parking lot for redevelopment. Development of a bio-tech campus would be possible in partnership with a private firm. Such an approach could create revenues to the University and tax ratables for the Township.

## **ISSUES AND OPPORTUNITIES**

As Upper Dublin nears 100 percent build out, infill and redevelopment will become the drivers of future investment and tax ratables. As such, the Township will need to develop the zoning and other policy tools to encourage reinvestment in and redevelopment of underutilized and/or underperforming properties. As noted in the economic analysis, the Township's commercial districts, particularly the Dresher Triangle area, the Maple Glen Shopping Center and the Fairway Shopping Center on Limekiln Pike need significant capital investments. To facilitate investment, the Township needs to seek clarity on community desires for future development to remove roadblocks to reinvestment and to assist community groups in implementing identified vision plans.

Planning for the use of remaining large parcels of vacant land is another important land use issue for the Township. This includes the Prudential Office Campus described above, but should also consider the community's desired future for the two privately-owned golf courses located in Upper Dublin. There are 16 golf courses in the area immediately surrounding the Township, including the three located here, and changes to the economics of the sport make it unlikely that the area can continue to support all 16 courses. A proactive strategy for preserving the courses in some kind of recreational use or a development strategy compatible with community goals and objectives would protect community interests into the future.

Revitalization of the Fort Washington Office Park is now and should remain a top priority for the Township moving forward. The Township is making good progress with outreach to Office Park property owners and public sector funders and has begun design of critical stormwater and transportation improvements to become eligible for federal stimulus funding.

Other important issues from a land use perspective include engaging Temple Ambler early in its planning for potential new uses on the campus and a comprehensive review and revision of the Township Zoning Ordinance.

## PHYSICAL FEATURES AND NATURAL RESOURCES<sup>2</sup>

Upper Dublin Township has made major investments in protecting its open space and natural resources. Its 2005 Open Space and Environmental Protection Plan has inventoried resources located in the Township and laid out an aggressive strategy for protection of vulnerable resources. The following summarizes the physical and natural features as described in Upper Dublin's Open Space and Environmental Resource Protection Plan. Understanding where these vulnerable resources are, and their relationship and context in the surrounding community, is a key factor in determining how they may be protected and preserved in the future.

### GEOLOGY

The foundation of physical conditions in the environment is the bedrock geology. The rock characteristics and weathering directly affect soil conditions, landforms, surface water and groundwater movement and chemistry, and plant and animal life that can inhabit a region. The geology that under lays Upper Dublin Township is relatively simple and is typical of the Piedmont Uplands and the Triassic Lowlands. The upland rocks are older, harder metamorphic and igneous rocks such as granite and schist with incorporated bands of carbonate rock such as limestone as evidenced by the quarries and kilns in the region.

In Upper Dublin, the hard, weather-resistant formations found in the southeast corner of the Township, define the ridge that roughly follows Camp Hill Road, Dreshertown Road and Twining Road east of the PA Turnpike. These rocks are found in two assemblages or formations: Chickies Quartzite and Quartz Schist, and Wissahickon Schist, Granite Gneiss and Hornblende Gneiss. The former are very hard rocks formed from sandstone that weathers slowly, have very little available groundwater, and commonly form steep hillsides. The schist of the latter formation is less hard and more weathered at the surface. Like the quartz and quartzite, the granite and hornblende gneisses are hard and weather-resistant resulting in steep hillsides.

Adjacent to these two formations and located at the extreme south corner of the Township are an assemblage of rocks called Ledger Dolomite, Elbrook, and Conestoga Limestone. The topography in this geology is flatter and found within broader valleys with characteristic limestone soils that are fertile and have good groundwater storage and yields. Many of these areas have been quarried for building materials.

The balance of the Township from the Pennsylvania Turnpike to the municipal borders of Lower Gwynedd and Horsham Townships is a geologic formation called Stockton Sandstone, Conglomerate and Shale that is typical of the Triassic Lowlands. The composition is largely sandstone with good groundwater supplies, and the landform is commonly rolling with gentle slopes.

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2 The Upper Dublin 2005 Open Space Plan "Physical and Natural" description pp. 4-1 to 4-2 was used to prepare this section.

## SOILS

All soils are formed from the natural weathering of rock, and the associated characteristics are directly related to this parent or geologic material. The soils of the most concern from an environmental point of view are those referred to as hydric and alluvial. The hydric soils are routinely wet with poor drainage and are indicators of shallow water tables (groundwater near the surface) and the presence of wetlands. They are commonly found in low-lying areas. Wetlands have wildlife and water protection values. To minimize potential development impacts, such as loss due to filling, the state and federal governments regulate some of them. In Upper Dublin Township, these soils are found throughout the municipality, in both large and small isolated pockets and within linear corridors.

Alluvial soils also are commonly wet soils as they are deposited by floodwaters as a result of storms. These soils are most often found in and are indicative of the limits of the floodplains. Alluvial soils are distributed throughout the Township in isolated areas and in corridors that coincide with streams and their floodplains.

## HYDROLOGY

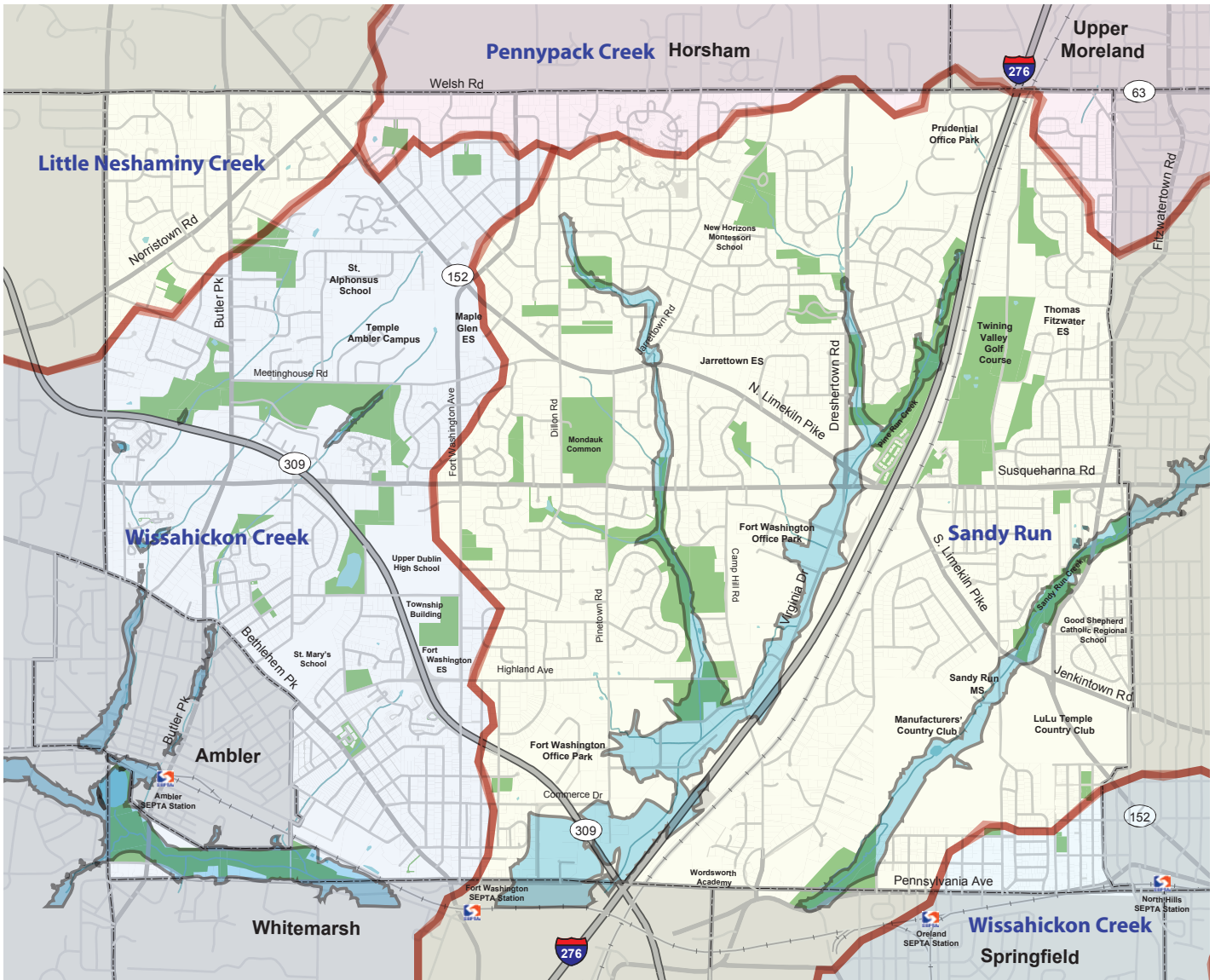
Upper Dublin Township lies primarily within the Wissahickon Creek watershed with numerous smaller streams or tributaries that join this waterway on route to the Schuylkill River. The exception is the northern corner of the Township in the Maple Glen area, which is at the edge of the Little Neshaminy Creek and Pennypack Creek watersheds. Water flows to these creeks in neighboring townships en route to the Delaware River.

A small stretch of the Wissahickon Creek flows through Upper Dublin in the far west corner, west of Ambler. Upper Dublin constitutes approximately 20 percent of the total Wissahickon watershed. Most of Upper Dublin drains by tributaries to the Wissahickon Creek. These tributaries generally flow east to west and include the following: Sandy Run, Small Run, Pine Run, Rapp Run (the latter three join the Sandy Run), Honey Run, Tannery Run and Rose Valley Run (which join the Wissahickon Creek).

Each of these creeks and streams has associated with it a floodway and floodplain. The floodplains extend beyond the banks of the watercourse and to variable distances depending on flow and the adjacent topography. Protection of floodplains reduces damage and flooding, and it helps maintain water quality and preserve wildlife habitat.

The floodplain areas of greatest concern for protection and for limited development are those portions identified as the 100-year floodplain – the area that commonly floods with the 100-year storm event. These are shown on **Figure 2.3** and are mapped by FEMA (Federal Emergency Management Agency) for the Federal Insurance Rate Map (FIRM) Program. The current mapping was revised in 1996 and subsequently in areas around the Pennsylvania Turnpike Interchange at Fort Washington in 2003. Extensive floodplain map updates resulting from the Fort Washington Office Park Revitalization Plan are under final review at FEMA. Figure 2.3 also identifies watershed boundaries and wetlands.

**FIGURE 2.3: HYDROLOGY**



## WOODLANDS & WETLANDS

Woodlands and wetlands exist throughout Upper Dublin. Each can enhance the quality of the environment as they protect against erosion, sustain high water quality and quantity, provide wildlife habitat, improve air quality, moderate temperatures, provide visual and physical buffers, and offer a varied aesthetic and visual relief from developed land.

The remaining woodlands in the Township occupy both wet lowland sites and steep hillsides. The upland woods are dominated by deciduous hardwood species such as oak, hickory, ash and tulip poplars. Wooded slopes provide the best protection from erosion and rapid runoff. Lowland woodlands often have species such as maples, sycamore, elm, cherry, box elder and birch that inhabit wet conditions. Wetlands are commonly found in isolated pockets, along stream corridors and in floodplains; and range in type from wooded swamps to reed and cattail marshes. State and federal laws protect larger wetlands, and the Township has enacted ordinances that protect all woodland by limiting the clearing of trees and requiring replacement and landscape supplements. Maintaining these natural assemblages in contiguous units with minimal fragmentation enhances their value.

## PHYSIOGRAPHY

Physiography is determined by the topography of the area. It is commonly shown on maps as contour lines and can be used to depict areas that are flat, rolling or steep. Those areas that are steep are among the most environmentally sensitive and when disturbed, result in impacts such as erosion of soils and rapid runoff of precipitation and consequential flooding down slope. Upper Dublin is sensitive to accelerated runoff due to low-lying areas that regularly flood.

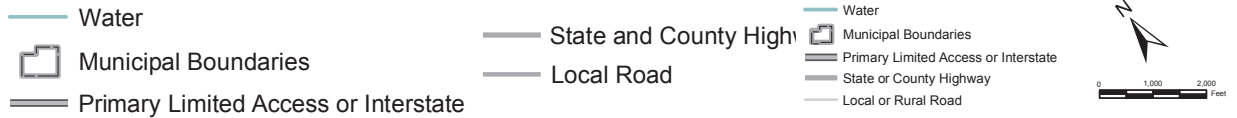
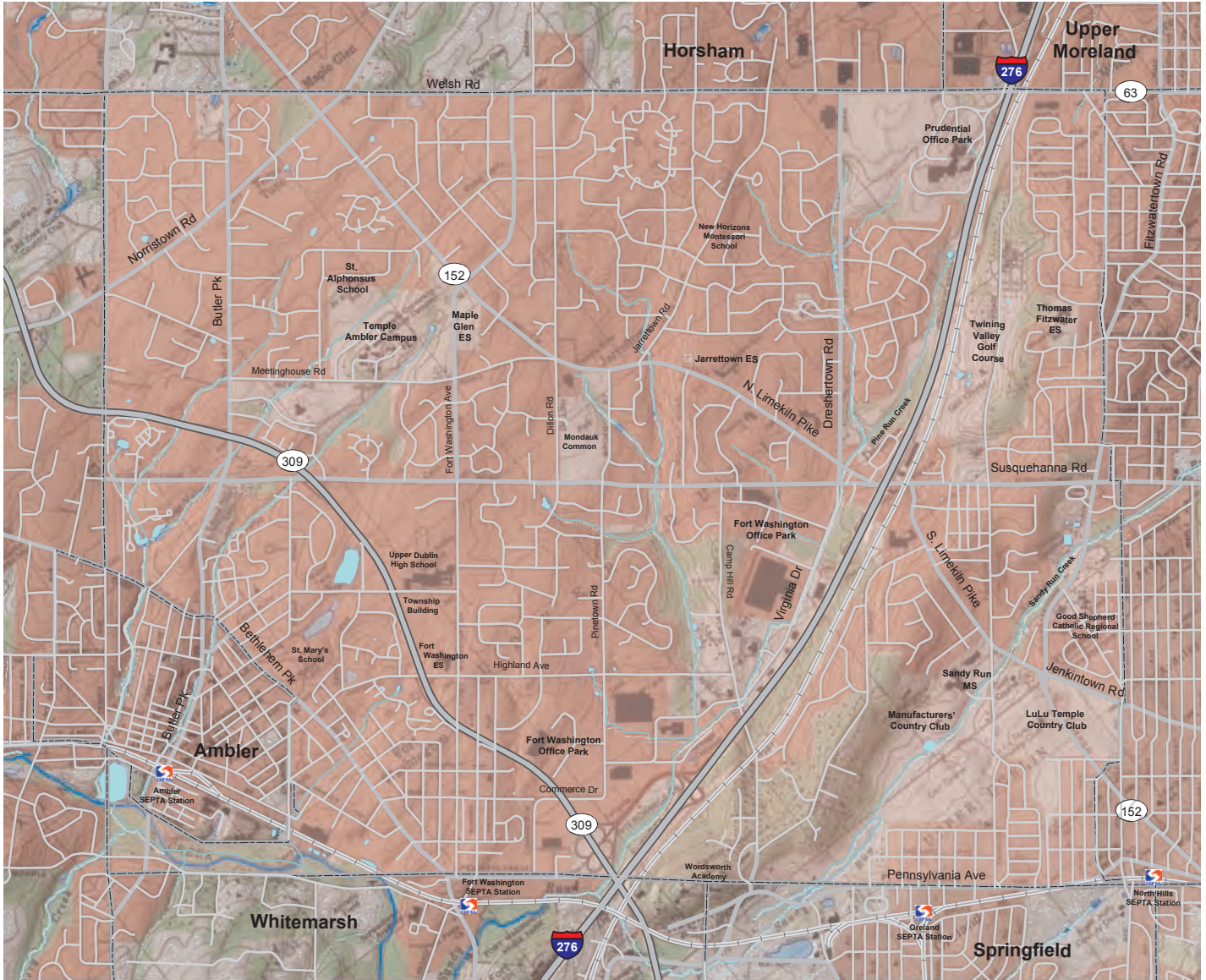
The majority of the Township north and west of the Pennsylvania Turnpike has flat to rolling topography. Steep slopes are characteristic of the primary ridge that runs east-west and parallel to the Turnpike through much of the southern part of the Township. Slopes that are 15 percent and more are those of greatest concern and are shown on **Figure 2.4**. The Township has enacted steep slope and tree protection/replacement ordinances to help preserve these sensitive areas. Undeveloped areas that are steeply sloping and covered with woodland are prime candidates for future protection.

## STORMWATER MANAGEMENT

Pennsylvania's NPDES storm water program establishes permitting requirements for construction sites disturbing more than one acre, industrial sites, and Municipal Separate Storm Sewer Systems (MS4s). Upper Dublin Township has an MS4 permit and is required to implement a stormwater management program consisting of six minimum control measures.

In 2004, the Township Board of Commissioners adopted revisions to the stormwater management regulations to bring the regulations into conformance with current MS4 program requirements. The revised ordinances amended the Stormwater Management Regulations contained in the Zoning and Subdivision and Land Development Ordinances as well as the Watercourses Chapter and the Stormwater Management Chapter.

**FIGURE 2.4: PHYSIOGRAPHY**



In addition to regulation, stormwater management is an important consideration for open space acquisition. The Township has capitalized on opportunities to increase stormwater runoff storage capacity on open space parcels it owns. Floodplain restoration and improved stormwater management are major elements of the Fort Washington Office Park Revitalization Plan.

## FORT WASHINGTON OFFICE PARK<sup>3</sup>

The Fort Washington Office Park is a critical economic resource for Upper Dublin Township, yet it faces significant environmental challenges that threaten its viability if not addressed in the relatively near future. Originally built on marshland, the Office Park is crossed by the Sandy Run, Pine Run, Rapp Run and Bodenstein Creek en route to the Wissahickon Creek. A significant portion of the Office Park and its buildings lie in the floodway or 100-year flood plan as shown in **Figure 2.5**. Compounding this issue is the absence of stormwater management and the substandard condition of existing roads. The Office Park's flooding is made worse by runoff from surrounding residential communities.

The constant threat of flooding and recent series of significant storm events have resulted in loss of life and damage to buildings and infrastructure, which has resulted in high vacancy rates. A plan for the future of the Office Park was completed by the Temple University Department of Community and Regional Planning. Entitled *Out of the Water | A Revitalization Plan for the Fort Washington Office Park*, the Plan lays out a set of stormwater management, transportation and other improvements needed to transform the Office Park into a vibrant, mixed-use, environmentally sustainable employment center for the Township. In early 2009, Upper Dublin began to actively pursue the partnerships and funding needed to implement the Plan's vision.

## UPPER DUBLIN TOWNSHIP ENVIRONMENTAL INITIATIVES

Upper Dublin Township prides itself as an environmental leader and has demonstrated commitment to environmental preservation through a variety of initiatives. In terms of energy resources, the Township purchases 100 percent of its electricity from clean energy sources and has completed a greenhouse gas emissions audit to understand ways the Township, residents and businesses can reduce their carbon footprints. Upper Dublin was the first municipality in the area to have a RecycleBank, which offers RecycleBank Rewards that can be redeemed for goods and services at area merchants and restaurants.

## ISSUES AND OPPORTUNITIES

Upper Dublin Township has made good progress in protecting environmental resources. Logical next steps could include:

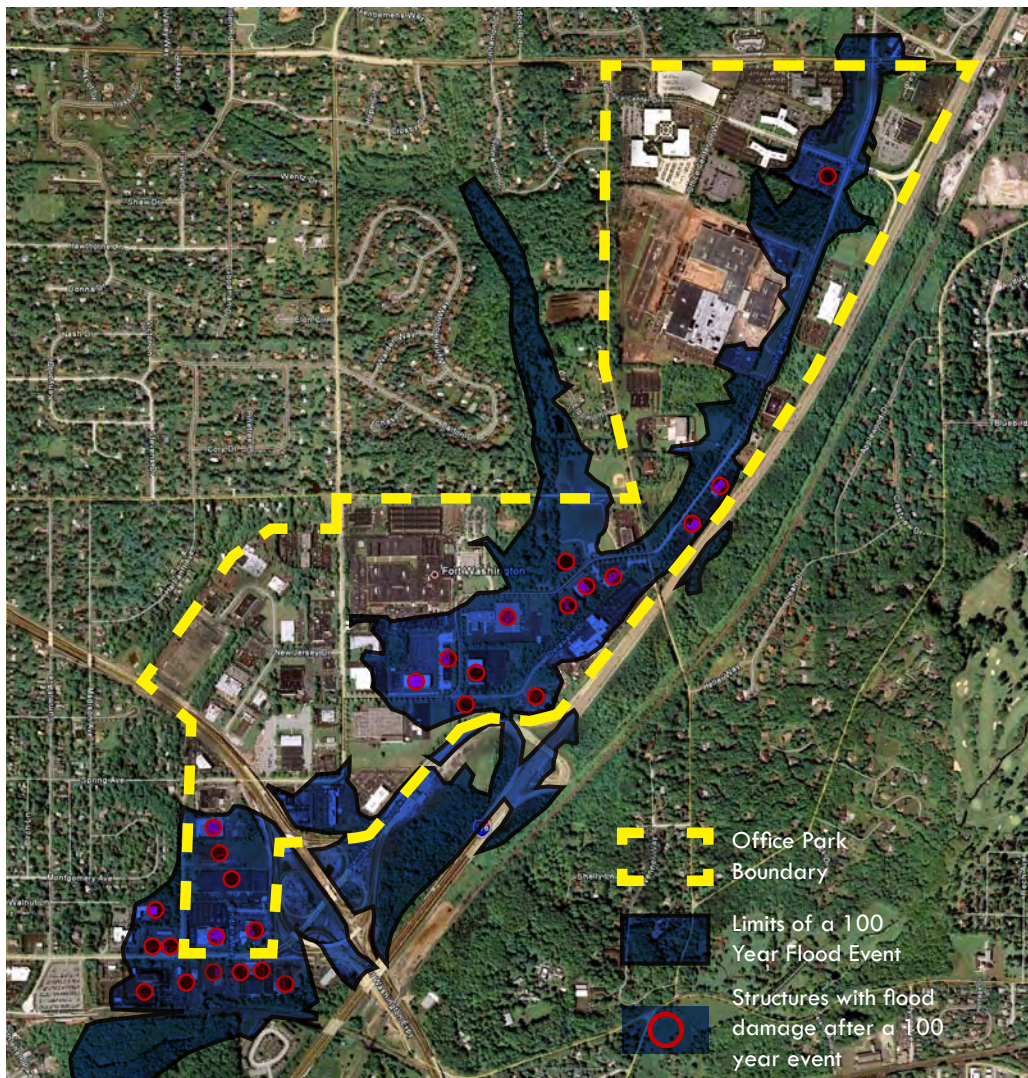
- Considering how to integrate environmental stewardship into future planning and development decisions
- Development of a Greenhouse Gas Action Plan
- Continued evaluation of best management practices for stormwater

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3 Out of the Water | A Revitalization Plan for the Fort Washington Office Park

management, including continued protection of open space, but also considering how to provide incentives for (or to require) development practices such as bio-swales, rain gardens and other “natural” stormwater management tools

- New funding sources for stormwater management - As the importance of effective stormwater management grows for the Township, it will need to consider funding alternatives for improvements and maintenance of facilities. Many communities throughout the country are creating stormwater authorities as a mechanism to fund the cost of services directly related to the control and treatment of stormwater. An authority is administered and funded separately from the revenues of the general fund, ensuring a dedicated revenue source. Revenues can be generated through sources including service fees, system development charges (connection fees) and special assessment districts. Such authorities are not yet permitted in the Pennsylvania Commonwealth, but legislation is currently pending.



**FIGURE 2.5: FORT WASHINGTON OFFICE PARK FLOODING PATTERNS**

## OPEN SPACE AND RECREATION<sup>4</sup>

The mission of the Upper Dublin Township Department of Parks and Recreation is to enrich the lives of residents through recreation, creating natural beauty and maintaining a safe, clean environment. The department provides extensive activities that stretch throughout the year. In conjunction with youth sports leagues and the School District, it offers team sports, facility rentals, classes and camps for residents of all ages.

The Township's 2005 Open Space and Environmental Resource Protection Plan describes Township goals and objectives for recreation and open space. It lays out an aggressive implementation strategy for achieving stated goals, which are summarized below:

- Create an open space system that will be a model for responsible land management policies, demonstrating best management practices to preserve and protect the most sensitive and desirable natural and recreation resources;
- Identify and permanently protect land and resources that support the community's identity, improve quality of life and support activities that foster a healthier public;
- Use trail and greenways to link parks, schools, neighborhoods and natural areas into a continuous network of open space resources; and
- Provide safe access to at least one public neighborhood or community park to satisfy both active and passive recreation needs, as well as a neighborhood or school playground within a half-mile of every Township residence.

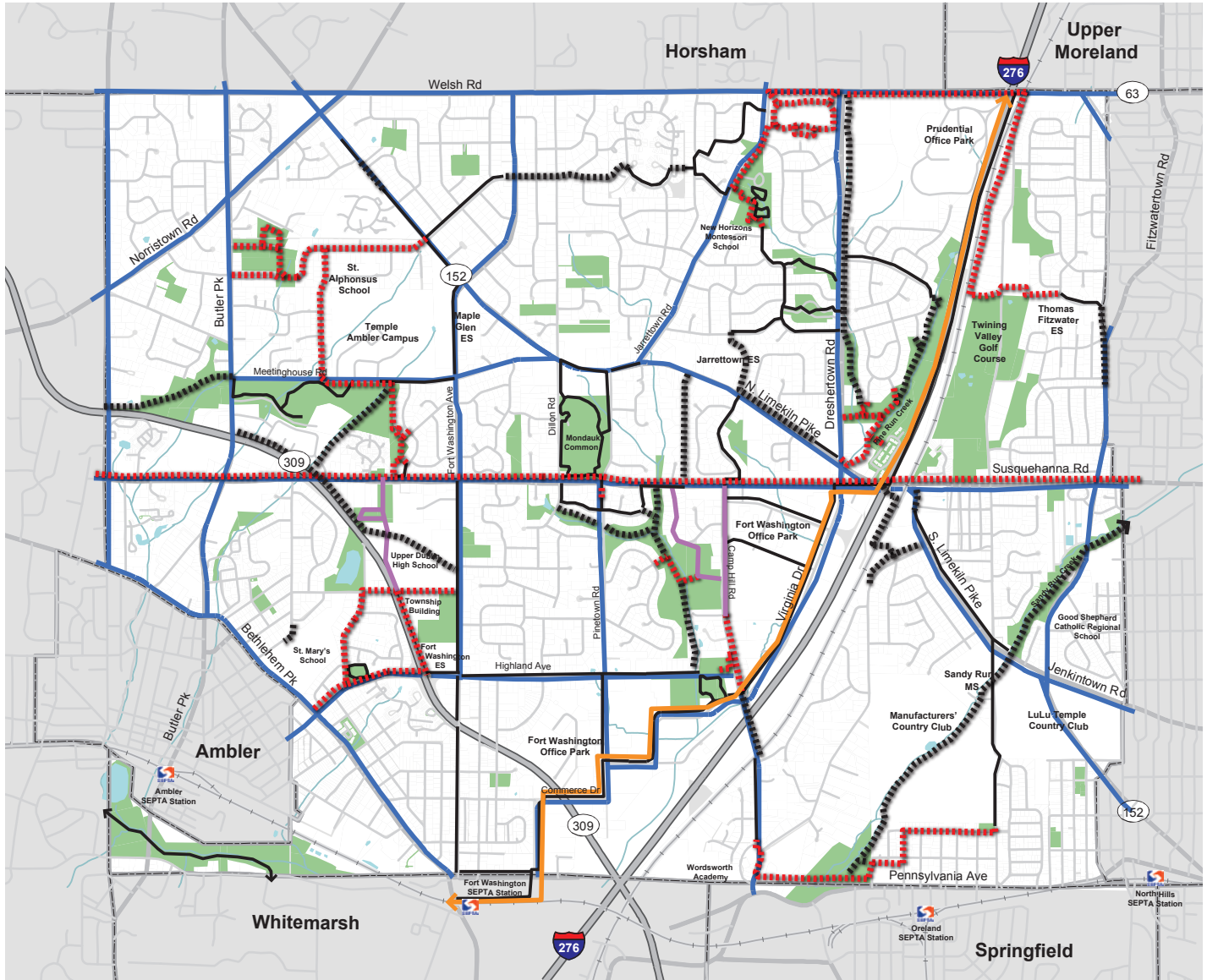
The Open Space Plan is indeed a model for effective open space and recreation planning in the region. The Parks and Recreation Department continues to make impressive progress in implementing the Plan's recommendations. In November 2008, Township voters approved a \$30 million bond measure for open space and historical property acquisition to protect vulnerable resources identified in the Plan. With the purchase of the Braccia site and Dillon Road parcel located in the northwest quadrant of the Township for recreational use, nearly all Upper Dublin homes north of the Turnpike will be within one-half mile of an active recreation facility.

**Table 2.22** lists the location of existing recreation facilities in Upper Dublin Township. **Figure 2.6** illustrates the location of parks, open space and existing and planned trails and bike routes.

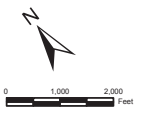
Looking forward, facilities are an important issue for the Parks and Recreation Department. The Department offers programs at multiple sites in the Township – the EPI-

4 Upper Dublin Township 2005 Open Space and Environmental Resource Protection Plan

**FIGURE 2.6: EXISTING OPEN SPACE**



- Existing Sidewalk/Walking Path
- Proposed Path
- Existing Trail
- Future Trail Network
- Existing Protected Open Space
- Cross County Trail
- Proposed County Bicycle Route (Primary and Secondary)
- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road



Center, Fort Washington School, and Township Building. There has been some discussion of consolidating facilities to increase operational efficiencies.

Trail connections are a top priority for the Parks and Recreation Department. The Montgomery County Green Fields/Green Towns Program has committed \$1.4 million

to trail improvements in Upper Dublin, and \$700,000 has already been authorized for expenditure. The current County commitment is expected to fund four out of 17 identified trail segments in the 2005 Open Space Plan.

Another priority for the Parks and Recreation Department is maximizing the impact of open space bond fund acquisitions. The Open Space Plan identified 51 open space parcels as vulnerable to development and prioritized protections for each, placing them in one of four categories (in declining order of importance) “conservation/protection easements,” “action,” “interest” and “watch,” depending on their significance to meeting the open space needs and objectives. While this is a somewhat fluid list, care should be taken to focus on primary conservation and recreation needs when purchasing properties or easements.

**TABLE 2.22 RECREATIONAL FACILITIES LOCATED IN UPPER DUBLIN TOWNSHIP**

• Burn Brae Park	• Jarrettown Elementary School
• North Hills Park & Community Center	• Thomas Fitzwater Elementary School
• Camphill and Highland Athletic Complex (CHAC)	• Loch Alsh Fields
• Old Fort Washington Elementary School	• Three Tuns Park / Tennis Courts
• EPI-Center/SAUDC	• Loch Alsh Reservoir
• Pine Run Park	• Twining Valley Golf Club
• Fields of Dreams	• Luther Klosterman Park
• Robbins Park	• Upper Dublin Community Pool / Evelyn B. Wright Park
• Fort Washington Elementary School	• Maple Glen Elementary School
• Sandy Run Middle School	• Upper Dublin High School
• Franklin Park	• Mondauk Common
• Sheeleigh Park	• Upper Dublin Municipal Complex
• H.L. Willet Park / Tennis Courts	• Mondauk Manor Park / Mon “daug” Bark Park
• SPARK-Upper Dublin Sports Park	• Veterans Memorial Park

**Table 2.23** lists the number of parcels, acreage and percentage of land for all land that is vacant or in recreational use. A little more than eight percent of total land in the Township is in publicly owned parks or open space. In addition, the Township holds a development easement for the Lulu County Club golf course, bringing the total publicly-protected acreage from 630 acres to 745, or nearly 10 percent of the total land in the Township.

**TABLE 2.23 RECREATION, OPEN SPACE AND VACANT LAND**

Land Use Category	Parcels	Acreage	Percent of Township Land
Public Open Space & Recreation	144	630	8.3%
Private Recreational <sup>1</sup>	5	308	4.1%
Vacant	279	323	4.3%
Total Township Acreage		7,593	

Sources: Montgomery County, URS

<sup>1</sup> Upper Dublin Township holds a development easement on 115 acres owned by the Lulu Country Club

## ISSUES AND OPPORTUNITIES

The 2005 Open Space and Recreation Plan provides a comprehensive set of strategies for protection of sensitive natural and cultural resources and development of a strong recreation network. The Open Space Plan is an important guide for open space acquisition decisions. Expansion of the trail network is a high priority and will require funding beyond that currently available through Montgomery County.

In addition to trail priorities, the Parks and Recreation Department is working to ensure adequate facilities for all of its programming. The Department works closely with the School District, local sports leagues, the library and others to meet recreation programming and facility needs. Continued interdepartmental and inter-agency coordination is needed and will be particularly important to ensure adequate facilities for recreation programs, which may be able to be co-located with the library or other community service locations.

## TRANSPORTATION

Mobility and access are important transportation issues for Upper Dublin Township. Transportation infrastructure encompasses all elements that provide for the safe and efficient movement of people, goods and services and includes roadways, railroads, transit service, and bicycle and pedestrian facilities. The network of roads within Upper Dublin Township functions well for the most part and the roads are well maintained, though much of the street network will require significant reconstruction over the next 20 years.

### STREETS

#### FUNCTIONAL CLASSIFICATION

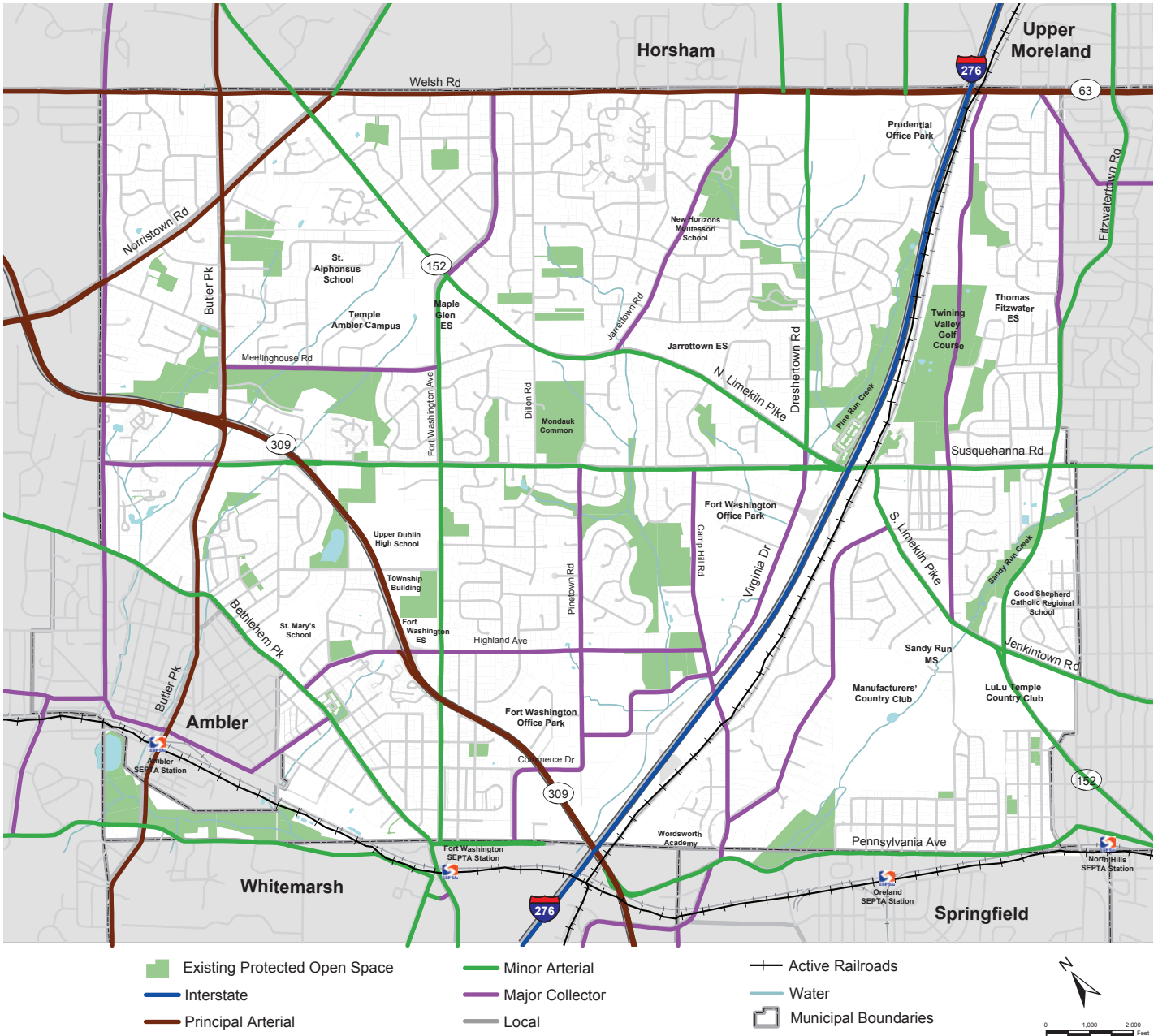
Functional Classification is the grouping of roads, streets, and highways in a hierarchy based on the type of highway service they provide. Streets and highways do not operate independently. They are part of an interconnected network, and each classification performs a service in moving traffic throughout the system. Generally, streets and highways perform two types of service. They provide either traffic mobility or land access and can be ranked in terms of the proportion of service they perform.

- Arterials provide for high mobility and limited access. Arterials often connect an urban center with outlying communities and employment. Arterials are designed for high volumes of traffic at moderate speeds. The Pennsylvania Department of Transportation (PennDOT) further classifies arterials as “principal” and “minor.”
- Collectors provide access between local roads and streets with arterials. Collector roads are intended to provide for moderate volumes of traffic at reduced speeds.
- Local access roads provide immediate access to adjoining land uses. Local roads are intended to only provide for transportation within a particular neighborhood, or to one of the other two road types.

As shown in **Figure 2.7**, the functional classification of roads within Upper Dublin Township include: interstate highways, principal arterials, other arterials, collectors and local roads.

The Pennsylvania Turnpike has a large volume of traffic, but affects only a portion of the Township at its interchange located at Route 309 in the Fort Washington area. This interstate highway deposits vehicles onto the local roadway system. The recent addition of a westbound slip ramp off of the Turnpike has helped ease the amount of traffic on Upper Dublin’s local network that primarily is destined for the Fort Washington Office Park. Significant corridors and their functional class as defined by Federal Highway Administration (FHWA) are shown on **Figure 2.7** and include the following:

**FIGURE 2.7: ROAD CLASSIFICATION**



**INTERSTATES**

- Pennsylvania Turnpike

**PRINCIPAL ARTERIALS**

- Route 309
- Butler Pike
- Norristown Road
- Welsh Road



**COMMERCE DRIVE**

## MINOR ARTERIALS

- Susquehanna Road
- Limekiln Pike
- Fort Washington Avenue
- Dreshertown Road
- Pennsylvania Avenue
- Bethlehem Pike

## MAJOR COLLECTORS

- Tennis Avenue
- Meetinghouse Road
- Highland Road
- Jarrettown Road
- Commerce Drive
- Virginia Drive
- Camphill Road
- North Hills Avenue
- Twining Avenue
- Several segments of various arterials

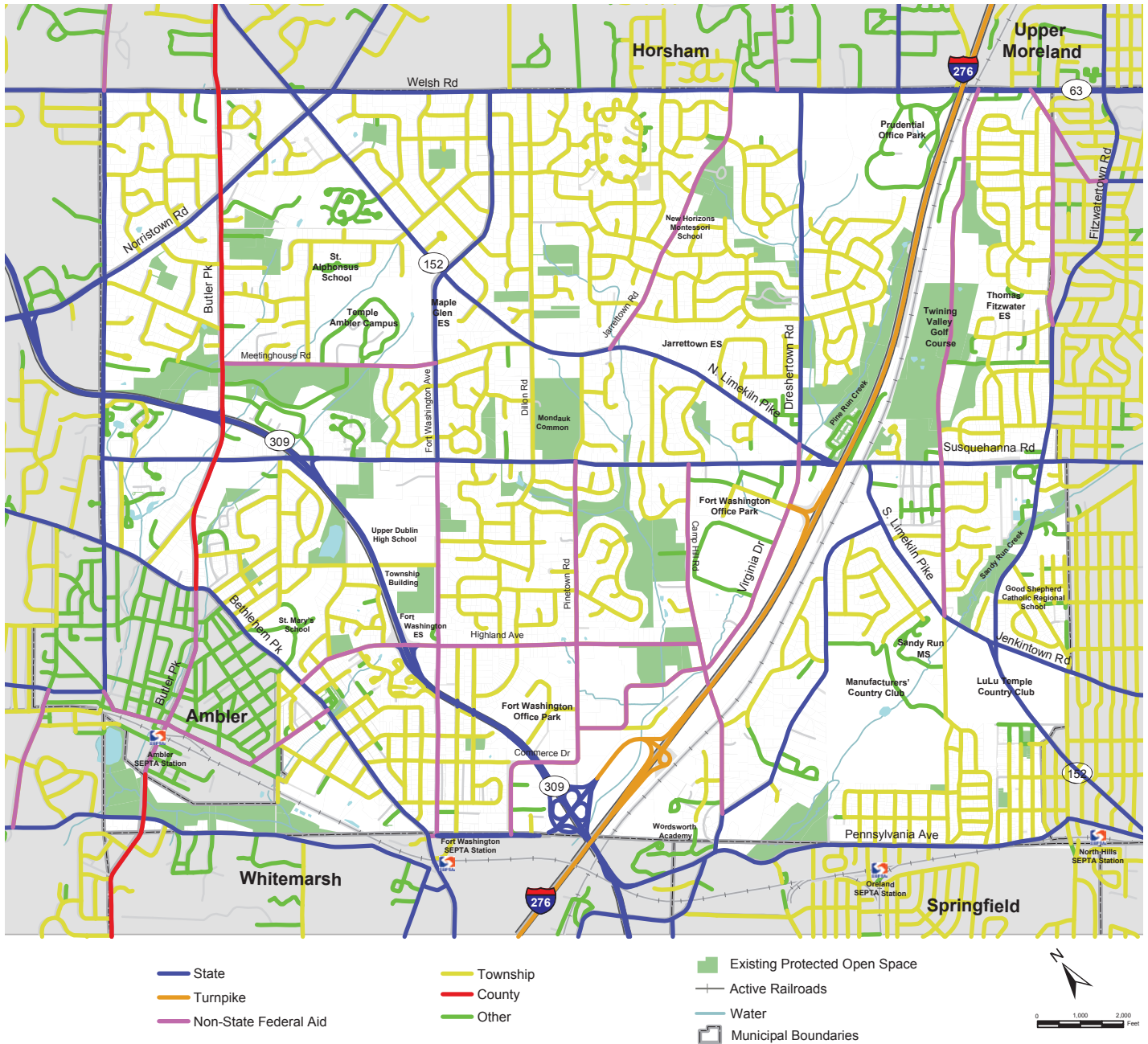
The remaining roads in the transportation network are local roads that provide limited mobility but high access to individual properties.

## ROAD OWNERSHIP

As shown in **Figure 2.8**, the majority of roads within Upper Dublin Township are owned and maintained either by the State of Pennsylvania, the Pennsylvania Turnpike Commission, Montgomery County or Upper Dublin Township. Very few are privately owned and maintained. The Commonwealth owns and maintains the following roads within Upper Dublin Township:

- Welsh Road (SR 0063)
- Limekiln Pike (SR 0152)
- Norristown Avenue (SR 2007)
- Susquehanna Road (SR 2017)
- Bethlehem Pike (SR 2018)
- Tennis Avenue (SR 2020)
- Fort Washington Avenue (SR 2022)
- Dreshertown Road (SR 2024 & 2028)
- Pennsylvania Avenue (SR 2027)
- Route 309 (SR 0309)
- Fitzwatertown Road (SR 2038)

**FIGURE 2.8: ROAD OWNERSHIP**



These are many of the highly traveled corridors within the Township making coordination between the Township and PennDOT critical. The only road that Montgomery County owns and maintains is Butler Pike. The remaining roads within Upper Dublin are owned and maintained by the Township or by private entities

## TRANSIT ROUTES AND SERVICE FREQUENCY

Upper Dublin Township is served by SEPTA Regional Rail and bus service. While the Township has no regional rail stations located within its boundary, there are four stations within close proximity that can be easily accessed by residents of Upper Dublin Township. The Lansdale/Doylestown line has stops in the following locations:

- North Hills – Station and Mt Carmel Avenue in Springfield Township
- Oreland – Bridge Street and Pennsylvania Avenue in Springfield Township
- Fort Washington – Bethlehem Pike and Station Avenue in Whitemarsh Township
- Ambler – Butler Pike and Main Street in Ambler Borough

The Regional Rail line runs on a frequent basis during the peak morning and evening hours with 10 trains between 5:00 and 9:00am and nine trains between 4:00 and 6:30pm, Monday through Friday and half-hourly during non-peak weekday times and weekends. The trip to and from Center City Philadelphia varies from 30 to 45 minutes depending on the number of stops. At the four stations, there are over 1,100 parking spaces, of which the majority of spaces are filled by lease holders. The stations also are equipped with several bicycle parking spaces.

SEPTA also serves the community with limited bus service on five different routes as shown in **Table 2.24** below. The most heavily used bus service to the Township is Route 201 with service from the Fort Washington Train Station to the Fort Washington Office Park. Other routes connect residents to the area shopping with the service in the Township concentrated in the Bethlehem Pike corridor. The only other route is the Horsham Breeze Route 310, which provides service from the Willow Grove SEPTA station, along Welsh Road to several office complexes in Horsham. A large portion of the Township is not accessible via public transportation which is a major issue facing residents of the Township. Many households own multiple vehicles due to the lack of transportation options.

**TABLE 2.24 SEPTA BUS SERVICE IN UPPER DUBLIN**

Route	Endpoints	Rail Transfer Points	# of trips per direction (M-F)	Travel on
94	Chestnut Hill to Montgomery Mall	Fort Washington Ambler	8 (AM) / 5(AM) 9 (PM) / 12(PM)	Bethlehem Pike
98	Norristown Trans Center to Plymouth Meeting and Willow Grove Park Malls	Ambler, Fort Washington, North Hills	9 (AM) / 12 (AM) 15 (PM) / 14 (PM)	Bethlehem Pike Pennsylvania Avenue
134	Chestnut Hill to Montgomery Mall	Fort Washington	2 (AM) / 1 (AM) 3 (PM) / 3 (PM)	Bethlehem Pike

201	Fort Washington Station to Fort Washington Business Park	Fort Washington	15 (AM) / 15 (AM) 25(PM) / 27 (PM)	PA Avenue Commerce Dr Virginia Dr
310	Horsham Breeze	Willow Grove	18 (AM) 23 (PM)	Welsh Road

Source: SEPTA

As shown in **Table 2.25**, 7.4 % of those in the workforce commute via public transportation, which, while a small share of the total is higher than either the State or County usage. The relative strength of the transit commute mode share likely reflects a high usage level of the Regional Rail line. Despite high car ownership rates, it demonstrates residents' receptivity to transit where high-quality service is available. To further drive home the fact that residents in Upper Dublin have few options to driving almost everywhere, data from the 2000 U.S. Census shows in **Table 2.26** that almost 55 percent of the households have two vehicles, and more than 18 percent have three or more vehicles. This situation results in a large number of trips generated per household.

**TABLE 2.25 TRAVEL STATISTICS**

Geographic Area	Total % of population working over age 16	% in carpools	% using public transportation	Mean travel time to work	% worked outside of county of residence
Upper Dublin	66.7	5.7	7.4	28.3	38.4
Montgomery County	68.5	8.3	4.4	26.5	35.3
Philadelphia County	55.9	12.8	25.4	32	24.6
Pennsylvania	61.9	10.4	5.2	25.2	27.6

Source: US Census

**TABLE 2.26 PERCENT OF CAR OWNERSHIP PER HOUSEHOLD**

Geographic Area	Total Households	None	1	2	3 or more
Upper Dublin	9,174	2.8	24	54.9	18.3
Montgomery County	286,098	6.3	32.8	45.3	15.6
Philadelphia County	590,071	35.7	42	18	4.2
Pennsylvania	4,777,003	12.8	34.9	37.5	14.8

Source: US Census



**WELSH ROAD**

## **PEDESTRIAN AND BICYCLE FACILITIES**

While the Township is making progress on an interconnected trail network, the community as a whole is not very walkable. Sidewalks are not continuous and unsafe pedestrian crossings are common in commercial areas. The Township's trail plan is addressing some sidewalk deficiencies; however, a holistic look at pedestrian access is needed to identify critical neighborhood and commercial locations where connections and safe crossings are missing. The Township may also need to coordinate with its neighbors on unsafe locations that cross into neighboring municipalities.

There has been some consideration of bicycles in recent development plans. The inclusion of bicycle storage in development plans has demonstrated an interest in accommodating those who would prefer not to drive everywhere and fosters the bicycle and pedestrian accessible developments. Many of the roadways have wide paved shoulders that provide a relatively protected zone for bicyclists to travel. In addition, the Parks and Open Space plan's trail network on **Figure 2.6** on page 44 can provide a safer, more recreational type of an environment for bicycles.

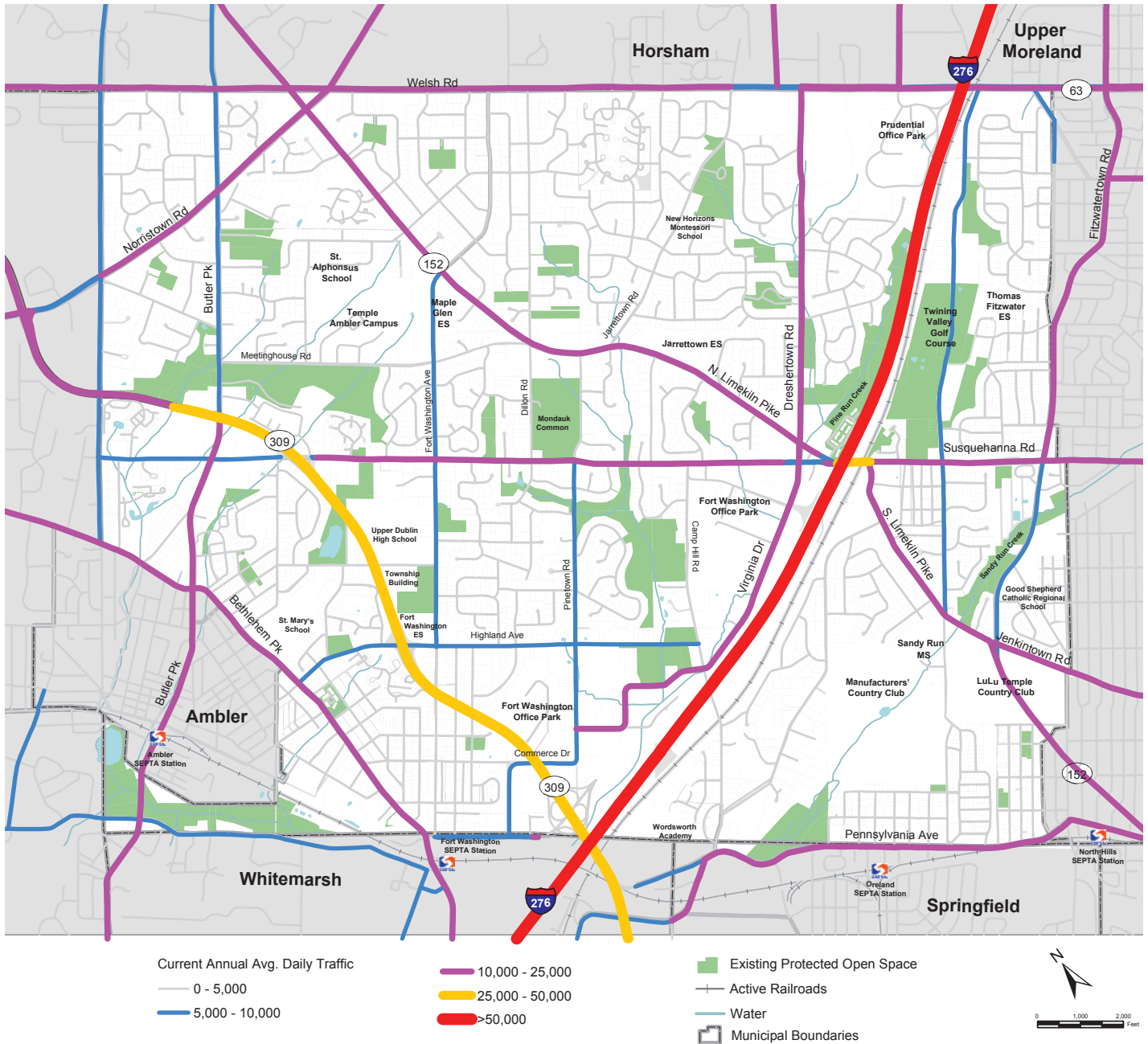
## **TRAFFIC VOLUMES AND CAPACITY ISSUES**

**Figure 2.9** shows the traffic volumes for Upper Dublin's street network. The highest volumes are on the interstate and arterial corridors and the lowest volumes on the local roads.

Roadway capacity is a function of the number and configurations of lanes, signal intersections and spacing as well as curb cuts. According to stakeholder interviews, there doesn't seem to be capacity issues on many of the roadways. There are, however, choke points related to existing infrastructure such as the railroad overpass on Susquehanna and turning lane lengths in some locations.

Traffic control devices such as traffic signals can also contribute to congestion, travel delay and high fuel consumption if the signals are not timed correctly for the volumes that are currently on the roadways. Retiming and interconnecting signals are types of Intelligent Transportation Systems (ITS) projects that PennDOT is currently undertaking. As noted on the Township's 10-year Capital Improvement Plan, there are plans to update signals over the next several years which will help reduce congestion. This will require the coordination with PennDOT since the majority of the signals are on State-owned roadways.

**FIGURE 2.9: HIGH TRAFFIC VOLUME STREETS**



There have been numerous traffic impact studies on developments and there are a range of recommendations included in the studies. Some of these include installing traffic control devices or installing turning lanes to change the way vehicles move through a particular area.

## **RAILROADS**

Active freight rail lines include the Norfolk Southern Line that runs along the eastern side of the Pennsylvania Turnpike. SEPTA's Regional Rail corridor runs through a small portion of Upper Dublin, north of Morris Road. Railroad traffic has picked up recently due to the high cost of transporting freight via tractor trailer. Some rail companies are less willing to work with municipalities on improvements that involve rail facilities due to the increased rail volume. This has been a barrier for resolving the traffic pinch point created by the Norfolk Southern viaduct over Susquehanna Road.

## **STREETSCAPE AND GATEWAYS**

Efforts to provide a consistent streetscape throughout the Township have been unsuccessful. There have been several neighborhood improvement plans which have addressed streetscape issues within each neighborhood plan, but there has not been a comprehensive approach on the part of the Township. A comprehensive approach may help with an identity for Upper Dublin Township. This is not to say that every neighborhood would look alike but there may be common elements so that the streetscapes follow similar themes to create a unified Township "feel." Also missing from the community are gateways that let visitors know that they are entering Upper Dublin Township. There may be some key locations that a gateway would help distinguish Upper Dublin from its neighbors. There have been some improvements and enhancements to the Pennsylvania Avenue Corridor that can be built upon.

## **ISSUES AND OBSERVATIONS OF KEY PROBLEM AREAS**

Some areas of concern throughout the Township include but are not limited to the following:

- Dresher Triangle area - Three major roads of Limekiln Pike, Dreshertown Road and Susquehanna Road form the Dresher triangle. As the home of one of Upper Dublin's shopping centers and an area slated for redevelopment, transportation concerns related to access to parcels and congestion are the main issues. In addition to vehicular movements, another concern is to provide for the safe movement of pedestrians and bicyclists throughout the area.
- The Norfolk Southern rail bridge on Susquehanna Road adjacent to the Pennsylvania Turnpike creates a "pinch point" that causes the single largest traffic problem for the Township. The bridge is old with limited clearance, accommodating only two lanes of traffic. The constriction occurs just south of Susquehanna Road's intersection with Limekiln Pike and Virginia Drive. The traffic delays cause considerable frustration for Township residents, and resident concern about any increase in traffic in this area has contributed to making new development in the Office Park and the Dresher Triangle area quite controversial. Despite the problems caused by the bridge, the Township has no direct control over it; however it is a critical issue for the Township moving

forward, both in terms of traffic and its potential to limit future reinvestment in the shopping center and the Office Park.

- Traffic congestion in the Maple Glen area – Three heavily traveled arterial roads, Limekiln Pike, Welsh Road, and Norristown Road, define the commercial center of Maple Glen. A number of factors resulting in poor vehicular circulation through Maple Glen include:
  - Intersections are closely spaced
  - Access drives to parking lots are too numerous and too close to intersections
  - Signals are not interconnected
  - Turning lanes are absent or inadequate
  - Continuous curb cuts are present at some properties
  - Intersections with angles that vary significantly from 90 degrees
- Street conditions and unsafe traffic situations in the Fort Washington Office Park – The office park is not a safe environment for pedestrians. Sidewalks are limited and the crosswalks are not clearly marked leaving the pedestrian to dodge traffic. Suggested improvements include completing the sidewalk network, raised crosswalks and increased signage.
- High speeds and cut through traffic in residential areas – Several neighborhoods such as Fort Washington and Parkview Gardens among others have studied the traffic traveling through its neighborhoods. Traffic calming measures, consisting of narrowing street widths, increased enforcement, and turning movement restrictions were suggested improvements to increase the safety in these areas.
- Lack of a community character as it relates to streetscapes and gateways – There have been some efforts made in this area but the Township could benefit from an overall plan for its gateways.
- Limited bus service throughout community – SEPTA bus service is primarily located along Germantown Pike with a small amount along Welsh Road in Horsham. Residents cannot effectively travel to shop and run errands within the Township without using a private vehicle.
- Limekiln and Broad Street intersection (Jarrettown Inn) – Vehicular queues occasionally develop on Jarrettown Road and on Broad Street during the morning and/or afternoon peak hours because of higher volumes of traffic. Circulation between parcels is inadequate and requires vehicles to use Limekiln Pike for access.

## ISSUES AND OPPORTUNITIES

- The emerging emphasis of sustainability and reduction of green house gas emissions could play a role in the transportation element as a set of strategies to reduce emissions. Some of these strategies could include:
  - Travel demand measures
  - Parking for electric vehicles and carpools
  - Telecommuting pods
  - Carpool incentives
- As redevelopment occurs, incorporating incentives to improve multimodal connections may become a focus and strategy.
- As funds for transportation improvements are limited, developing partnerships with private companies may bear fruit in terms of creative financing packages.

## CULTURAL AND HISTORIC RESOURCES

Upper Dublin Township is in an historic area of the State and a region of national significance with ready access to major and important sites within a short drive. Within the Township’s border there are many architecturally and culturally significant structures that are considered historic, including structures that were built by famous architects, were lived in by well known or influential individuals and/or which exemplify a particular era or style of construction.

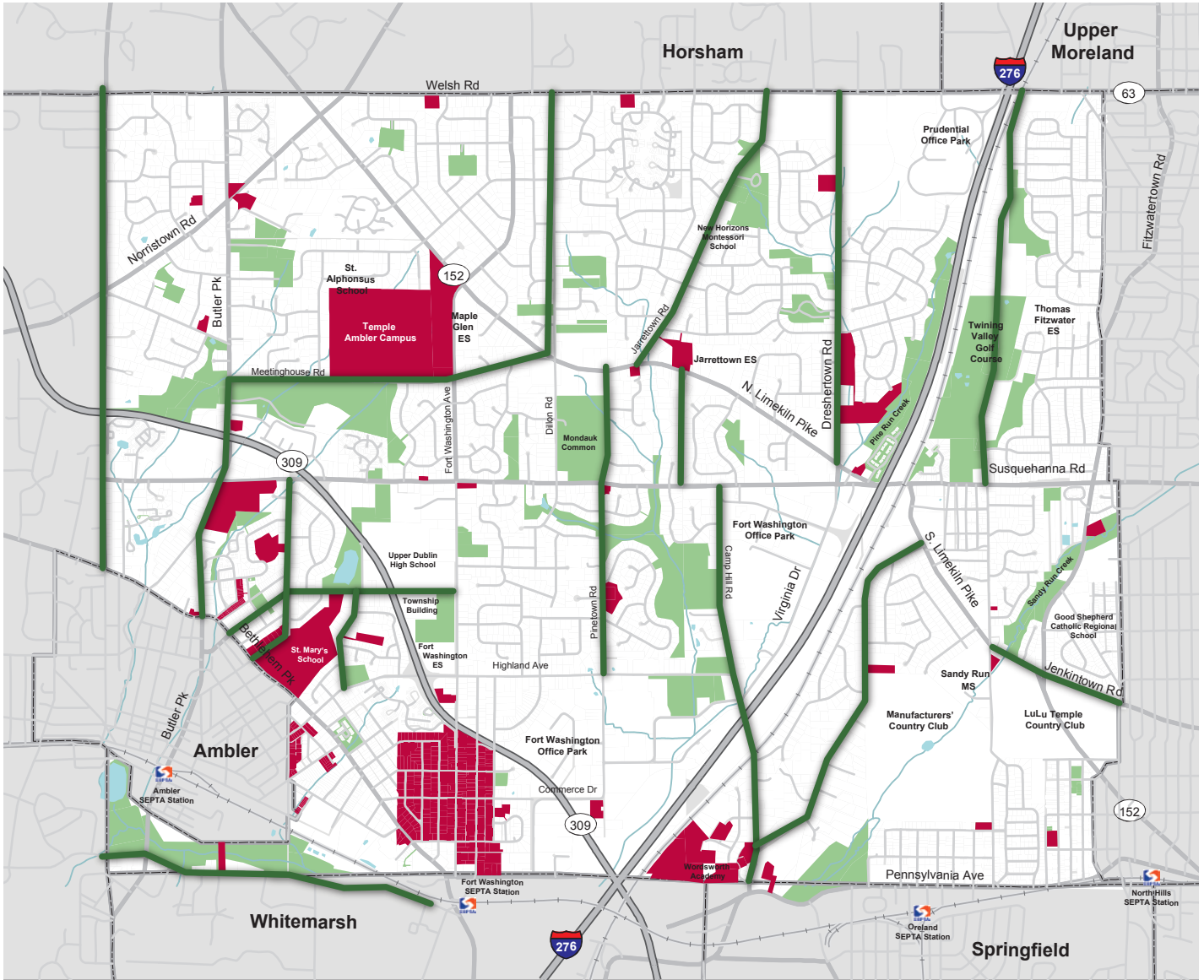
The Upper Dublin Township Board of Commissioners adopted a Historic Preservation Ordinance in November 2006. The ordinance provides a process for discussion with owners of historic resources to consider alternatives to demolition. The ordinance also established an Historic Commission which is responsible for evaluating, compiling, maintaining and publishing the Historic Resource Inventory. Since its formation, the Historic Commission has undertaken a significant update to the Historic Resource Inventory which was adopted by the Board of Commissioners in March 2008 and reevaluated and adopted in April 2009. The inventory includes eight Class I resources as shown in **Table 2.27** and more than 800 Class II resources.

**TABLE 2.27 LIST OF CLASS I HISTORIC RESOURCES**

<b>Name of Property</b>	<b>Address</b>	<b>Location</b>	<b>Status/Comment</b>
Browslea	1404 E. Butler Pike	Ambler	Class I
Fairwold Estate	190-200 Camp Hill Road	Ft. Washington	Class I
Hedgerows	528 Fort Washington Avenue	Ambler	Class I
Camp Hill Hall and outbuildings	709 E. Pennsylvania Avenue	Ft. Washington /Whitemarsh	Class I
Paxson Farm/Spring Farm/Friendly Acres	1704 Dreshertown Road	Ft. Washington	Class I
Quaker Manor House	1165 Pinetown Road	Ft. Washington	Listed on the National Register of Historic Places Class I
Brown-Tyson House/ Old Maple Farm	875 Welsh Road	Maple Glen	Eligible for National Register Class I
Lukens-Moses House	1425 Welsh Road	Maple Glen	Eligible for National Register Class I
Hawkswell	2001 E. Pennsylvania Avenue		Built ca 1904 - designed by Wilson Eyre for Sarah Drexel Fell Van Rensselaer
Fort Washington Heights	Bordered by Fort Washington Avenue, Madison Avenue, Pennsylvania Avenue and Rt. #309	Ft. Washington	Early suburb built 1876-1926 ; late Victorian-early twentieth century architecture built by local builders of local materials

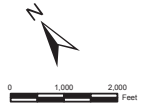
<b>Name of Property</b>	<b>Address</b>	<b>Location</b>	<b>Status/Comment</b>
Quellehoff	223 Madison Avenue	Ft. Washington	Home of George Bodenstien; designed by Keith and Company and built by Edmund Ford
Hopeston Company Store			Ca 1901- the most recognizable remaining structure of the Hoopes and Townsend Rolling Mill located in the current office park from 1901-1925
Lindenwold Terrace		Ambler	Home to Mattison family members and notable persons; built ca 1898
Little Linden Farm		Ambler	Served Dr. Mattison's estate, Lindenwold
Keasbey and Mattison company housing			
Thomas Pollack Anshutz House	212 Bethlehem Pike	Ft. Washington	Artist, instructor Pennsylvania Academy of Fine Arts, Darby School of Art
Breckenridge House	206 Bethlehem Pike	Ft. Washington	Artist, instructor, Pennsylvania Academy of Fine Arts, Darby School of Art
Northview	Butler Pike	Ambler	Home of Wilmer Atkinson founder of the Farm Journ home of Wilmer Atkinson founder of the Farm Journal
Oreland			Oreland-homes built individually starting in 1890's through 1940's
Fitzwater-Potter House	Limekiln Pike	Fitzwatertown	
Ridgewood Farm			Built in 1909 for Alfred C Harrison/Wm Frazier Harrison- Camp Hill Rd.
Jarrettown Methodist Episcopal Church	Limekiln Pike		Built 1866 rebuilt 1896 following the tornado
Three Tuns Schoolhouse			
Waldheim Farm	Penns Lane	Three Tuns	Redesigned by Horace Trumbauer
Pennsylvania School of Horticulture for Women	Meetinghouse Rd	Ambler	Established 1911
Gilkeys Corner Store/ Costa Deli	Butler Ave. and Bethlehem Pike		Stone store build in 1803; served for a time as post office and meeting place
WVWA barn	Morris Rd	Ambler	Designed by Horace Trumbauer

**FIGURE 2.10: CULTURAL AND HISTORIC RESOURCES**



- Historic Sites
- Scenic Roads
- Existing Protected Open Space

- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road



Name of Property	Address	Location	Status/Comment
Elliger Park and Ambler Highlands	Bordered by Ft. Washington Ave, Bethlehem Pike, Montgomery Avenue, Rt# 309	Ambler Highlands	Predated Ekiger Park but both communities represent early suburban development. Eliger was built by the Potts Brothers 1925-about 1950
Schlater House	215 Bethlehem Pike	Ft. Washington	Built 1795; county treasurer, tollhouse
Trinity Lutheran Church	Summit Avenue		Built 1897- designed by T. Frank Miller

Name of Property	Address	Location	Status/Comment
Sloan house	210 Madison Ave	Ft. Washington	Home to artists John and Marianna Sloan
Oakley/Calder House	117 Ft. Washington Avenue		Built ca 1752 served as summer home to artists Violet Oakley and A. Stirling Calder
Sheeleigh house-Friedenheim	116 Summit Ave	Ft. Washington	Designed by Milton Bean for Rev Matthias Sheeleigh who was involved with three area churches.
Firehouse 1916			
Upper Dublin Lutheran Church graveyard	Corner of Susquehanna and Butler Pike (Puff's corner)		Dates from 1750's

Source: *Upper Dublin Township Historic Resource Inventory*

Class 1 historic resources represent sites, buildings, structures and objects that are listed on the National Register or that have received a Determination of Eligibility (DOE) from the Pennsylvania Historical and Museum Commission indicating that the site meets the criteria for the National Register of Historic Places, but is not actually listed on the National Register. Class 2 historic resources are buildings that have local historical, architectural and/or archaeological significance. They may be eligible for listing on the National Register of Historic Places, but no determination has yet been made.

In addition to historic resources, a major cultural resource for the Township is its network of scenic roads. Scenic road segments were designated in the 1994 Open Space Plan as those that have significant tree cover and visual qualities that distinguish them and add a desirable quality of life and image to the areas they serve. Upper Dublin has a Shade Tree Commission that monitors changes to the trees lining all of the roads that cross through the Township. Monitoring includes review of land development applications to preserve and replace trees as well as input on routine trimming and pruning of roadside trees as related to maintaining travel lanes and above ground utilities. **Figure 2.10** shows important historic resources and scenic roads in the Township.

## ISSUES AND OPPORTUNITIES

As a relatively new Commission, the Upper Dublin Historic Commission has identified education as a top priority for moving forward. Education initiatives will include outreach to the public and other Township boards and commissions about the existence and location of historic resources, their cultural and economic importance to the community and options for preservation. Funds from the open space bond measure passed in 2008 can be used to purchase historic properties or easements to protect them.

## COMMUNITY FACILITIES, SERVICES AND INFRASTRUCTURE

Upper Dublin Township is committed to ongoing investment in community services and amenities. Maintaining and expanding high-quality services and facilities is important in continuing the overall attractiveness of living and working in Upper Dublin Township. In addition to schools and recreational facilities that are spread throughout the Township, Upper Dublin is working to create a “civic campus” that concentrates many community uses. The campus is anchored by the Township Building and Upper Dublin High School on Loch Alsh Avenue. The Township Building includes the library, Police Department and an extensive set of well-utilized community rooms. The new fire station (discussed below) is planned to be located along Fort Washington Avenue across from the high school complex. **Figure 2.11** shows the location of community facilities and services throughout the Township.

### SCHOOLS

Upper Dublin Township is known for its School District. The schools have won numerous awards for their test scores, achievement records and creative programs. The District is a separate governmental body guided by the statutes of the Commonwealth of Pennsylvania. It has a Board of School Directors elected by the residents with the power to levy taxes within state guidelines, and a superintendent is in charge of day-to-day operations as well as strategic planning.

The District enjoys stable enrollment with about 4,300 students in the District. Only about 16 percent attend private and parochial schools, fewer than in comparable suburban locations, again attesting to the quality of education. One unique characteristic of the District – at least in the Pennsylvania Commonwealth – is that it has the same boundary as the Township. This is helpful for a number of reasons such as budgeting purposes and coordination issues. It also creates an identity for the community to rally behind.

The District’s base budget is among the lowest in Montgomery County’s 21 districts. Residents have demonstrated support for investment in the District’s facilities through the passage of two recent bond measures to fund specific capital improvements – one for the new Upper Dublin High School and a 2006 maintenance bond, which is funding capital improvements in the District’s other schools.

There are four elementary schools (grades K-5), one middle school (grades 6-8) and one high school (grades 9-12). The professional staff has an average of 16 years teaching experience and approximately 85 percent hold advanced degrees.

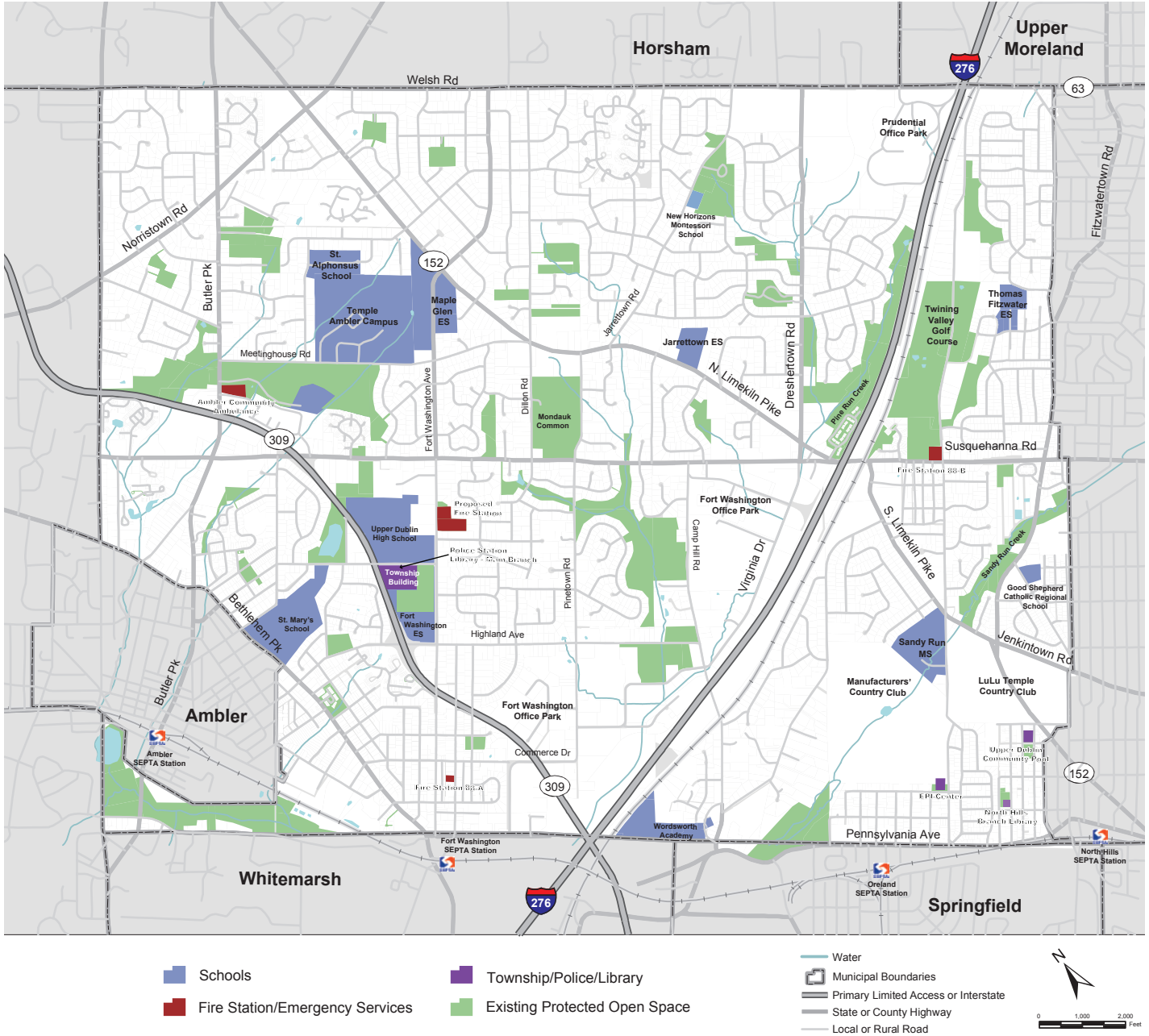
- Fort Washington Elementary is located on Fort Washington Avenue and is adjacent to the municipal and high school civic campus. Serving 510 students, Fort Washington Elementary operates on a “School within a School” model with

several “neighborhoods” staffed by teams of teachers. The goal of this concept is to create a smaller, nurturing learning culture for students and staff.

- Maple Glen Elementary is the newest school in the Upper Dublin School District and it is located on the corner of Fort Washington Avenue and Limekiln Pike in Maple Glen, directly across the street from the District’s administrative complex. The single story school opened in September 1999. The school, which has been the home to roughly 450 students each year since its inception, was designed to be easily expanded to accommodate an ultimate enrollment of 600 students. The school is aesthetically pleasing inside and out; with a shingled roof and landscaping that is compatible and sympathetic to its surrounding neighbors.
- Jarrettown Elementary is located on Limekiln Pike and reflects its 1950s construction era – brick, windowed, ambling, and with constraints common to 60 year old buildings. However, in spite of its age, and being the oldest of the District’s elementary schools, the principal, faculty, support staff, students and their families, feel nurtured by this neighborhood school, which is part of the landscape in this section of the Township. Nearly 500 students attend Jarrettown Elementary School. It serves one of the older sections of town.
- Thomas Fitzwater Elementary is located on School Lane off of North Hills Avenue. The school serves approximately 445 students. Thomas Fitzwater Elementary School is proud of its recognition as a 1999 National Blue Ribbon School of Excellence and a 2007 recipient of a Pennsylvania Achievement Grant.
- Sandy Run Middle School is a 6th, 7th and 8th grade school and is located on Twining Road in the Fitzwatertown neighborhood. It serves approximately 1,050 students and has 88 full-time teachers and staff.



**FIGURE 2.11: COMMUNITY FACILITIES**



- Upper Dublin High School is a four-year public school, recognized as a National Blue Ribbon School of Excellence by the U.S. Department of Education. The high school is also accredited by the Middle States Association of Colleges and Schools and certified by the Pennsylvania Department of Education. A new high school is currently under construction on the campus of the existing high school. The first phase is expected to be complete in December 2010 and the second phase in August 2012. It serves nearly 1,500 students.

## **LIBRARY**

The main library is located on the lower level of the west side of the Upper Dublin Township Building, across the street from the Upper Dublin High School. The North Hills Branch of the library is located at 212 Girard Avenue.

The Upper Dublin Public Library serves the community with a collection of over 90,000 books, more than 100 magazine and newspaper subscriptions and over 7,000 videos, recordings and audio-books. The library provides telephone and walk-up reference service, Internet and Microsoft Office access, electronic resources, services to students and business, bestsellers, biographies, general nonfiction, mysteries, science fiction, children's picture books, large print books, exhibits, videos, audio-books, and CDs. The library also provides story times for preschool children, book clubs, summer reading clubs and cultural and educational programming for all ages.

The Library recently conducted a comprehensive facilities plan to identify its space needs over the next 30 years. The study considered reprogramming existing space, expanding the existing facility or building a new stand alone facility. No decision has been made yet as to the direction that the library board and the Township is going to take.

## **POLICE**

The Upper Dublin Township Police Department is charged with the protection of life and property within the 13 plus square mile political boundary of the Township. The Police Department is a Pennsylvania first class, civil service, accredited, law enforcement agency. The department is staffed 24 hours a day, seven days a week, and employs 41 full-time officers, five full-time dispatchers, two part-time dispatchers, one full-time civilian clerk and one part-time civilian clerk. Upper Dublin's Police Department is one of only 63 accredited forces in the Pennsylvania Commonwealth (out of about 1,200). Accreditation is a rigorous process and must be renewed every three years.

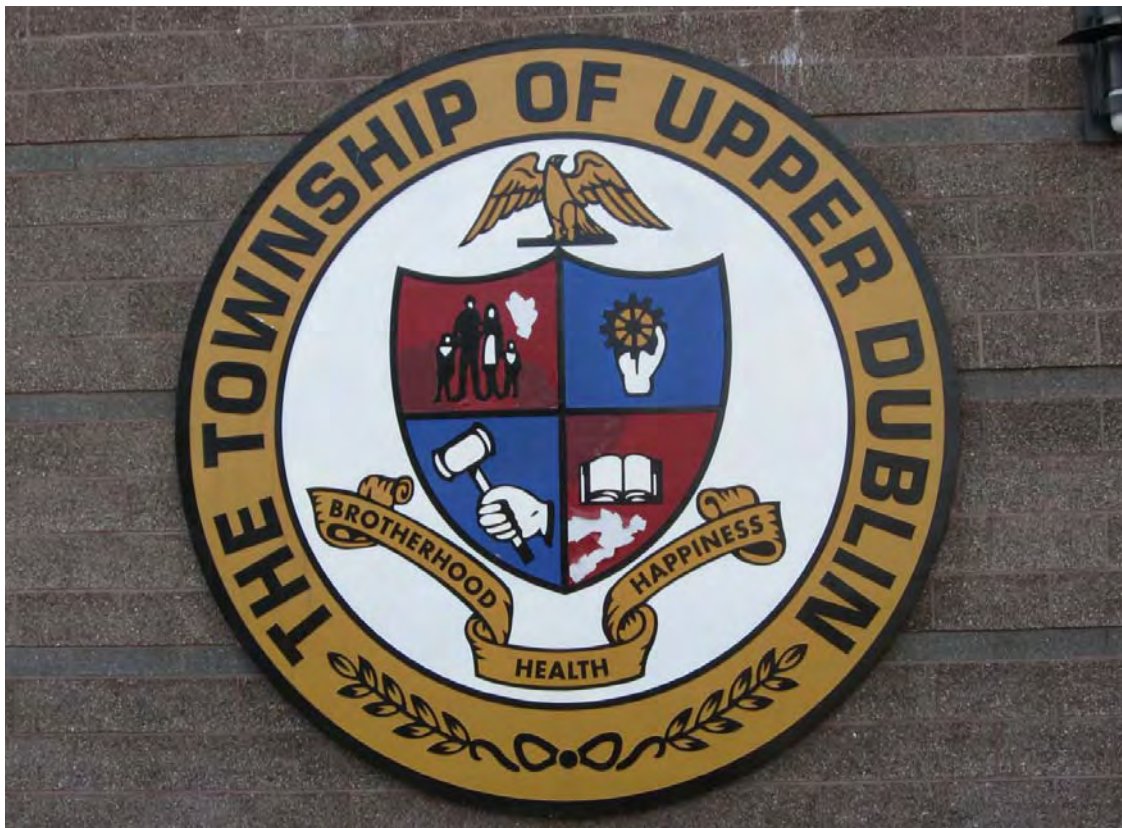
The Department consists of patrol and staff officers as well as personnel who support in the areas of communications, adult investigations and juvenile investigations. There are a number of specialized units addressing tactical response, major incident response, medical response, bike patrol, highway patrol and DARE education. The department is committed to the community-oriented policing philosophy and often hosts outreach programs each year such as college intern programs, driver safety seminars and a junior police academy.

## **FIRE**

Fire protection is provided by the Fort Washington Fire Company Number 1, a volunteer company providing services to Upper Dublin Township and surrounding communities. The Fort Washington Fire Company is committed to the education of the residents of Upper

Dublin Township, and offers a number of programs in the areas of fire safety and fire prevention. In 2006 the Township hired a professional Fire Services Administrator who manages community fire protection planning, public safety and fire protection issues. The Fire Services Administrator is the liaison between Township fire and EMS service providers, Township administration and departments, businesses, civic groups, and local, state and federal agencies. The Fort Washington Fire Company operates out of two fire stations within Upper Dublin and also maintains a fully equipped training facility.

- Station 88-A is located on Summit Avenue in the Fort Washington section of Upper Dublin. It houses Engine 88, Squad 88, Tower 88, Rescue 88, Traffic 88 and a boat. This station has a large meeting room, offices for the chief and president, a conference room and a fully equipped kitchen.
- Station 88-B is located at the corner of Twining Road and Susquehanna Road in the Dresher section of Upper Dublin. It houses Engine 88-1, Squad 88-1, Special Service 88 and a boat. The station has a compressor for filling air bottles.
- The training facility is located on Susquehanna Road, adjacent to the Twining Valley Golf Club. It allows the Fort Washington Fire Company to continue to be one of the most proficient, well-trained fire companies in the area.



The major issue related to fire services is planning for a new fire station. The current main firehouse on Summit Avenue no longer meets the needs of fire and rescue service in the upper-end of the Township. A site concept and facilities study identified a parcel at 1245 Fort Washington Avenue for the new station location. Commonly referred to as the “Bonsell Site,” it is located adjacent to the Upper Dublin High School and the municipal complex. The Township has engaged an architectural and engineering firm to evaluate the property and develop conceptual plans for the new station and any other civic uses that could potentially be located on the site.

## **MUNICIPAL SERVICES**

Public sewer and water serve nearly all of Upper Dublin Township. The Township sold its sewage collection system to the Bucks County Water & Sewer Authority who continues to operate and maintain it. Aqua Pennsylvania, Ambler Water Authority and North Wales Water Authority supply water to Township residents and businesses. Trash and recyclable materials are collected and disposed of by Upper Dublin Township. The Township hosts and contributes to a new regional recycling center/transfer station that was established in 2003. The Township operates a leaf composting facility.

During stakeholder interviews, enhanced technology infrastructure was identified as a tool for supporting environmental, transportation and land use goals for the Township. Specific initiatives discussed included community broadband, electric car parking and demand-responsive bus dispatch. From late 2005 to 2008, the Township investigated and pursued establishing a municipally-owned broadband network. Though it was unable to reach an agreement with a vendor, the research can lay groundwork for future initiatives.

As a part of the ongoing development of the Upper Dublin civic campus, the Public Works Department transportation facility may be moved to another location. The Fort Washington Office Park has been considered as at least a temporary location. The School District recently obtained a five-year lease to store its buses at a site there. There have been preliminary discussions between the Township and the School District about developing a shared facility.

## **ISSUES AND OPPORTUNITIES**

Upper Dublin Township and the School District provide excellent community services, which act as a major attraction for new and existing residents. Both are proactive in planning for future facility and program needs. Opportunities to share community facilities between Township departments, such as the library and Parks and Recreation, and the School District should continue to be pursued as each moves forward with its planning.

# FORM AND FUNCTION OF GOVERNMENT

## ORGANIZATIONAL STRUCTURE AND STAFFING LEVELS

Upper Dublin Township was incorporated as a First Class Township in 1946. In accordance with the Pennsylvania First Class Township Code, a Board of Commissioners is elected to represent Township residents. The government is a strong Council/Manager type. There are seven Commissioners, one for each ward who act as the legislative branch of the government with responsibility for all policy decisions as well as annual budget approval. The Commissioners serve on a part-time basis for four-year terms. Municipal elections for Commissioners are held bi-annually with an alternating four seats and three seats subject to election or re-election. The Commissioners appoint the following major officials:

- Township Manager
- Solicitor
- Engineer
- Police Chief
- Fire Administrator
- Township Secretary

These positions are supported by directors and staff of about 50 people in the following departments and as shown on the Upper Dublin organizational chart.

- Administration – The Administration Department is responsible for day-to-day operations and the coordination of the other Township departments. The 2009 Administrative Department’s budget was \$1,448,703 or 5.9% of the total.
- Finance – The Finance Department is responsible for Township finances and for keeping accurate accounts of all sums received from taxes and other sources. The Finance Department’s budget was \$650,268 or 2.7% of the total.
- Parks and Recreation – The Upper Dublin Township Department of Parks and Recreation is a professionally operated, multi-faceted leisure services organization. The Parks and Recreation budget was \$1,870,459 or 7.7% of the total.
- Police – The Upper Dublin Township Police Department is charged with the protection of life and property within a 13 plus square mile political boundary. The 2009 Police Department’s budget was \$6,044,591 or 24.8% of the total.
- Public Works Services – The Public Works Department of Upper Dublin Township ensures that the infrastructure within the Township is maintained and secured. The 2009 Public Works Department’s budget was \$3,483,221 or 14.3% of the total.

- Code Enforcement – The Code Enforcement Department is responsible for issuing permits, inspecting projects and generally ensuring adherence to Township regulations. The Code Enforcement department’s budget was \$574,665 or 2.4% of the total.
- Library – The Upper Dublin Public Library provides telephone and walk up reference service, story hours and children’s programming, services to students and business, best sellers, biographies, general non-fiction, large print, children’s fiction and non-fiction, picture books, videos, books on tape, electronic databases, a collection of reference works, and drive up drop-off service. The Library Department’s budget was \$987,712 or 4% of the total.

## COMMISSIONS AND BOARDS

In addition to staff, Upper Dublin Township relies heavily on the volunteers who serve on a multitude of boards and commissions. These Commissioner-appointed bodies assist the Township in carrying out its responsibilities to its residents.

- Building Code Board of Appeals (BCBA) – Four members are (re)appointed for a period of three years. This Board reviews appeals of the Uniform Construction Code of Pennsylvania. The BCBA meetings and hearings are held as needed.
- Civil Service Commission – Five members of the Civil Service Commission (CSC) are (re)appointed for a period of six years. There is also one attorney on the CSC which meets as needed on the call of the chairman.
- Environmental Protection Advisory Board – Seven members of the Environmental Protection Advisory Board (EPAB) are (re)appointed for a period of three years. The EPAB either initiates or upon request advises the Board of Commissioners on issues relating to protecting the quality of water, land and air resources.
- Historical Commission – Seven members of the Historical Commission are (re) appointed for a period of three years. The Historical Commission seeks to foster awareness and appreciation of our community’s history, encourage the preservation of local resources, and offer information and assistance to residents and owners of commercial and residential properties.
- Library Board – Seven members of the Upper Dublin Public Library Board (UDPLB) are (re)appointed for a period of three years. The UDPLB creates service standards and policy, and recommends funding for the Library.
- Planning Commission – Seven members of the Upper Dublin Planning Commission are (re)appointed for a period of three years. The Planning Commission actively reviews current planning issues, such as active development applications. It is also

responsible for helping complete the longer range planning necessary to retain and enhance the quality and character of Upper Dublin Township.

- Shade Tree Commission – Five members of the Upper Dublin Shade Tree Commission (STC) are (re)appointed for a period of five years. The STC was established by Ordinance, #870, that vests the Commission with “exclusive custody and control” of all Shade Trees which are defined as trees within the public Rights-of-Way.
- Vacancy Board – One member is (re)appointed for a period of two years.
- Zoning Hearing Board – Six members of the Upper Dublin Zoning Hearing Board (ZHB) are (re)appointed for a period of three years. There must be at least one attorney appointed to the ZHB due to the nature of the decisions made by the ZHB.

## MUNICIPAL FINANCES

The Township 2009 budget projects revenues and expenditures of \$24,421,573. The source of funds and breakdown of expenditures are shown in the **Table 2.28** and **2.29** below. The General Fund finances basic services including Police, Sanitation, Highway, Code Enforcement, Parks and Recreation, Township Library and the General Administration of the Township.

**TABLE 2.28 UPPER DUBLIN TOWNSHIP REVENUES**

Real Estate Taxes	\$10,071,494
Local Enabling Taxes	7,300,000
Licenses & Permits	853,500
Fines & Forfeits	108,000
Interest & Rent	953,000
Grants & Gifts	1,639,551
Department Earnings	2,754,685
Assessments	105,000
Miscellaneous	38,800
Use of Prior Year Reserves	597,543
<b>TOTAL</b>	<b>\$24,421,573</b>

Source: Upper Dublin Township 2009 Budget

**TABLE 2.29 UPPER DUBLIN TOWNSHIP EXPENDITURES**

General	\$15,654,042
Parks and Recreation	1,870,459
Sewer	5,000
Debt Service	1,631,147
Fire Protection	390,657
Open Space Projects	115,255
Capital Projects/Equipment	1,710,994
Library	987,712
Fire Capital	237,800
Non-Expendable Trust	5,900
Storm Sewer Projects	1,702,607
Economic Development	110,000
<b>TOTAL</b>	<b>\$24,421,573</b>

Source Upper Dublin Township 2009 Budget

## TOWNSHIP TAXES

The collections of local enabling taxes make up about 30 percent of the revenue generated by the Township every year. Property taxes add an additional 40 percent of revenue to the Township’s operating budget.

- **Earned Income Tax** – The EIT in Upper Dublin Township is one percent (1.0%) of the Earned Income/Net Profits for all Township residents. Also included are any non-residents engaged in business, working or headquartered out of an office within the Township.
- **Local Services Tax** – The LST is assessed on each employed individual by the political subdivision of the individual’s place of employment. The rate for Upper Dublin Township is \$52 annually.
- **Real Estate Transfer Tax** – The RET is based on a percent of each sale of property within the Township.
- **Property Tax** – Upper Dublin Real Estate Tax is determined by multiplying the assessed value of your home by the millage rate. The tax millage rate is determined annually by the Township, the County Board of Commissioners and the School Board. **Table 2.30** shows the millage rates for 2009.

**TABLE 2.30 2009 RESIDENTIAL PROPERTY TAX RATES IN UPPER DUBLIN TOWNSHIP**

<b>Description</b>	<b>Millage Rate</b>
Montgomery County	2.695
Upper Dublin Township	4.523
General Government	2.554
Debt Service	0.735
Parks & Recreation	0.610
Fire Protection	0.437
Community Reinvestment	0.187
Upper Dublin School District	22.777

Source Upper Dublin Township 2009 Budget

# 3. VISION AND GOALS

3.  
VISION AND  
GOALS



## VISION STATEMENT

*Upper Dublin Township seeks to preserve and enhance its residential quality of life, excellent community, recreational and educational services and strong tax base within the community's expressed goals to:*

- Incorporate sustainable principles into all municipal decision making.
- Enhance economic vitality and strengthen the Township's tax base by reinvesting in existing commercial centers and strategically developing vacant land.
- Facilitate redevelopment of the Fort Washington Office Park as a state-of-the-art mixed-use "green" employment and commercial center.
- Provide a wide variety of housing choices to meet the needs of residents in all phases of their lives.
- Facilitate ongoing reinvestment and compatible infill in established residential neighborhoods.
- Proactively plan, obtain funding for and implement needed stormwater, transportation and infrastructure improvements.
- Conserve natural resources and energy in all forms through Township initiatives and development policies.
- Preserve and enhance priority open spaces, natural and historic resources and stabilize previously damaged resources.
- Maintain and enhance pedestrian and vehicular transportation systems, increasing opportunities to connect to public transit, walk and bicycle throughout the Township.
- Promote enhancement of the Township's cultural, recreational and community resources and facilities.

# GOALS AND OBJECTIVES

## LAND USE

### GOAL

**Protect and enhance the physical character and economic vitality of Upper Dublin by using remaining vacant land wisely, preserving priority open spaces as identified in the Open Space and Environmental Resource Protection Plan and maximizing the economic potential of new development and redevelopment.**



### OBJECTIVES

- Protect important open spaces by acquiring land or development easements for priority parcels as identified in the Open Space and Environmental Resource Protection Plan (Open Space Plan).
- Capitalize on the economic potential of vacant land that is targeted for new development in order to expand the Township's tax base.
- Preserve and create community identity and a sense of place.
- Create and support a clear and easy to understand development process that supports new development and redevelopment types identified in the Comprehensive Plan.

## ECONOMIC DEVELOPMENT

### GOAL

**Diversify the Township's economy through redevelopment and revitalization of the Fort Washington Office Park and other existing commercial centers.**



### OBJECTIVES

- Diversify the Township's tax base.
- Provide new economic opportunities and increase the diversity of housing options available in the Township by permitting mixed-use development in a manner that preserves and enhances desired community character.
- Ensure that new and existing retail and/or mixed-use development is pedestrian-oriented and supportive of the desired character of Upper Dublin Township.
- Cultivate a development atmosphere that creates economic opportunities that accommodate business and development needs in a manner that is supportive to the overall health, welfare and character of the community.

## HOUSING

### GOAL

**Sustain strong and diverse neighborhoods by providing high-quality housing opportunities to meet the needs of current and future Township residents.**



### OBJECTIVES

- Stabilize older residential housing stock through effective code enforcement, consistent zoning regulations and programs that encourage ongoing reinvestment.
- Promote residential diversity by encouraging innovation in site design and in lot sizes, lot widths and building types, providing for a diverse selection of single- and multi-family housing options.
- Provide affordable housing options for residents of all ages and income levels to meet the needs of current residents and to ensure that the Township is able to attract diverse populations in the future.
- Provide a range of housing options for aging residents that will enable them to age in place in current homes or move to other locations within the Township.

## SUSTAINABILITY

### GOAL

**Promote a better quality of life for current and future generations by ensuring that our economy, our society and our environment develop in a balanced way.**



### OBJECTIVES

- Achieve long-term economic and social security.
- Recognize the intrinsic value of natural ecosystems, and protect and restore them.
- Enable residents and businesses to minimize their ecological footprint
- Support and enable cooperative networks to work towards a common sustainable future.
- Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
- Promote sustainable development by encouraging incorporation of “green” development standards in site design and building systems.
- Enable continual improvement, based on accountability, transparency and good governance

## TRANSPORTATION

### GOAL

**Expand travel options and improve traffic flow by making strategic new connections and improving management of the existing network to better serve the needs of pedestrians, bicyclists, drivers and transit users.**



### OBJECTIVES

- Make connections within the existing local roadway network to improve traffic flow through the Township.
- Improve traffic flow on existing roads without degrading the community's built environment.
- Leverage limited Township resources with Commonwealth, federal and private funds to maintain the Township's streets and make needed improvements.
- Develop and implement a comprehensive pedestrian, bicycle and transit plan that will offer residents realistic options to driving.
- Implement urban design standards and guidelines that encourage bicycling and walking to reduce the number of short trips on the local transportation network.
- Increase sidewalk and pedestrian trail connections and bicycle routes.

## NATURAL, HISTORIC AND CULTURAL RESOURCES

### GOAL

Conserve and enhance Upper Dublin's natural, historic and cultural resources.



### OBJECTIVES

- Integrate protection of natural resources including wetlands, streams, steep slopes, woodlands and natural habitats into Upper Dublin's land use and development policies and regulations.
- Implement an integrated approach to stormwater management that includes land management, structural best management practices and non-structural strategies, such as rain gardens, bio-swales, stream setbacks and others to reduce flooding and protect water quality.
- Protect historic and cultural resources.
- Protect stream corridors and water quality and reduce flooding by enhancing stormwater management.
- Promote energy conservation in new and existing buildings.
- Work with neighboring municipalities on watershed and other environmental issues that are most effectively managed on a regional basis.

## RECREATION AND COMMUNITY FACILITIES

### GOAL

**Continue to provide excellent and cost-effective community and recreation facilities and services for residents with a broad range of interests and ages, including the elderly, children and families.**



### OBJECTIVES

- Use trails and greenways to link parks, schools, neighborhoods, natural areas and other community centers into a continuous network of open space resources.
- Provide safe pedestrian access to at least one neighborhood or community park to satisfy both active and passive recreation needs.
- Coordinate facility needs between parks, recreation programs, library and school district.
- Develop a community, civic and arts center for the Township.

## INFRASTRUCTURE AND COMMUNITY SERVICES

### GOAL

**Maintain and enhance high-quality and cost-effective infrastructure and community services that will enable the Township to attract and retain a diverse population while ensuring long-term financial stability as the Township approaches development build-out.**



### OBJECTIVES

- Continue to provide high-quality public safety services.
- Pursue technological innovation to improve the quality and reduce the cost of providing municipal services, increase communication between the Township and its residents and create a forum for community interaction.
- Foster high-quality emergency services and health facilities.
- Work with surrounding municipalities to identify and pursue opportunities to coordinate service provision, pursue economic opportunities and protect natural resources

# 4. RECOMMENDATIONS

RECOMMENDATIONS



## INTRODUCTION

Families are attracted to Upper Dublin Township by one of the best school districts in the region and stay to enjoy its parks and recreational programs, an exceptional library, excellent public safety, well-maintained streets and elected officials and staff who are committed to providing the highest quality of service to residents. In stakeholder interviews during the comprehensive planning process, residents repeatedly referred to the high quality services and a well-managed township as community assets and reasons to stay in Upper Dublin.

The Township's central location in the Philadelphia region with direct access to the Pennsylvania Turnpike, Route 309 and SEPTA's Lansdale/Doylestown Regional Rail line make Upper Dublin a convenient place to live, providing considerable flexibility in job locations for residents. Though the Township itself offers relatively few retail and entertainment options, it is immediately adjacent to Ambler Borough's revitalizing traditional downtown, which is often referred to by residents as "Upper Dublin's downtown." On the opposite side of the Township, Horsham and Upper Moreland Townships offer a wide array of big box retail and strip commercial centers including restaurants and some entertainment uses. In addition, three regional malls including King of Prussia, Plymouth Meeting and Willow Grove Park, are within a twenty minute drive of Upper Dublin.

In attempting to define the essence of what makes Upper Dublin special, the Comprehensive Plan Steering Committee kept coming back to the word "quality" – quality in services, in government and of life. It is experienced by residents who live here and reflected in many Township neighborhoods, but is poorly reflected in the appearance of the Township's commercial areas and particularly in the Fort Washington Office Park, its major employment center.

Early in the planning process, a frequent question from residents was, "This is a great place, why change it?" The answer is that significant change is neither expected nor wanted over the next 10 to 15 years; however, a number of changes beyond the Township's control will require adjustment in the way things are done if the Township is going to be successful in meeting evolving needs and maintaining its high quality of services without dramatic increases in tax rates.

As discussed in the Planning Context, the Township has very little vacant, developable land remaining. About 95 percent of the property in the Township is already developed or protected as open space. New development is traditionally how communities grow their tax base – the value, and resulting tax revenues for developed land, is greater than that of undeveloped land.

At the same time that the Township's ability to grow its tax base is becoming more limited, its need for new capital investment is growing. Upper Dublin has identified about \$135 million in capital improvements needed for Township roads, stormwater facilities and other infrastructure Township-wide and an additional \$66 million in improvements needed to enable the Fort Washington Office Park to maintain its role as an economic engine for the entire Township. The Upper Dublin School District also has major upcoming investment needs, including the second phase of construction of the new high school and major renovations of older elementary schools. Tax revenues from development of some of the remaining vacant land and reinvestment in existing commercial centers and the Fort Washington Office Park can go a long way towards financing some of these improvements.

Despite tax pressures, future development must be balanced with preservation of open space and natural resources. Open space is highly valued by Township residents, and the Township includes significant amounts of privately held open space and recreational land – particularly the golf courses at Lulu and Manufacturers' Country Clubs. Together these account for 310 acres – only 13 fewer than the 323 acres of remaining undeveloped land in the Township. Over time, changes to the economics of golf could put the courses at risk for development. The Township has already taken a major step to preserve the golf course at the Lulu Country Club as open space by purchasing the development rights for the property. This Plan addresses additional steps that can be taken to preserve remaining privately-held open spaces.

The Comprehensive Plan must also attempt to predict and plan for the changing needs of residents and businesses over the 10 to 15 year timeframe for this Plan. One major change is the aging of the Township's population. This is a national trend; however, median age in the Pennsylvania Commonwealth is higher than for the nation, Montgomery County residents are older, on average, than those of the state as a whole and Upper Dublin residents are older still. This phenomenon will affect how and where residents are able to live in the coming decades. Many current and future residents will need better access to transportation and housing options that can accommodate their increasing physical limitations and need for assistance in daily life tasks.

After taking stock of current conditions and needs, the recommendations presented in this section of the Comprehensive Plan focus on how the Township can become a responsible steward of its essential places, resources and character. Its underlying purpose is to provide the tools needed to make the investments needed in our built environment in a manner that preserves the community assets that make Upper Dublin a special place. This includes looking at ways to preserve and enhance the Township's appearance, quality of neighborhoods and excellence of services. The Plan also identifies strategies to reduce flooding and enhance the protection of environmental resources.

Some of the recommendations contained in this Plan will require significant effort and financial investment in order to come to fruition. Others merely provide policy direction;

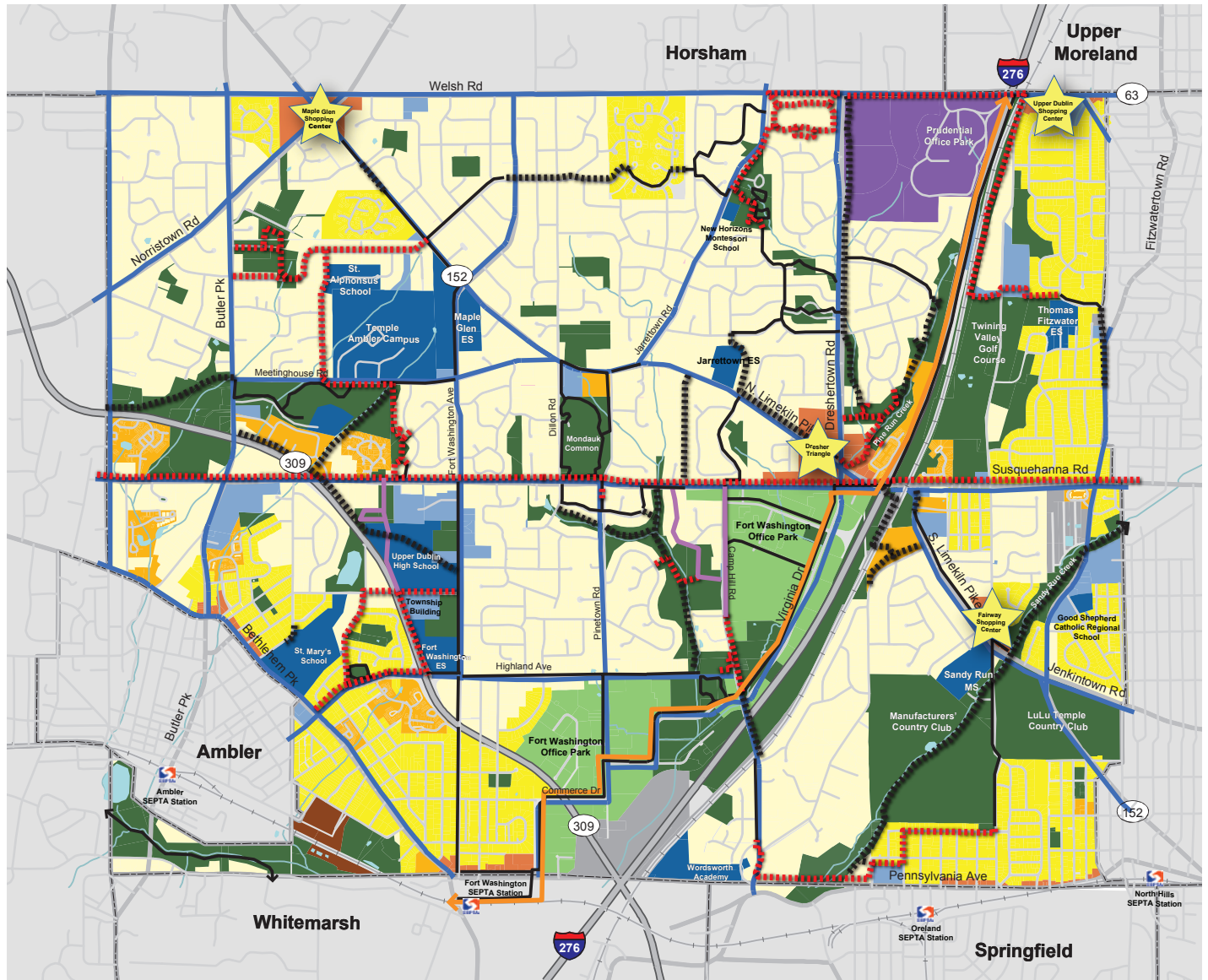
however, the risks of taking no action include higher taxes, declining quality of services and continued disinvestment in local commercial centers and the Fort Washington Office Park.

The recommendations are shaped by the Comprehensive Plan vision and goals, the Planning Context and contributions from the Steering Committee, project stakeholders and the community throughout the planning process. The recommendations are organized by the following comprehensive plan elements authorized in the Municipalities Planning Code as follows:

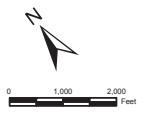
- Land Use
- Economic Development
- Housing
- Sustainability
- Transportation
- Natural, Historic and Cultural Resources
- Recreation and Community Facilities
- Municipal Services and Infrastructure

The Comprehensive Plan Map shown in **Figure 4.1** below provides a visual summary of Plan recommendations. The map is a compilation of recommendations illustrated on maps throughout the Plan.

**FIGURE 4.1: COMPREHENSIVE PLAN MAP**



- |  |  |  |  |
|--|--|--|--|
| <ul style="list-style-type: none"> <li> Proposed locations for Mixed-Use Development</li> <li> Commercial</li> <li> Industrial</li> <li> Institutional</li> <li> Utility / Transportation</li> <li> Open Space and Recreation</li> </ul> | <ul style="list-style-type: none"> <li> Mixed-Use - Employment Focus</li> <li> Education</li> <li> Low Density Residential</li> <li> Medium Density Residential</li> <li> High Density Residential</li> <li> Mixed-Use - Village Center</li> </ul> | <ul style="list-style-type: none"> <li> Existing Sidewalk/Walking Path</li> <li> Existing Trail</li> <li> Cross County Trail</li> <li> Proposed County Bicycle Route (Primary and Secondary)</li> <li> Future Trail Network</li> <li> Proposed Path</li> </ul> | <ul style="list-style-type: none"> <li> Water</li> <li> Municipal Boundaries</li> <li> Primary Limited Access or Interstate</li> <li> State or County Highway</li> <li> Local or Rural Road</li> </ul> |
|--|--|--|--|



## LAND USE

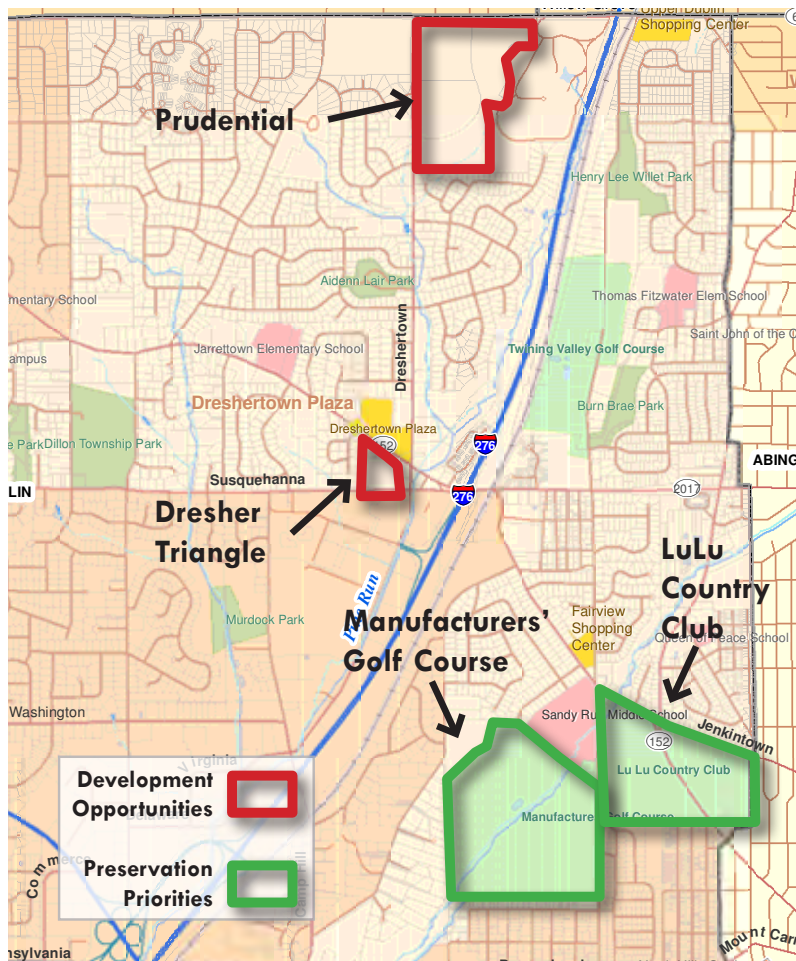
### USE LAND WISELY

As Upper Dublin nears build out – a situation in which 100 percent of land is either developed or preserved as open space – infill and redevelopment will become the only means of securing future investment and increasing tax ratables. As such, the Township will need to develop zoning and other policy tools to encourage reinvestment in and redevelopment of underutilized and/or underperforming properties. As noted in the Planning Context, the Township’s commercial districts, particularly Dreshertown Plaza, Maple Glen Shopping Center and Fairway Shopping Center need significant capital investments. To facilitate such investment, the Township must be clear on what it desires for future development and then ensure that its development policies and recommendations facilitate accomplishing these goals.

Planning for use of the few remaining significant parcels of vacant land is another important land use issue for Upper Dublin. One element of this is proactive planning for the preservation

of high-priority open space and natural resource areas that were identified as “vulnerable” to development and assigned a priority for protection in the 2005 Open Space Plan. The other is preservation of the significant economic potential offered by remaining vacant parcels. These particularly include the Prudential Office Campus located on Welsh Road near the Pennsylvania Turnpike and the “Dresher Triangle Area,” located between Limekiln Pike and Susquehanna Road at Dreshertown Road. The locations of each are noted in **Figure 4.2.**

**FIGURE 4.2: SIGNIFICANT PARCELS FOR PRESERVATION OR DEVELOPMENT**



The two largest remaining “undeveloped” parcels are the two privately-owned golf courses at Lulu and Manufacturers’ Country Clubs. There are 16 golf courses in the municipalities immediately surrounding the Township, including three located in Upper Dublin. Changes to the economics of the sport make it unlikely that the area can continue to support all of the existing courses. A proactive strategy for preserving the courses in some kind of recreational use or establishing a development strategy compatible with community goals and objectives is needed to protect community interests into the future. The golf courses are located as shown in **Figure 4.2**.

In fall 2006 Temple University prepared a revitalization plan for the Fort Washington Office Park called *Out of the Water: A Revitalization Plan for the Fort Washington Office Park*. Revitalization of the Office Park is now and should remain a top priority for the Township. Upper Dublin has hired a project manager to oversee revitalization of the Office Park and is making progress with outreach to Office Park property owners and public sector funders. When this Plan was prepared in 2010, the Township was in the process of designing and securing state funding for critical stormwater and transportation improvements.

Other important land use issues include understanding the long-term role of the Temple Ambler campus and a comprehensive review of the development process to identify changes needed to make it clearer and more predictable, while protecting and supporting Township values and goals.

## **FUTURE LAND USE**

The Future Land Use Map depicted in **Figure 4.3** is a policy map that is intended to depict the land use goals and objectives by designating existing and future lands to protect as open spaces and strategically guiding where future development investments should occur and at what level of intensity. The land use categories are generalized by type and intensity, but further specifications of the exact design and density of development within each area will be refined by the Township Zoning Ordinance through designated zoning districts or overlays.

The paragraphs below describe the intent, land area and expected development intensity of each of the land use categories shown in the Future Land Use Map. These descriptions are intended only as guidelines to help the Township shape land use policies.

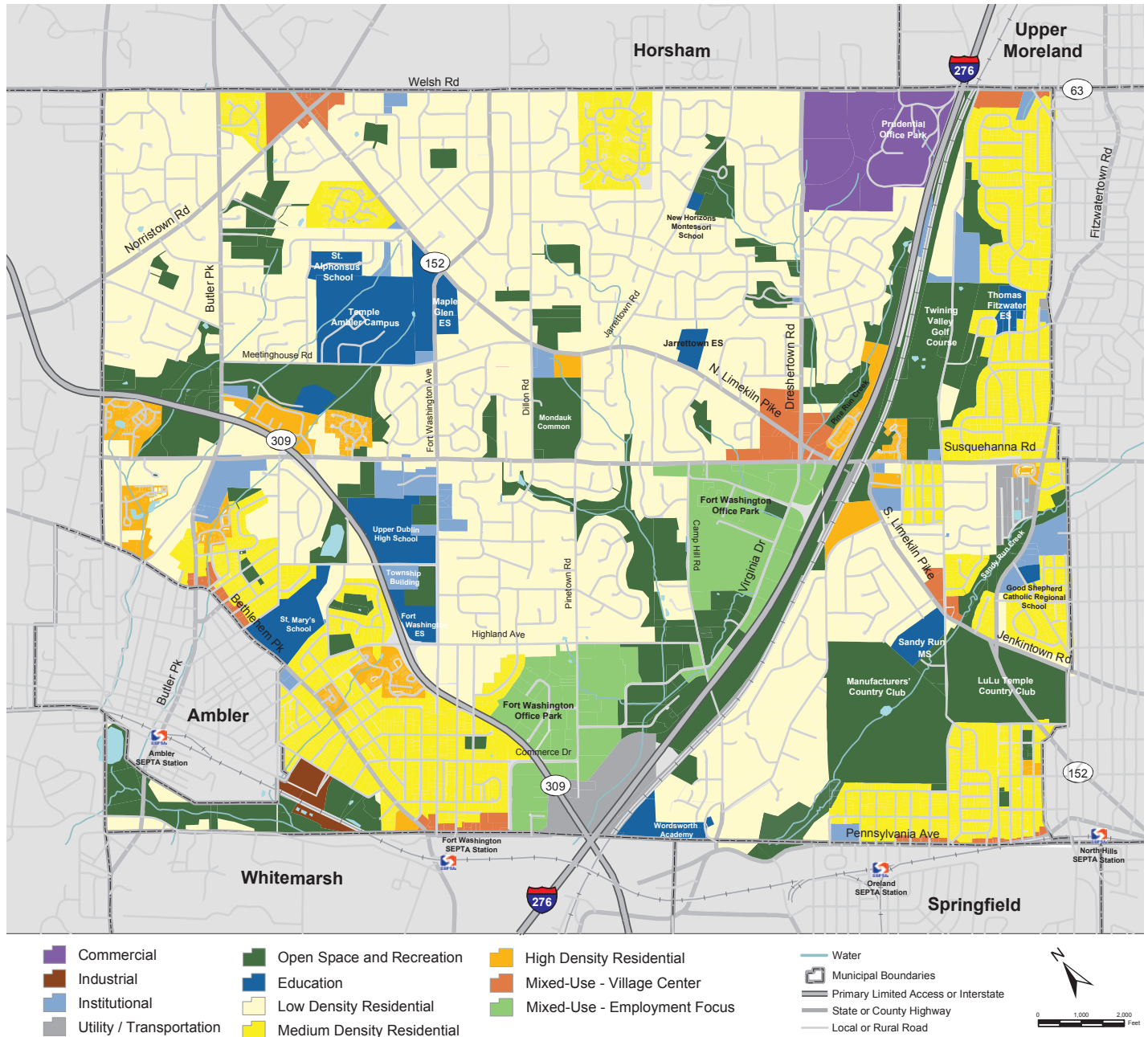
### **Open Space/Recreation**

*17.6% of Land Area*

*15% maximum impervious surface*

This Plan discourages development on sensitive land features, such as floodplains, riparian corridors, steep slopes and forested areas and to encourage preservation of the Township’s recreation and natural resources. This land use category includes natural resource areas and both public and privately owned open space/recreation land.

**FIGURE 4.3: FUTURE LAND USE**



**Low-Density Residential**

38.9% of Land Area

0.5 to 2 units per acre

Existing areas of low-density residential as well as planned suburban-style development are included in this land use category. This category is the predominant land use in the Township. It is recommended that this land use category continue to include development standards that support clustered subdivisions to preserve natural resources and reduce impervious surfaces.

### **Medium-Density Residential**

*13.7% of Land Area*

*1 to 4 units per acre*

The medium-density residential category is intended to provide traditional residential neighborhood development, typically arranged in a grid street pattern to support pedestrian-oriented communities. This category encompasses most of the older single-family residential development in the Township.

### **High-Density Residential**

*3.2% of Land Area*

*Up to 15 units per acre*

The high-density residential category encompasses compact single-family residential development and accommodates apartment buildings, condominiums and other types of multi-family housing. This land use category can provide opportunities for housing types not prevalent in the Township to diversify the housing stock to meet the needs of smaller households and older residents.

### **Commercial**

*2.2% of Land Area*

*30% site coverage for buildings*

*75% impervious surface coverage*

The commercial land use category includes areas targeted for commercial development. In Upper Dublin this includes office development and small- to medium-scale retail.

### **Mixed-Use – Employment Focus**

*4.6% of Land Area*

*Up to 15 units per acre*

*40% site coverage for commercial buildings*

*65% maximum impervious surface (Impervious coverage for properties developed using transfer of development rights could be higher)*

The primary intent of this category is to support the redevelopment of the Fort Washington Office Park. The land use category includes a mix of uses that is focused on employment generators – office development, light industrial and research and development activities. It also includes small- to medium-scale retail uses, entertainment and multi-family residential uses. Development in this land use category should be designed to include buffers and protections between adjacent residential neighborhoods and more intense office and commercial uses. The Township should develop design standards to ensure that the urban form is walkable and protective of the floodplain, water and other natural resources in the area.

### **Mixed-Use – Village Center**

*1.7% of Land Area*

*Up to 10 units per acre*

*25% site coverage for commercial buildings*

*75% maximum impervious surface*

The primary intent of this land use category is to create a mix of neighborhood-serving retail, businesses and small-scale office uses along with residential uses. Development in these areas should be carefully considered to conserve and enhance the character of the surrounding community and provide retail that generates community activity. Design standards should be developed to ensure that new development is pedestrian-oriented and that it appropriately transitions from commercial uses to adjacent residential neighborhoods.

### **Industrial**

*0.3% of Land Area*

*20% site coverage for commercial/industrial buildings*

*65% maximum impervious surface*

The Township contains very little land in industrial use. Light industrial uses are included in the employment-focused mixed-use category above. The only other industrial area in Upper Dublin is located along the SEPTA R-5 rail line between the Ambler Borough and Whitewash Township borders. While this area is in heavy industrial use today, the industrial land use category can also include office, manufacturing, research, distribution uses or high-density residential.

### **Public/Institutional**

*2.6% of Land Area*

This category includes municipal facilities, non-profit community services and religious institutions. To better serve the community, these facilities are best located within walking distance of high- and medium-density neighborhoods, good access routes and within proximity to public transit. Provision for these uses should be included in zoning districts throughout the Township.

### **Educational**

*5.1% of Land Area*

This category includes schools ranging from elementary schools to post-secondary education. To better serve the community, these facilities are best located within walking distance of high- and medium-density neighborhoods, good access routes and within proximity to public transit. Provision for these uses should be included in zoning districts throughout the Township.

### **Utility & Transportation**

*8.2% of Land Area*

This category includes land devoted to public and private utilities and regional transportation facilities, such as wastewater treatment plants, electric substations, highways and railroads.

## LAND USE RECOMMENDATIONS

The recommendations in this Land Use Element of the Comprehensive Plan are split into three sections:

- Open space preservation
- Leveraging economic opportunities
- Community character enhancement

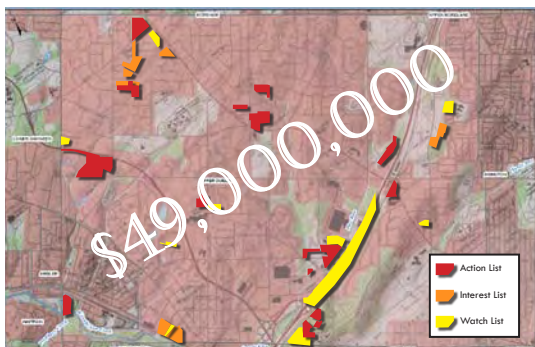
They attempt to create a balance between the need for additional recreational areas and natural resource preservation with the Township's need to maintain and enhance its tax base to support Township and School District operation and capital needs.

### OPEN SPACE PRESERVATION

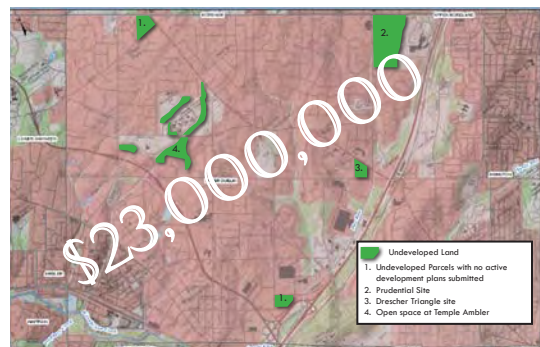
Preservation of open space is a high priority for Upper Dublin Township. Upper Dublin's 2005 Open Space Plan is a model for effective open space and recreation planning in the Philadelphia region, and the Township continues to make impressive progress in implementing the Plan's recommendations. In November 2008, Township voters approved a \$30 million bond measure for open space acquisition to protect vulnerable land and historic resources identified in the Open Space Plan. By early 2010 about \$10.5 million had already been allocated to purchase land or development easements.

The Comprehensive Plan does not seek to recreate the exemplary work of the Open Space Plan, but serves to reiterate and reinforce the Plan's findings and recommendations into its planning process and final policy recommendations. **Figure 4.4** illustrates protected open spaces and future preservation priorities. Natural resource conservation is an important factor in the Township's open space priorities, and protection of riparian corridors and steep slopes are of particular concern. Healthy, planted riparian corridors and steep slope areas act as sponges during rain events, reducing stormwater runoff and resultant flooding.

Early feedback in the comprehensive planning process implied that there was a significant contingent in the Township that would prefer to see all currently undeveloped land in the Township remain as open space. However, even with the rather limited

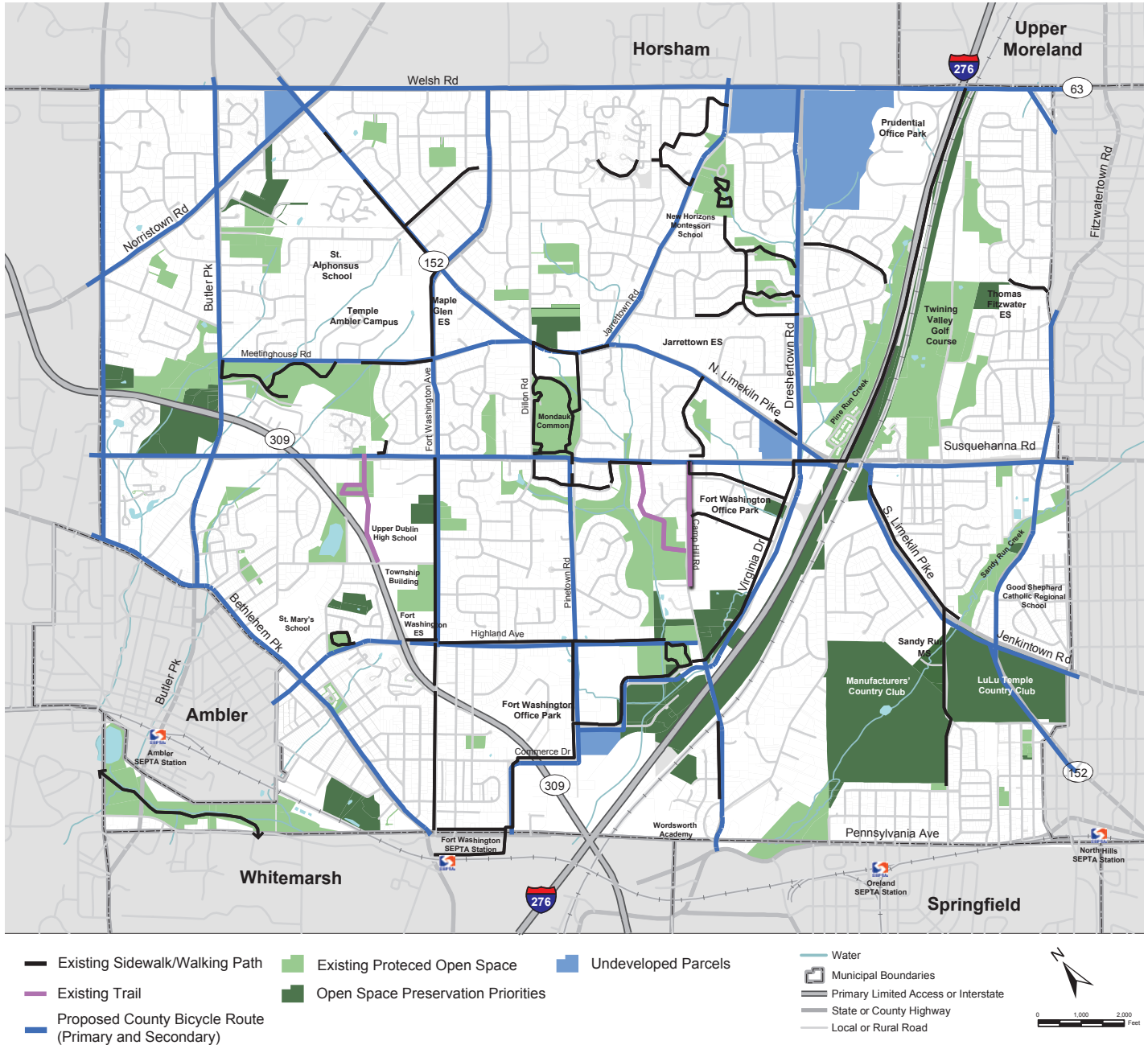


OPEN SPACE PRIORITY LIST



ALL REMAINING UNDEVELOPED LAND  
(BEYOND OPEN SPACE PRIORITY LIST)

**FIGURE 4.4: OPEN SPACE PLAN**



remaining vacant land, this is not a financially realistic option. Approximately \$19.5 million remains in the Township’s Open Space Bond Fund. It would cost about \$49 million to purchase a combination of land and easements for all land remaining on the Open Space Plan priority lists and an additional \$23 million to purchase the remaining vacant land in Upper Dublin not identified in the Open Space Plan. When presented with the cost data, few residents or policy makers indicated support for expanding beyond the capabilities of the original bond measure.

## OPEN SPACE RECOMMENDATIONS

### 1. MAXIMIZE THE IMPACT OF OPEN SPACE BOND FUND

The Open Space Plan identified 51 open space parcels as vulnerable to development and prioritized protections for each, placing them in one of four categories (in declining order of importance) “conservation/protection easements,” “action,” “interest” and “watch” depending on their significance in meeting the open space needs and objectives. While this is a somewhat fluid list, care should be taken to focus on primary conservation and recreation needs when purchasing properties or easements. The Township should continue to pursue purchase of land, and when possible conservation easements, for properties identified on the priority lists. Where appropriate, it should seek to partner with other government entities and conservation groups to leverage bond funds in such purchases. The locations of parcels included in the Open Space Plan priority lists are shown in **Figure 4.4**.

### 2. CONTINUE TO WORK PROACTIVELY TO CONSERVE THE PRIVATELY-OWNED GOLF COURSES AS RECREATIONAL USES

In September 2009, the Township acquired the development rights for the 115-acre Lulu Country Club for \$2.25 million. The agreement between Upper Dublin and Lulu permits the club to continue to operate as a private golf course and prohibits future development, including subdivision. By selling only the development rights – not the property, Lulu is able to continue using it, while enabling the Township to protect 115 acres at a considerably lower cost than outright purchase of the land.

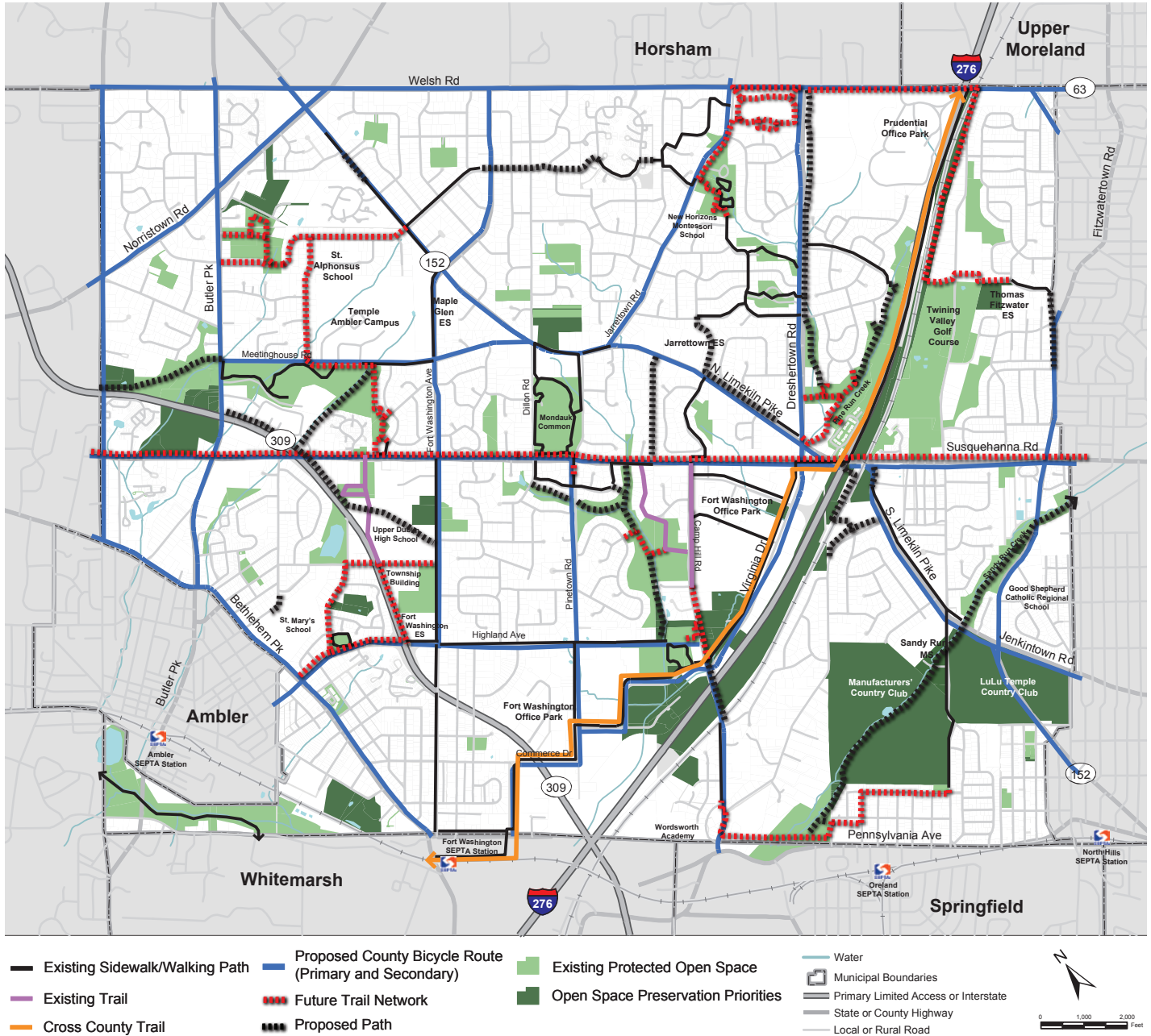
At 194 acres, Manufacturers’ Country Club is more than two-thirds larger than Lulu. The Township should reach out to Manufacturers’ Country Club to determine its interest in pursuing a similar agreement.

### 3. WORK WITH TEMPLE UNIVERSITY ON FUTURE CAMPUS NEEDS

Temple University’s Ambler campus is a significant asset for the community. The University is a large land owner, and its campus includes considerable open space, which provides important community amenities. Temple’s needs for its property are likely to change as educational trends and state budget policy evolve over time.

Upper Dublin Township should work with Temple University to ensure that the evolution of the campus over time meets both University and Township needs. Obvious Township priorities include preservation of riparian corridors and publicly-accessible open space. However, this should be balanced with consideration of the economic potential of developing a portion of the campus for some type of complementary use that could create tax ratables for the Township and School District. Such uses could include housing, research and development space or other

**FIGURE 4.5: TRAIL AND BIKE NETWORK**



uses compatible with the surrounding neighborhood, any remaining educational uses and the natural resources present on the site.

#### 4. EXPAND TRAIL NETWORK

The 2005 Open Space Plan provided a comprehensive set of strategies for the development of a strong recreational and pedestrian circulation trail network. The Township should continue to pursue funding from Montgomery County and other resources to continue to build the complete trail network identified in the Trail and Bike Network as shown in **Figure 4.5**.

## LEVERAGE ECONOMIC OPPORTUNITIES

As a part of the Comprehensive Planning process, a trend build-out and fiscal impact analysis was conducted for remaining vacant land in Upper Dublin Township. The purpose of the analysis was to understand the amount and type of new development that could occur under existing zoning and the tax base implications of such development. This analysis is included as **Appendix C** to the Comprehensive Plan. The analysis used the proposals contained in recent development applications and current zoning requirements to estimate the type, intensity and location of new development that would be permitted under existing development codes. The analysis estimated the number of new housing units and square feet of commercial development that could be built on vacant land. The results were then used to estimate the potential fiscal impacts of such development on Upper Dublin Township.

The analysis indicated that both the Township and the School District would realize a significant positive fiscal impact if remaining vacant land were to be developed as permitted under current zoning. The projected net annual incremental tax revenue (new tax revenues less the cost to serve the new development) would be \$1.36 million for the Township and \$4.04 million for the School District.

These positive financial results are due to the type of development projected. Much of the residential development included in the analysis – all of which was already approved by the Township or at least proposed by a potential developer – was age-restricted, minimizing School District costs. The analysis also included 1.56 million square feet of new commercial development – more than two-thirds of that was contained in an already approved development plan for the Prudential Office Campus.

The following recommendations focus on preserving and enhancing the economic and tax base potential of the Township's larger vacant and underdeveloped parcels.

## ECONOMIC RECOMMENDATIONS

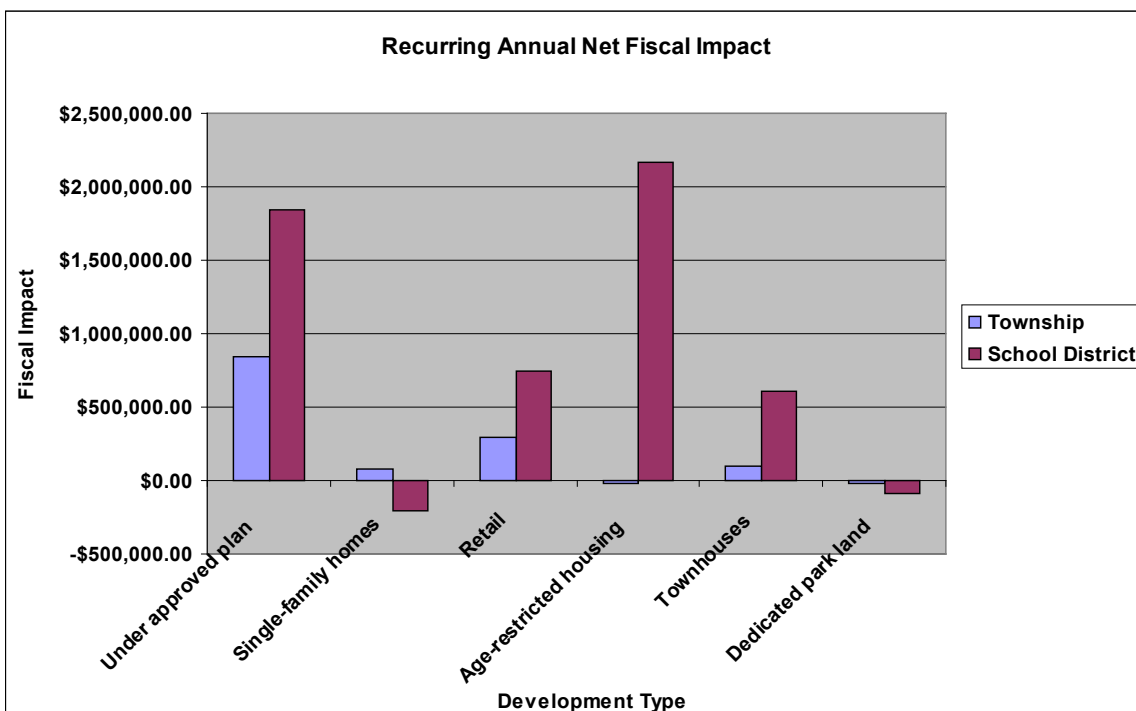
### 5. PRESERVE PRUDENTIAL SITE FOR OFFICE USE

At 76 acres, the vacant tract of land and the Prudential Office Campus is one of the few areas remaining in the Township where new business development (as opposed to redevelopment) can take place. Significant retail, office and residential development has taken place in the surrounding area, but largely across Welsh Road in adjoining townships. At the same time the Prudential Office Campus is only partially developed, though a development plan has been approved that would add a little more than a million square feet of office space to the campus. In terms of development potential, the site has very few development constraints. It enjoys good transportation access, relatively level topography and few environmental issues – especially when compared to the Fort Washington Office Park – the Township's main employment generator today. The site is zoned Office Center District (OC) and is immediately adjacent to single-family residential neighborhoods.

The comprehensive planning process included an alternatives analysis for the Prudential Tract that considered the fiscal impact to the Township and School District for a variety of development options for this area. The analysis considered use of the site for office, retail, single-family homes, senior housing or dedication as open space. **Table 4.1** below shows the results of that analysis. For the Township, office development provided the largest return followed by retail development. Development as single-family housing provided a small positive fiscal return; both development as senior housing and dedication as open space resulted in a small annual fiscal loss. For the School District, development as senior housing provided the largest fiscal return, followed closely by office development. Retail also provided a significant fiscal benefit. Development as single-family residential and dedication as open space resulted in an annual fiscal loss for the School District.

Development options for the Prudential Tract were discussed at several of the community workshops. Early in the planning process, a significant number of participants indicated that they would like to see the area preserved as open space. Later in the process, when presented with the fiscal impacts of such a decision, most said that they felt it was important to reserve the area for high-value commercial development. As a result this Plan recommends that Upper Dublin Township preserve this site for commercial uses, specifically office development, consistent with the current zoning for the site and the approved development plan.

**TABLE 4.1: FISCAL ANALYSIS FOR PRUDENTIAL TRACT**



## 6. ENSURE THAT THE DEVELOPMENT PROCESSES LAID OUT IN THE TOWNSHIP'S ZONING ORDINANCE SUPPORT THE DEVELOPMENT GOALS AND OBJECTIVES STATED IN THIS COMPREHENSIVE PLAN

During stakeholder interviews, local developers consistently expressed frustration with the level of uncertainty in the Township's development process. The Township should review its zoning, subdivision and other development ordinances to ensure that they reflect the community's goals. The Township should implement changes as needed to make the development process clearer and simpler for development proposals that meet the community's goals as outlined in the Comprehensive Plan and other relevant planning and policy documents.

## ENHANCE COMMUNITY CHARACTER

While some of Upper Dublin's neighborhoods convey a distinct character, the Township overall lacks an identifiable community character as it relates to streetscapes and gateways. Some efforts have been made – most notably the partnership between the Township, PennDOT and a community group, called Fort Washington Rescape, to implement pedestrian and streetscape improvements along Pennsylvania Avenue between the Pennsylvania Turnpike and Bethlehem Pike. However, the Township would benefit from an overall plan to create a cohesive community identity. The recommendations in this section identify some tools to begin to create a stronger sense of identity; however, please note that there are recommendations included throughout this Plan that provide the tools needed to preserve and enhance community identity. Specific examples include recommendations for continued preservation of open space, redevelopment of the Township's commercial centers and ways to expand transportation options to those beyond the automobile.

## COMMUNITY CHARACTER RECOMMENDATIONS

### 7. CREATE COMMERCIAL DISTRICT DESIGN STANDARDS

Upper Dublin's commercial centers establish the Township's image to visitors and commuters. Currently these areas are unattractive and cluttered. There is no defining theme or consistent treatment of the "public realm," and commercial development does not reflect the quality or character of the surrounding residential neighborhoods. To enhance the Township's image for visitors and residents alike, it is imperative to upgrade the level of general attractiveness of commercial development located along main thoroughfares.

As a first step towards improving the appearance of the Township's commercial centers, Upper Dublin should create and implement development standards that address the design of commercial development. The purpose of the standards should be to enhance a sense of place and pride through a consistent community aesthetic. Consideration should be given to a variety of community elements,

including building orientation, signage, lighting, transit shelters, crosswalk design, paving materials, landscaping and sidewalks. These standards should be codified in the Zoning and Subdivision and Land Development Ordinances to ensure their implementation over time in both new development and redevelopment.

## 8. DESIGN AND IMPLEMENT STREETScape IMPROVEMENTS

Codification of design standards as described above facilitates private construction of public streetscape amenities over time as new development and redevelopment occur. The Township should also take a more proactive approach for implementing improvements to its commercial areas. The Township should pursue implementation of specific physical improvements to the streetscape in commercial corridors and at key gateways as a part of roadway reconstruction projects. It should also pursue funding for stand-alone streetscape improvement initiatives. Improvements to consider include:

- Creating clear pedestrian links between shopping strips and surrounding neighborhoods
- Lighting, tree planting, public signage and sidewalk paving that enhances bike and pedestrian access and improves the overall appearance of commercial corridors
- Physical demarcation of community gateway locations through landscaping, lighting, signage and other enhancements

## ECONOMIC DEVELOPMENT

### REVITALIZE THE ECONOMIC ENGINE

A common theme during the comprehensive planning process was the need to balance preservation of community quality and character with the need to expand the tax base. Many stakeholders and community members expressed the concern that the current mix of land uses relies too heavily on single-family residential development. While nearly all stakeholders identified reinvestment in the Fort Washington Office Park as critical, there was less agreement on other strategies to build the tax base. With less than five percent vacant land remaining, building an expanded tax base will rely largely on reinvestment in existing commercial centers and the Fort Washington Office Park, as described in the following pages.

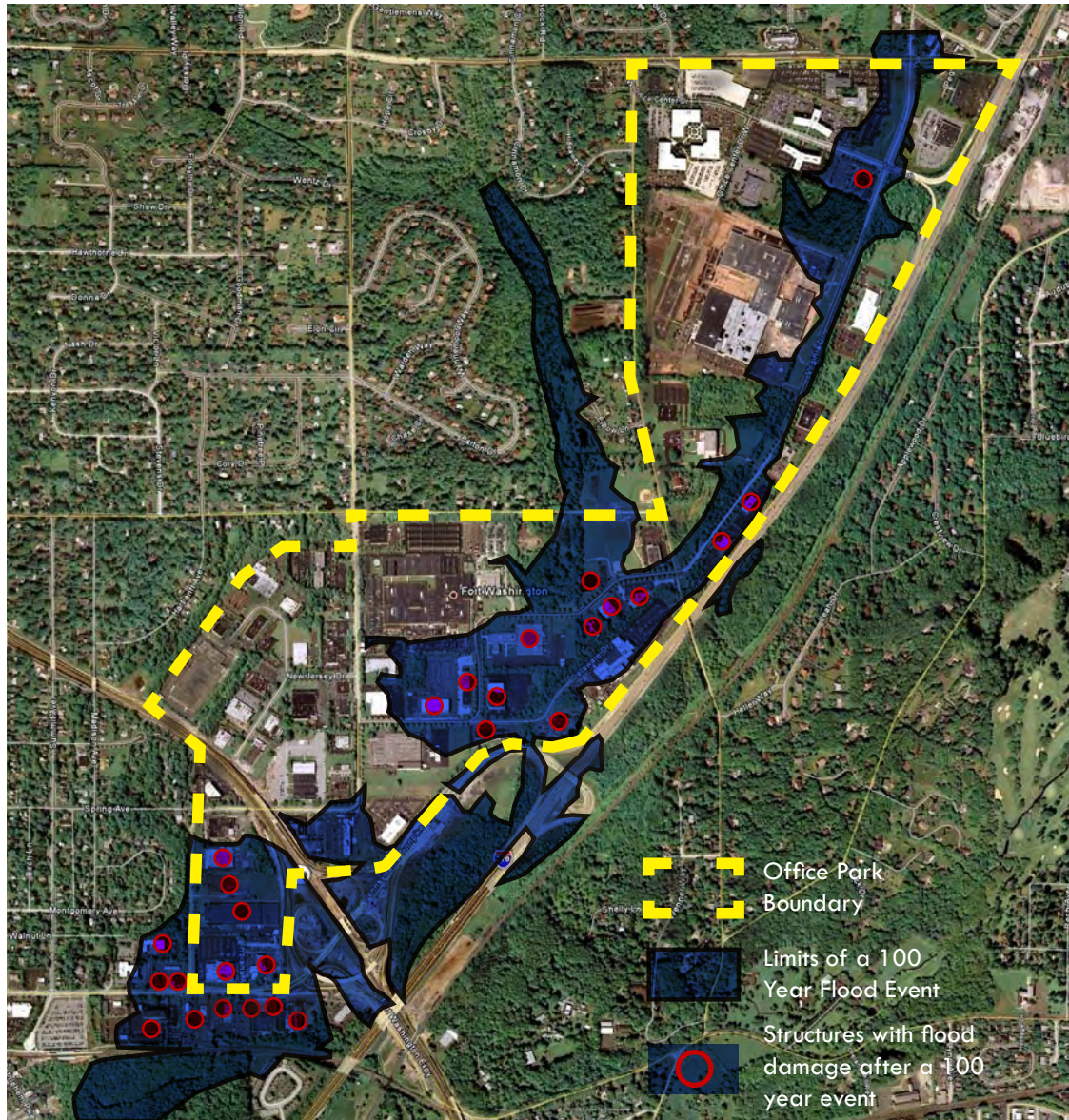
### FORT WASHINGTON OFFICE PARK

The Fort Washington Office Park is an important asset for Upper Dublin Township. The Office Park occupies 470 acres, which is six percent of the total land area. In 2009, it contributed \$4.03 million in total tax revenues to the Township and \$5.8 million to the Upper Dublin School District, representing about one-sixth of the Township's total revenues and a little more than one-tenth of the School District's. The potential for enhancing the value of and increasing the employment at this property, and thereby its tax ratables, is likely the best (and perhaps only) opportunity to satisfy the Township's fiscal needs outlined elsewhere in this Plan.

Fort Washington Office Park was consistently identified during the planning process as a critically underutilized asset. Many see it as key to improving Upper Dublin's non-residential tax base. Flooding, substandard stormwater facilities, poor pedestrian circulation and street infrastructure and the fragmented ownership in the Office Park have discouraged investment and lead to increasingly deteriorated conditions, reduced property values and an underperforming tax base – a cycle that will continue without intervention. An analysis completed during the Comprehensive Planning process showed that the Office Park was underperforming when compared to the Prudential Office Campus in property tax generation.

The solutions to the problems facing the Office Park are complex and will require an integrated mix of policies, regulations, infrastructure investments and financing strategies. During the comprehensive planning process, the Township began designs for \$30 million in stormwater improvements and a \$36 million reconstruction of Virginia Drive – the major transportation corridor in the Office Park – that would raise it out of the floodplain and incorporate stormwater management facilities. Even with these improvements though, it will not be possible to eliminate all flooding in the Office Park. The areas highlighted in red on **Figure 4.6** show the areas expected to still be subject to frequent and significant flooding even after construction of all proposed stormwater improvements.

**FIGURE 4.6: FORT WASHINGTON OFFICE PARK FLOOD-PRONE AREAS**



Temple University’s plan for the Office Park, *Out of the Water: A Revitalization Plan for the Fort Washington Office Park*, lays out an ambitious strategy for redeveloping the Office Park. This Comprehensive Plan seeks to build on Temple’s work to set policy for how the area could be redeveloped over time as a “green” economic driver in a manner that respects the environmental function of area wetlands and floodplains. In 2010, Upper Dublin began a more detailed plan for the sustainable redevelopment of the Fort Washington Office Park. This redevelopment plan – referred to as the “Sustainable Redevelopment Plan” in the recommendations below – will use the Temple Study and the policy recommendations in this section to guide its analysis and provide more detailed strategies for implementation.

## FORT WASHINGTON OFFICE PARK RECOMMENDATIONS

### 9. IDENTIFY AREAS IN THE OFFICE PARK BEST AND WORST SUITED FOR DEVELOPMENT

As noted above, it is not possible to eliminate all flooding in the Office Park; however, the risks of flooding can be dramatically decreased in many areas. Also, some parcels in the Office Park may serve a higher environmental function than others, with the presence of wetlands or other important natural features. The Sustainable Redevelopment Plan will need to identify:

- Areas most suitable for development
- Locations that should be protected from future development
- Places from which existing development should be shifted (and relocated to another area in the Office Park)

### 10. RESTRICT NEW DEVELOPMENT IN AREAS MOST PRONE TO FLOODING

The Township should prohibit new development and expansion of existing development in the areas most prone to flooding. Development restrictions should also be considered for areas that currently protect, or have the potential to protect, significant acreage from flooding due to their water storage capabilities.

### 11. DETERMINE APPROPRIATE DENSITIES AND DESIGN OF NEW DEVELOPMENT

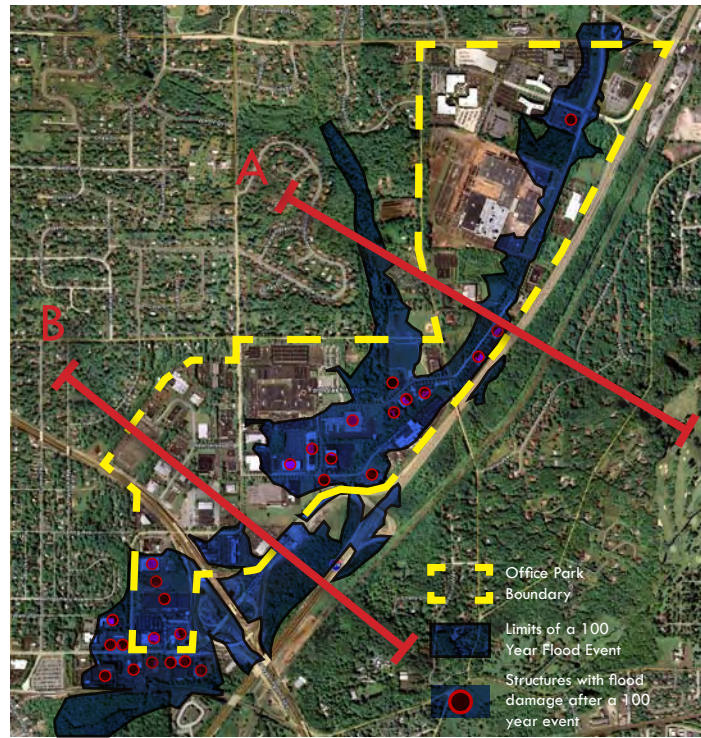
As development is removed from unsuitable areas, densities should be increased in the areas determined to be best suited for development in order to maintain or increase property tax rates in the Office Park.

Current permitted development densities in the Office Park are relatively low. Gross floor area is limited to 11,000 square feet per acre of lot area; impervious surface coverage is limited to 60 or 65 percent, depending on use; and building heights are capped to a maximum of four stories.

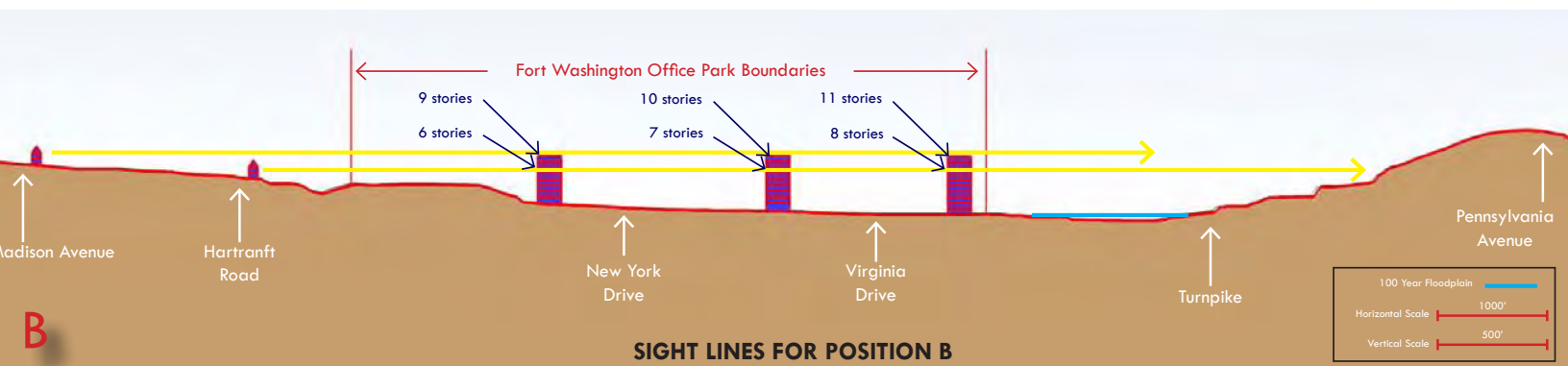
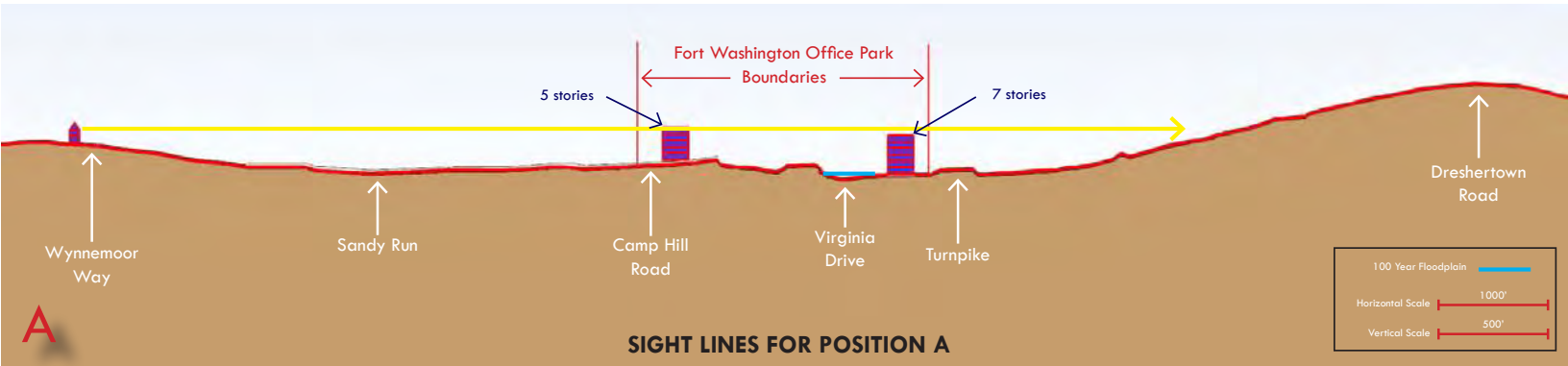
In targeted areas of the Office Park, gross floor area, building coverage limitations and in some cases impervious surface limitations should be increased to permit more intense development. The current impervious surface coverage limitations make sense given that much of the Office Park is located in the 100-year floodplain; however, other stormwater management practices could be used to reduce runoff. For example, development could be required to reduce runoff to a specific percentage below predevelopment levels in return for an increase in impermeable surface coverage.

In terms of building heights, much of the Office Park is located in a shallow valley, so heights in some locations could be considerably higher without encroaching on the surrounding residential neighborhoods' view sheds. Depending on location in the Office Park, maximum heights should be increased to five to eight stories. **Figure 4.7** illustrates the "sightlines" over the Office Park at two key residential neighborhood locations.

**FIGURE 4.7: BUILDING HEIGHT ANALYSIS**



**SIGHT LINES OVER FORT WASHINGTON OFFICE PARK**



Increased development intensities should be paired with environmental design requirements as described in Recommendation 15 below and design standards with setback and buffering requirements for development adjacent to residential uses to limit impacts on surrounding neighborhoods.

## 12. PERMIT A BROADER MIX OF USES IN THE OFFICE PARK

The Temple study recommended mixed-use development in the Office Park to meet the needs of employees, visitors and residents; the comprehensive planning process tested this idea with residents and policy makers. There was considerable interest in additional restaurants, recreation and entertainment uses in the Office Park as well as mixed-use structures that would include ground floor retail with office and/or residential on upper floors and buildings that would mix office with residential above. The Sustainable Redevelopment Plan should further explore these issues to understand the market potential for each of these and make specific zoning recommendations that would facilitate a broader mix of uses in the Office Park.

## 13. CREATE FINANCING MECHANISMS TO FUND MOVING DEVELOPMENT OUT OF THE MOST-FLOOD PRONE AREAS OF THE OFFICE PARK

The Temple Study recommended using transfer of development rights (TDR) as a financing tool to move development out of the floodplain. From a policy perspective, this is probably the most ambitious recommendation in that plan. The upcoming Sustainable Redevelopment Plan should consider this tool and the role it can play - among others - in creating the considerable resources needed to compensate property owners for the value of existing development already located in the floodplain. Such tools could include a redevelopment authority with bonding capacity and tax increment financing to pay for needed infrastructure investments, including structured parking.

## 14. ENCOURAGE “GREEN” DESIGN

Revise Office Park zoning to include incentives or requirements for ecologically sensitive practices to reduce the environmental footprint of development in the Office Park. These could include:

- Reducing surface parking requirements
- Encouraging shared parking
- Density bonuses for stormwater management investments beyond those required in the Township’s stormwater ordinance
- Making new trail or open space connections
- Reducing energy or water usage
- Other improvements that could result in LEED and/or other green building certification

## 15. DEVELOP AND CODIFY INFRASTRUCTURE DESIGN STANDARDS

Street, sidewalk and stormwater infrastructure investments are critical to the future viability and long-term health of the Office Park. The Temple Study lays out some recommendations to increase safety, increase pedestrian and bicycle access, enhance traffic flow, internal and external connectivity as well as adopting “Green Streets” practices and context-sensitive design to improve stormwater management, appearance and safety of the street network. The Township should incorporate such standards into a Fort Washington Office Park Overlay for its development ordinances (e.g. zoning, subdivision and stormwater) that would ensure these standards are met as properties are developed or redeveloped in the Office Park.

## 16. CREATE A MECHANISM TO HOLD AND MAINTAIN PROPERTIES THAT ARE “DE-DEVELOPED”

As the most environmentally-challenged properties or their development rights are purchased and development there demolished, the Township will need to ensure that a designated entity is responsible for ownership and for maintenance of the property in perpetuity. Since the ultimate goal is to have these properties remain undeveloped open space, the Township, a public authority or business association could be logical entities to own and maintain the properties.

## COMMERCIAL CENTER REINVESTMENT

Retail space in Upper Dublin Township is concentrated in four older neighborhood shopping centers ranging in age from 35 to nearly 50 years old. While the Upper Dublin Shopping Center has been improved with an updated façade, the other three appear worn and need significant capital improvements in order to retain existing stores and upgrade their tenant mix.

With the amount of existing retail space in surrounding communities, it is unlikely that major new retail development could be supported in Upper Dublin. Policies that encourage upgrading the existing supply of space and accommodating additions to supply in selected locations would be appropriate given overall retail market dynamics in the area. Therefore, Comprehensive Plan recommendations focus on strategies to generate additional vitality and tax base, while creating a stronger sense of place in each of the Township’s shopping centers.

Findings from stakeholder interviews and public outreach conducted during the planning process confirm that residents feel that it is important to reinvest in the shopping centers to maintain access to goods and services and to support the tax base. It has been more difficult to come to agreement on what form that investment should take. Earlier vision plans and zoning overlay districts in Maple Glen and the Dresher Triangle Area have sought to encourage mixed-use development in these areas.

To date, these have not been successful in facilitating the mixed-use development patterns desired in their respective plans. Understanding the “disconnect” between the community’s vision as expressed in a master plan and its potential for implementation through the zoning and development process was an important issue for the Comprehensive Plan.

The Comprehensive Plan’s public involvement process sought to gain some insights on the community’s thoughts on appropriate uses and intensity of development for all four shopping centers. Initially, public response indicated that most felt that single-story retail development was an appropriate use for these sites; however, about half of people surveyed would also consider either three- or four-story development to achieve a mix of uses. The number was lower for Maple Glen Shopping Center, for which only about 40 percent of respondents supported more intense development.

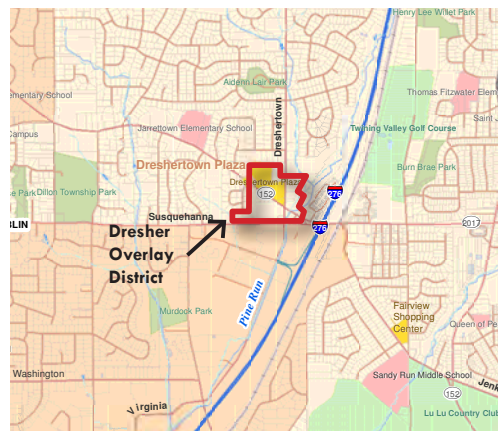
When presented with information on the financial impacts of mixed-use development, community members were even more open to the concept of mixed-use development at some of the Township’s commercial centers. Many indicated that the new tax revenues outweighed the negative impacts of more intense development, particularly if the new tax revenues could be used to address those negative impacts, especially increased traffic volumes. In general, people were more open to the concept of mixed-use in the Dresher Triangle Area and at the Upper Dublin Shopping Center than in other locations. **Figure 4.8** below estimates the net tax impact (total revenues generated less the cost to provide services) for several commercial and residential development types.

The recommendations below address development issues for other commercial areas in Upper Dublin.

## COMMERCIAL CENTER REINVESTMENT RECOMMENDATIONS

### 17. ENCOURAGE MIXED-USE DEVELOPMENT IN THE DRESHER TRIANGLE AREA

The Dresher Triangle Area provides the opportunity to create a village center for Upper Dublin. The location is relatively central in the Township and immediately adjacent to the Fort Washington Office Park, creating market opportunities during weekdays, evenings and weekends. Base zoning in this area includes both commercial and residential designations, and it is located in the Dresher Overlay District (shown at right), which permits a mix of uses. A ULI study completed in 2008 recommended development of this area as a “town center.”



Property owners in the area have expressed considerable interest in creating a mixed-use center in the Dresher Triangle Area through a combination of redevelopment of the Dreshertown Plaza and development of the largely vacant site across Limekiln Pike. Upper Dublin should take advantage of this interest and revise the provisions of the Dresher Overlay District to support feasible development and redevelopment of this area for a mix of uses including retail, office and residential.

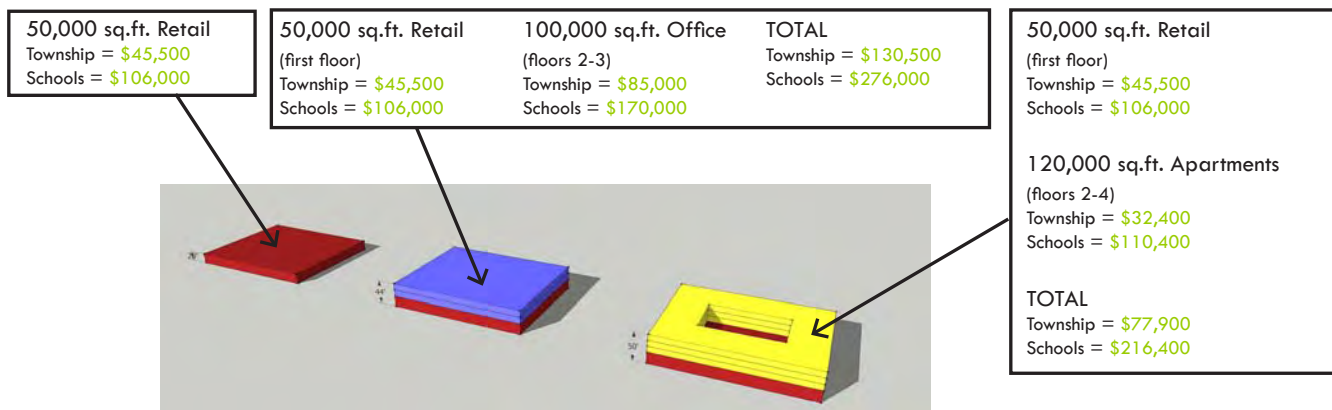
The areas surrounding the Dresher Triangle are single-family residential neighborhoods. It will be important to ensure that development standards are fully protective of community quality of life in surrounding neighborhoods as well as being realistic from a market perspective. Current standards in the Overlay are unrealistic in terms of permitted building heights – which are lower than those permitted in the base zoning in some cases – and the limits on vehicle trips generated.

The Township should regulate the design and density of mixed-use development under a conditional use process or a specific plan for the site. Either of these regulatory tools can be used to provide the Township with greater control over density, design, buffering and traffic standards. Development should be conditioned upon design and density standards that protect community character and quality of life. Standards should focus on design and buffering requirements that mitigate potential negative impacts to immediate residential neighbors. Standards should also require traffic circulation improvements needed to support a higher intensity of development in the area.

### 18. CONSIDER REVISING THE MAPLE GLEN OVERLAY DISTRICT

The Township should consider revising the Maple Glen Overlay District to include commercially zoned properties east of Limekiln Pike. Both the Maple Glen Shopping Center and the surrounding commercial development are in need of new investment. Extension of the Maple Glen Overlay would facilitate a broader range

**FIGURE 4.8: DIAGRAM OF ANNUAL NET FISCAL IMPACTS BY DEVELOPMENT TYPE AND INTENSITY**



of development types that could create an incentive to reinvest sooner. The specific development standards of the Overlay should be reviewed and revised to permit the somewhat higher densities needed to make it economical to redevelop Maple Glen's commercial properties. As in the Dresher Triangle Area, the Township should consider using the conditional use process for any mix of uses to create enforceable design-based development standards.

#### 19. DETERMINE THE APPROPRIATE ROLE FOR MIXED-USE DEVELOPMENT IN THE UPPER DUBLIN AND FAIRWAY SHOPPING CENTERS

The Upper Dublin Shopping Center has received recent investment in the form of façade improvements; however, during the 10 to 15 year time frame of this Comprehensive Plan it is not unlikely that additional investments will need to be made. The Fairway Shopping Center is in poor condition and continues to deteriorate, which could have negative effects on the surrounding neighborhood. However, the retail services offered by Fairway are an important community asset.

The Township should consider what development types it would like to see at each of these locations – including consideration of mixed-use development – and revise zoning accordingly. This could be accomplished through an overlay, as in Dresher Triangle and Maple Glen, or by changing the by-right zoning. If mixed-use development is proposed, it should be regulated under a conditional use process that includes enforceable design standards.

#### 20. REVISE THE CR-L AND CR-I ZONING DESIGNATIONS TO ENCOURAGE APPROPRIATE REDEVELOPMENT OVER TIME

Outside of the four commercial centers discussed above, commercial areas in Upper Dublin are characterized by narrow strips, one located on Bethlehem Pike adjacent to Ambler Borough, the other three along Pennsylvania Avenue adjacent to the Fort Washington, Oreland and North Hills neighborhoods. None of them present a cohesive or attractive face for the Township or the neighborhoods in which they are located.

The Township should review permitted land uses and the development standards in both districts and revise them to ensure compatibility with surrounding residential uses, existing lot sizes and depths and market demand. Specific issues to consider could include limitations on automobile-serving uses, reductions to front and rear yard setbacks, additional design criteria and expanded residential uses.

## HOUSING

### **SUPPORT STRONG AND DIVERSE NEIGHBORHOODS**

Upper Dublin residents deeply value and identify themselves with their neighborhoods. This was evident in discussions during the stakeholder interviews, community meetings and in online survey responses. Preserving and enhancing neighborhoods and ensuring that they are able to meet the needs of current and future residents will be an important issue for the Township over the next 10 to 15 years.

The demographics of the Township are changing. By 2014, nearly 20 percent of residents will be 65 or older – a 30 percent increase since 2000. The majority of Upper Dublin’s housing stock is made up of larger two-story, single-family detached homes, which become difficult for seniors to manage and navigate as their physical abilities and incomes become more limited. In addition to becoming older, the Township’s population is becoming more racially diverse. At 83 percent of the population, the Township is still predominantly white; however, between 2000 and 2009 Asian and Asian American residents increased by an estimated 60 percent, and the number of African Americans living in the Township was estimated to have increased by 20 percent. In a region, state and nation that are becoming increasingly multicultural, Upper Dublin can benefit from its own increasing diversity through exposure to new people, cultures and points of view. To succeed Upper Dublin will need to ensure that there are opportunities for all residents come together and participate in civic opportunities. The Sustainability Element of this Plan discusses strategies to draw residents together and engage them in civic life.

In terms of future housing development, because the Township is almost fully developed, much of the future residential construction will occur as redevelopment and infill. A significant portion of the housing stock is older, and land values are high. This leads to increasing redevelopment and infill pressures and the potential for dramatic changes to the appearance of existing residential neighborhoods. Some existing houses will be torn down and replaced with more modern homes.

A key question for the Township is what types of residential development, redevelopment and infill are appropriate to support quality neighborhoods and to meet changing needs. Community feedback during the planning process indicated that this is an important issue for current residents. When asked the question, “What would cause you to leave Upper Dublin Township?” the top response was “Housing no longer meets my needs,” with 62 percent of responses.

When asked about residential infill development in surveys and workshops, most people indicated that it was okay for new development to be of a different housing type (say townhouses or twin homes instead of detached single-family) as long as it matched existing homes in scale and design. Such responses indicate a willingness to consider



**TYPICAL UPPER DUBLIN RESIDENTIAL STYLES**

infill as a tool to broaden housing types available in the Township. Dublin Meadows is an example of a neighborhood that has successfully mixed housing types – with single-family detached homes and townhouses – in one neighborhood.

Another issue to consider is how to treat residentially zoned properties located along major traffic corridors. For undeveloped properties, tools could include permitting other uses, design protections that orient homes away from the high-traffic corridors and buffering requirements between the busy street and rear or side yards. For existing homes, tools could include some flexibility in permitted uses, such as more liberal home occupation standards or permitting limited office uses.

## **HOUSING RECOMMENDATIONS**

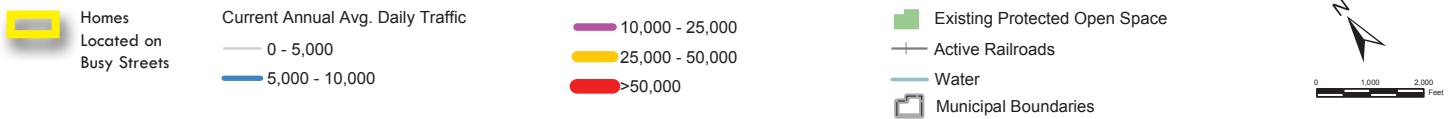
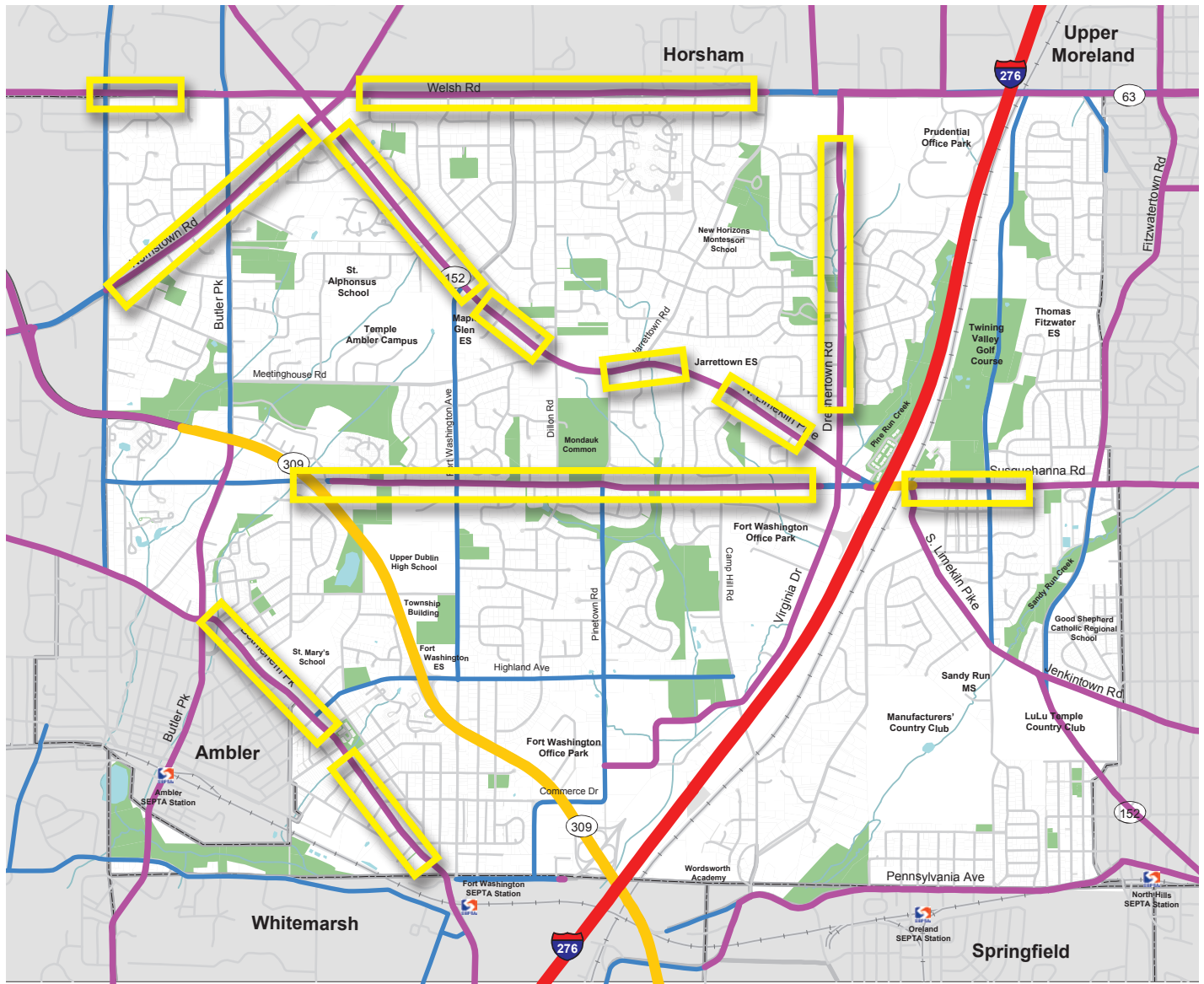
### **21. ENCOURAGE DEVELOPMENT OF ADDITIONAL SENIOR HOUSING OPTIONS**

Upper Dublin should consider zoning changes that would encourage the development of senior housing facilities in higher-density residential and/or proposed mixed-use districts. The Township could consider development regulations and zoning standards that structurally support aging in place, especially in transitional areas and those with good access to mass transit.

### **22. FACILITATE ONGOING INVESTMENT IN THE TOWNSHIP'S EXISTING HOUSING STOCK**

The Township should review and revise its zoning ordinance where needed to encourage ongoing investment in the Township's existing housing stock. One area of concern is for neighborhoods such as East Oreland, North Hills, Fort Washington and the areas near Ambler Borough and Fitzwatertown Road in which existing lot sizes are smaller than the minimum standard for their zoning districts. Because their lots are non-conforming residents seeking to invest in their homes are required to get a zoning variance to complete the work, which can act as a discouragement for

**FIGURE 4.9: HOMES ON BUSY STREETS**



some owners. Zoning changes could include provisions for flexibility in setbacks for house additions, reduction in minimum lot sizes or other strategies to make it easier to expand small houses on relatively small lots. Such provisions should be balanced with design standards and other tools to ensure that neighborhood character is maintained.

### 23. CONTINUE TO PERMIT DEVELOPMENT OF ACCESSORY DWELLING UNITS

Accessory dwelling units, sometimes called “granny flats,” can be an opportunity to expand housing options in the Township by providing for smaller dwellings within established single-family neighborhoods. For some homeowners, the most attractive aspect of an accessory apartment is that the extra space that can be used as lodging for elderly family members or as a guest room with great privacy. Accessory apartments can help seniors stay in their homes longer by providing rental income and/or a place for a caregiver to live. In some cases the accessory unit can provide a single-level home for the senior to live in while family or tenants can move into the remainder of the house, providing assistance or care.

The Upper Dublin Zoning Ordinance currently permits accessory apartments as a special exception use but restricts occupancy of the unit to “household employees, caretakers, watchmen, or members of the owner’s immediate family.” At a minimum, the Township should continue to permit accessory dwellings under these conditions. It could also consider easing the restrictions on accessory apartments, requiring only that one of the units be occupied by the owner of the property. The other would be free to be rented to a person without relationship to the property owner.

### 24. ENCOURAGE APPROPRIATE RESIDENTIAL INFILL AND REDEVELOPMENT

As a way to introduce a more diverse housing stock to meet the needs of smaller and older households, the Township should consider whether there are opportunities for residential infill or redevelopment at densities higher than the surrounding neighborhood. If so, it should develop conditional use standards for the Zoning Ordinance that would regulate such development to ensure that the bulk, scale and design mimics that of the surrounding neighborhood.

### 25. PERMIT BROADER HOME OCCUPATIONS IN HOMES LOCATED ON BUSY STREETS

Upper Dublin Township has a number of major traffic corridors on which homes directly front the street, including Welsh Road (PA Route 63), Limekiln Pike (PA Route 152), Norristown and Susquehanna Roads. Increased traffic volumes have created challenges for homeowners along these and other corridors. One way to make these homes more attractive to current residents and potential future buyers is to permit home occupations, which can capitalize on the passing traffic. The Township’s Zoning Ordinance currently permits home occupations, restricting overall size to 500 square feet, the number of employees to one and the number of visitors per day to four.

For homes located on busy streets as depicted in **Figure 4.8** the Township should relax these standards, permitting the business to take as much space as it needs as long as the home retains some residential function and appears to be residential in function from the outside. The number of employees and visitors to the site should be limited only by the off-street parking capacity.

## **SUSTAINABILITY**

### ***BALANCING ENVIRONMENTAL, ECONOMIC AND SOCIAL NEEDS***

Upper Dublin Township prides itself on being an environmental leader and has demonstrated commitment to environmental preservation through a variety of initiatives. In terms of energy resources, the Township purchases 100 percent of its electricity from clean energy sources and has completed a greenhouse gas emissions audit to understand ways the Township, residents and businesses can reduce their carbon footprint. Upper Dublin is the first municipality in the area to have a RecycleBank, which offers RecycleBank Rewards that can be redeemed for goods and services at area merchants and restaurants.

Upper Dublin Township has made good progress in becoming a proactive environmental steward. The logical next step is to begin to more fully integrate environmental stewardship into future planning and development decisions, infrastructure investments and the day-to-day decisions it makes as a municipality and as a community. Some strategies can be implemented through municipal investments and actions by Township staff, advisory boards and elected officials. Others will require a concerted effort to engage local residents and businesses in the future of their community. As a tool to facilitate these changes, Upper Dublin has a great resource in the Temple University Center for Sustainable Communities.



**STORMWATER MANAGEMENT**

## 26. ENGAGE RESIDENTS

Creating a sustainable community is not something a Township does on its own. It requires an active partnership between the Township, its residents, businesses and institutions. During the comprehensive planning process, the Steering Committee expressed concern about a lack of social cohesiveness in the Township. While there are many activities for school-aged children, which engage them and, to an extent their parents, there are few other opportunities for people to come together.

Steering Committee members cited a need for an organizing force to bring residents together and provide opportunities to get to know and understand each other. This was identified as a particular concern as older residents become empty nesters, without school aged children to bring them into established activities. There was also concern expressed that as the Township becomes more racially diverse, minority and immigrant residents are not finding opportunities to participate in the community. Volunteer programs are a good way to engage residents – and provide opportunities for social interaction. The Township should pursue programs to actively engage residents in the Townships social, cultural, environmental and economic health, including:

- Park, trail and stream bank cleanup programs
- Neighborhood watch and clean up programs
- Cultural events
- Senior services
- Fundraising for specific projects

## 27. PREPARE A GREENHOUSE GAS ACTION PLAN

Temple University produced a Greenhouse Gas Audit for the Township in 2008. The audit described some potential actions the Township could undertake to reduce its greenhouse gas emissions and categorized options as “easy,” “medium” and “hard” to implement. Sustainable Upper Dublin (SUDS) has been using the audit to craft a Greenhouse Gas Action Plan based on the suggestions contained in the audit. The Township should continue to work with and support SUDS in this project. It should consider adopting the Action Plan as an appendix to the Comprehensive Plan

## 28. ENCOURAGE GREEN BUILDING PRACTICES

The Township should encourage green design in all new development and redevelopment by amending the zoning and subdivision ordinances to provide incentives – or where appropriate requirements – for environmentally sensitive building and site design as well as for public improvements, such as streets and sidewalks.

## 29. PROMOTE ENERGY CONSERVATION IN LAND USE REGULATIONS

The Township should consider modifying the Subdivision and Land Development Ordinance to provide incentives to reduce heating, cooling and lighting loads through climate-responsive design and conservation practices, including:

- Use of passive solar design, including window and landscaping placement and design
- Use of building materials and practices that provide a high-level of insulation

## 30. PROMOTE WATER CONSERVATION IN LAND USE REGULATIONS

In addition to the stormwater management practices discussed in the Natural Resources Recommendations of this Plan, the Township should modify the Subdivision and Land Development Ordinance to require landscape designs that are water efficient through the use of native plants tolerant of local soil and rainfall conditions. The SALDO could go further and offer incentives for private development that meets LEED and Green Globe national environmental standards for water quality.

## **TRANSPORTATION**

### **INVEST IN THE SYSTEM AND EXPAND OPTIONS**

Mobility and access are important transportation issues for Upper Dublin Township. The network of roads within Upper Dublin Township functions well for the most part, and the roads are well maintained; however, the existing network is very auto-oriented, limiting pedestrian mobility and providing poor access by transportation modes beyond the private automobile. Over the next 20 years it will be important for the Township to invest in its existing system and find ways to expand travel options for residents and visitors. In addition to traditional “hard infrastructure” improvements, the Township should stay on top of technological evolutions in information systems and other tools that can contribute to solving transportation problems.

### **INVEST IN THE SYSTEM**

While most roads are in fairly good condition today, many facilities will require significant maintenance or complete reconstruction over the next 10- to 15-years, or they will fall into disrepair. Planning and funding tools to facilitate needed capital investment in the street and sidewalk network are discussed in the Infrastructure Element.

### **TRANSPORTATION INVESTMENT RECOMMENDATIONS**

#### **31. ADVOCATE FOR CONSTRUCTION OF A NEW NORFOLK SOUTHERN RAIL BRIDGE**

The existing Norfolk Southern rail bridge on Susquehanna Road adjacent to the Pennsylvania Turnpike creates a “pinch point” that causes the single largest traffic problem for the Township. The bridge is old with limited clearance, accommodating only two lanes of traffic. The constriction occurs just south of Susquehanna Road’s intersections with Limekiln Pike and Virginia Drive. Commuters to the Fort Washington Office Park use this route as do Dreshertown Plaza shoppers. It is also a regional commuter route to destinations beyond Upper Dublin Township.

The traffic delays cause considerable frustration for Township residents, and resident concern about any increase in traffic in this area has contributed to making new development in the Office Park and the Dresher Triangle Area controversial. Despite the problems caused by the bridge, the Township has no direct control over it; however, the bridge is a critical issue for the Township moving forward, both in terms of traffic and its potential to limit future reinvestment in the shopping center and the Office Park.

Given this, the Township should make it a priority to continue to work with Norfolk Southern, PennDOT and other potential project partners and funders to facilitate the replacement of the Norfolk Southern rail bridge.

### 32. ADVOCATE FOR THE CONSTRUCTION OF AN EASTBOUND PENNSYLVANIA TURNPIKE SLIP RAMP

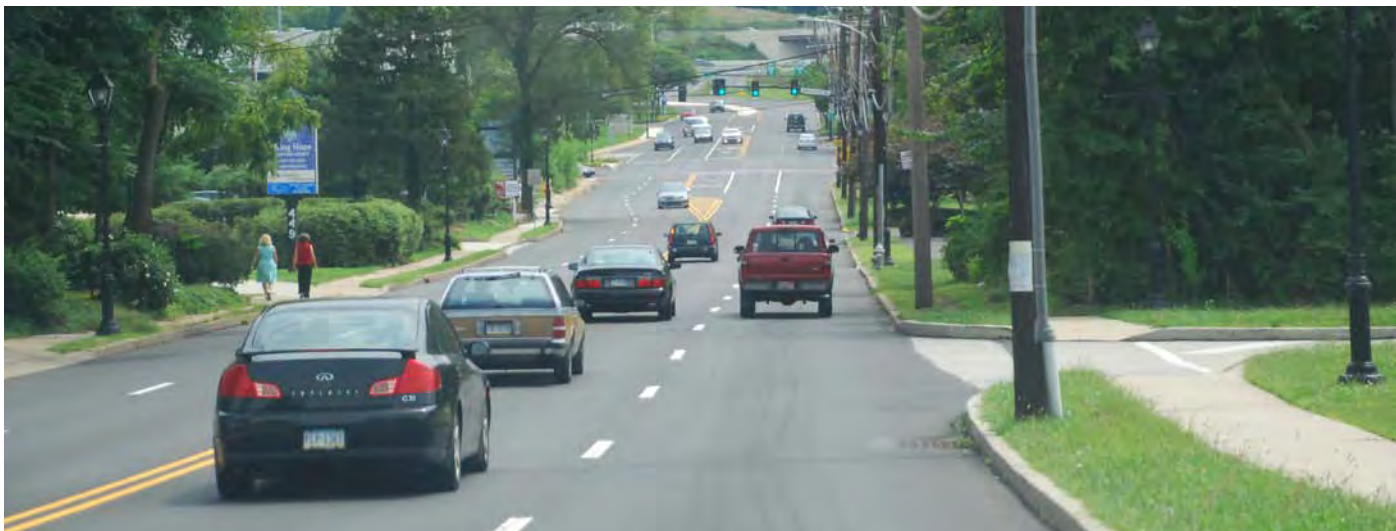
The Township should continue to work with the Pennsylvania Turnpike Commission, the Commonwealth and other stakeholders to pursue construction of an eastbound Pennsylvania Turnpike slip ramp to serve the Fort Washington Office Park. The property needed for slip ramp should be noted on the Township’s Official Map, a planning tool described in additional detail in the infrastructure recommendations.

### 33. ADOPT A STREET CLASSIFICATION SYSTEM

The Township should adopt a local street classification system. PennDOT has already classified Township streets according to their role in the regional transportation system, ranging from interstate for the Pennsylvania Turnpike, “principal arterial” for streets like Welsh Road and “collector” for streets such as Highland. Other streets are simply “local.” The Township should consider a classification system as a way to tie land use decisions to the transportation network and to assist in transportation investment decisions. The Township could simply adopt the PennDOT classifications as its own, but it could also develop a separate classification system based on local needs.

### 34. IMPROVE MANAGEMENT OF EXISTING ROADWAY CAPACITY

The Township should pursue and implement tools to increase capacity of the existing transportation network. There are few opportunities for major new transportation facilities or lane expansions in the Township. Transportation capacity improvement initiatives should focus on managing the potential capacity of existing facilities more efficiently. Access management is the term used to describe a set of improvements that can increase roadway capacity without adding lanes. Done well, access management can also make the streetscape more attractive and increase transportation access for pedestrians, cyclists and transit users as well as for drivers.



PENNSYLVANIA AVENUE

Specific access management strategies include use of roundabouts in place of traffic signals or stop signs, consolidation of driveways and improved site design to encourage internal circulation for trips within a development or set of developments. Corridor-wide improvements to pursue include synchronizing traffic signals along major corridors and addition of turning lanes.

## EXPAND TRANSPORTATION OPTIONS

The emerging emphasis on environmental protection and reduction of green house gas emissions as well as the overall aging of the Township's population should play a role in future transportation investment decisions. As redevelopment occurs, development codes should incorporate incentives and/or requirements to improve multimodal transportation access and the stormwater management function of new roads. Because funding for transportation improvements is limited, developing partnerships with private companies – transportation service providers or developers – may bear fruit in terms of creative financing options for capital improvements or new transit options.

## RECOMMENDATIONS TO EXPAND TRANSPORTATION OPTIONS

### 35. EXPAND AND ENHANCE THE PEDESTRIAN AND BICYCLE NETWORK

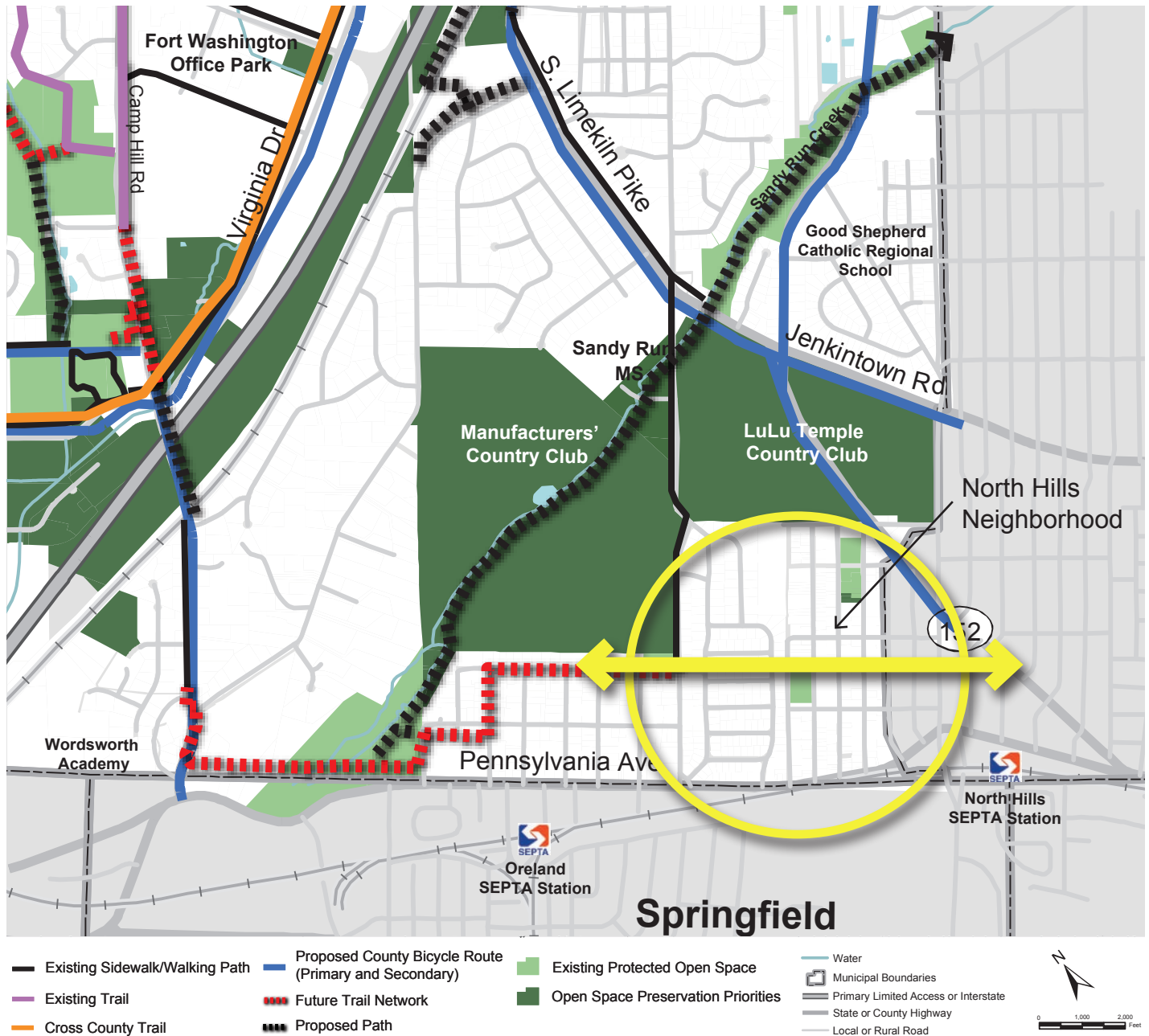
The Township should continue to expand and enhance its pedestrian and bicycle network. An expanded trail network is discussed in the open space recommendations, but much more will be needed to make the Township truly pedestrian and bike friendly. Sidewalks are not continuous and unsafe pedestrian crossings are common in commercial areas. New sidewalks and bike facilities should be incorporated into the streetscaping initiatives described in the Land Use Element, and the sidewalk requirements in the Township's SALDO should be strictly enforced.

In addition to overall enhancements, the Township should seek to improve inter-neighborhood connections between the North Hills and Ambler neighborhoods and adjacent areas in Upper Dublin. Both neighborhoods are very poorly linked to the rest of the community. **Figure 4.10** shows potential connections, which could be included in the Township's Official Map, which is described in more detail in the Infrastructure Element.

### 36. PURSUE DEVELOPMENT OF A PEDESTRIAN CONNECTION UNDER THE NORFOLK SOUTHERN RAIL BRIDGE

The Norfolk Southern Rail Bridge and Pennsylvania Turnpike create a major barrier to pedestrian, bicycle and vehicular traffic between the north and south sections of the Township. The Township should investigate any opportunities to improve bicycle and pedestrian connections through these barriers. An underpass that served a former alignment of Limekiln Pike under the rail bridge and Turnpike still exists. The Township should pursue funding for design and construction of a new bicycle and pedestrian connection at this location using this underpass.

FIGURE 4.10: INTER-NEIGHBORHOOD CONNECTIONS



### 37. ADVOCATE FOR IMPROVED TRANSIT SERVICE

While Regional Rail provides a connection to Philadelphia and adjacent suburban communities, existing bus service is limited and does not meet the needs of residents. Lower-income residents with limited access to a private car and seniors with limited driving capabilities have few transit options. Expansion of traditional SEPTA service will be limited by funding constraints because passenger fares pay for only a small portion of total operating costs, so other sources of funding – public or private – often must be tapped to deliver new services.

The Township should advocate for expanded transit service by articulating its specific needs and proposing them in SEPTA's planning process. As a member of the Greater Valley Forge Transportation Management Association (TMA), the Township can work with the TMA to advocate for improvements during the regional transit planning and funding cycle. The Township should work with the TMA to identify specific service requests, such as:

- Better circulation between neighborhoods and commercial centers, including Township shopping centers and services in adjacent municipalities, such as Ambler's downtown and major retailers in nearby commercial centers in Horsham and Upper Moreland Townships
- Service from senior housing facilities to shopping areas, which may include paratransit and other non-tradition services
- Coordination with and support of non-profit senior organizations that provide on-demand services for shopping and medical trips.

The transit service proposals should consider potential funding sources beyond SEPTA's annual budget. Specific opportunities could include public/private partnerships with senior housing operators and federal job access programs administered by the TMA.

### 38. DEVELOP A TOWNSHIP TRANSPORTATION DEMAND MANAGEMENT PROGRAM

Transportation demand management (TDM) refers to a range of strategies and policies to reduce travel demand – specifically that of single-occupancy private vehicles – or to redistribute this demand in space or in time. Sidewalks, bike lanes and better transit access are some of the tools needed to encourage residents to drive less – especially for shorter trips. The Township could go further and create other ways to reduce residents' reliance on their cars – particularly the need to own multiple cars in a household. In pursuing a TDM program, the Township should work with the Greater Valley Forge TMA to take advantage of its considerable programs, which it typically offers to the region's employers. Some of the tools the Township might consider include:

- Car sharing – working with Philly Carshare and/or Zipcar to locate vehicles in the Township
- Carpool and vanpool matching or incentives through Greater Valley Forge TMA
- Telecommuting centers that would allow residents to work close to home in an office environment
- Changes to the Zoning Ordinance that require:
  - Preferred parking for electric vehicles and carpools
  - Bicycle parking

## **NATURAL, HISTORIC AND CULTURAL RESOURCES PROTECT AND CONSERVE**

Upper Dublin Township has made major investments to protect its open space and natural resources. Its 2005 Open Space and Environmental Protection Plan inventoried resources located in the Township and laid out a proactive strategy for protection of those identified as vulnerable. The Township should continue to aggressively pursue strategies to protect its natural resources, particularly water resources to reduce flooding and enhance water quality.

Stormwater management is a critical issue for the Township. In addition to continuing to implement strong protection through regulation, it will need to expand its tools. This may include focusing on a regional rather than individual approach to stormwater management and/or consideration of funding alternatives for improvements and maintenance of facilities.

Another important issue is enhancement of the Township's historic resource preservation capabilities. The Upper Dublin Historical Commission was established in November 2006. Initial efforts focused on updating the Township's historic resource survey, which was adopted by ordinance in March 2008. As a relatively new Commission, its top priority for moving forward is education of the public and other Township boards and commissions about the Commission's existence and the location of historic resources, their cultural and economic importance to the community and options for preservation.

In Pennsylvania, the Municipalities Planning Code (MPC) authorizes municipalities to promote, protect and facilitate the preservation of the natural, scenic and historic values in the environment. It also allows for the regulation, restriction or prohibition of uses and structures at, along or near places having unique historical, architectural or patriotic interest or value.

### **NATURAL RESOURCE RECOMMENDATIONS**

#### **39. IMPLEMENT BEST MANAGEMENT PRACTICES (BMPs) FOR STORMWATER MANAGEMENT**

The most effective way to manage stormwater is to reduce runoff. By containing water on site, allowing it to percolate into the soil, it becomes a water resource, recharging the groundwater supply. Stormwater management has become a major issue nationally, and the increased attention has resulted in new research and an evolving understanding of the most effective strategies to manage water resources.

The Township has been proactive in updating its ordinances as new best management practices emerge. It should continue to review and revise its development ordinances as appropriate and to incorporate the most effective tools possible into

its development standards to minimize potential runoff and encourage mitigating measures such as pervious paving materials. Ordinances should also include street and parking lot design standards that encourage or require on site bio-retention.

#### 40. INCLUDE STORMWATER RETROFITS IN REDEVELOPMENT AND STREET REBUILDING PROJECTS

The Township should continue to ensure that all redevelopment and street rebuilding projects include stormwater retrofits that meet the standards of the Township's current stormwater management requirements.

#### 41. PURSUE A REGIONAL APPROACH TO STORMWATER MANAGEMENT AND ENVIRONMENTAL PROTECTION

As a long-term strategy, the Township should work with neighboring municipalities to develop a regional stormwater management and environmental protection plan for all or a portion of the Wissahickon Watershed. A comprehensive regional approach is likely to yield better results than each municipality could achieve on its own. Other partners to consider in this initiative include the Montgomery County Planning Commission, Wissahickon Watershed Partnership, Pennsylvania Environmental Council, Pennsylvania Department of Environmental Protection and Philadelphia Water Department. Specific issues to address include:

- Developing and implementing agreed upon regional standards for individual environmental resource protection ordinances
- Consideration of coordinated or multi-municipal wellhead protection ordinance(s), particularly between Upper Dublin and Ambler

#### 42. CONTINUE TO PRESERVE AND PROTECT STEEP SLOPES AND RIPARIAN CORRIDORS

The Township recently revised its land use and development regulations to enhance preservation of riparian corridors and encourage planting of riparian buffers along stream banks. Planting trees, shrubs and groundcover creates a "green sponge" that filters water flowing into the stream and traps excess sediment. Riparian buffers are ideally at least 50 feet wide on either side of the stream, and Upper Dublin has revised its development ordinances to require 50 foot setbacks.

Upper Dublin should continue to actively protect both riparian corridors and steep slopes through its development ordinances and acquisition of open space and development easements.

#### 43. ENCOURAGE FLOODPLAIN PRESERVATION AND RESTORATION

The Township should pursue stream and floodplain preservation and/or reconstruction in new development and redevelopment projects. The floodplain is meant to store water after a hydrologic event. Development in floodplains is at risk of periodic flooding, and such development reduces the floodplain's capacity

to store water, increasing flooding downstream. The Township should consider amending its zoning and subdivision ordinances to limit and/or prohibit fill and development in the 100-year floodplain. It can go further by offering incentives for new development to restore a disturbed floodplain.

#### 44. DEVELOP AN ENVIRONMENTAL PROTECTION OVERLAY DISTRICT

The Township should amend its Zoning Ordinance to include an environmental protection overlay district (EPOD) that would supplement underlying zoning to protect natural features such as floodplains, wetlands, steep slopes and woodlands.

#### 45. PURSUE AN ORGANIZATIONAL STRUCTURE AND NEW FUNDING SOURCES FOR MORE PROACTIVE MANAGEMENT OF EXISTING STORMWATER FACILITIES

The condition, effectiveness and ownership of existing stormwater facilities vary greatly throughout the Township. Centralized ownership and consistent maintenance of the facilities would greatly improve overall performance. The Township should consider – on its own or in partnership with neighboring municipalities – the feasibility of creating a stormwater authority or like entity to own and maintain existing and new facilities.

Many communities throughout the country are turning to stormwater authorities as a mechanism to fund the cost of services directly related to the control and treatment of stormwater. An authority is administered and funded separately from the revenues of the general fund, ensuring a dedicated revenue source. Revenues can be generated through sources including service fees, system development charges (connection fees) and special assessment districts. Such authorities are not yet permitted in the Pennsylvania Commonwealth, but enabling legislation is currently pending in Senate Bill 524. As currently drafted SB 524 would enable the formation of water resources management authorities under the Municipalities Authorities Act. Such authorities could be created by an individual municipality or county or by multiple municipalities or counties.

### HISTORIC AND CULTURAL RESOURCE RECOMMENDATIONS

#### 46. ENHANCE HISTORIC PROTECTIONS

Enhance the Township’s historic preservation protections including consideration of the following tools and strategies:

- Identify historic resources in the zoning ordinance
- Consider impacts to historic resources when considering requests for variances, special exceptions and conditional uses
- Allow consideration of nonconforming zoning uses when implementation will facilitate the preservation, rehabilitation and restoration of historic resources
- Consider the creation local historic districts or landmark properties

#### 47. FACILITATE INVESTMENT IN HISTORIC PROPERTIES

Historic resource preservation is an eligible expenditure for the 2008 Open Space Bond Fund. The Township should consider using a portion of the Bond Fund to pay for programs to assist with the preservation of historic resources. Such programs could include a revolving low-interest loan fund and design assistance to owners to help them to assist with preservation of homes and other structures. Other financial incentives could include waiving building permit and recreation fees for projects that would contribute to the restoration of a historic resource.

#### 48. PERMIT LIMITED ADAPTIVE REUSE OF HISTORIC HOMES

Many historic homes are large, which increases the cost of operating and maintaining them. Their size can sometimes provide more space than can realistically be used by modern families. Adaptive reuse – permitting a single-family home to be used in other ways – can be an effective tool to make it economically feasible to purchase and maintain a historic house.

The Township should establish an adaptive reuse policy for historic homes. At a minimum, this should include relaxation of standards for home occupations, including those that limit total square footage, number of employees and daily visitors. The Township should also consider other potentially compatible uses, such as bed and breakfast inns, professional offices and conversion to multi-family use. Any adaptive reuse (beyond relaxed home occupation standards) should be regulated through a conditional or special exception use process that sets our specific standards for minimizing impacts to the surrounding neighborhood and notice requirements for adjacent neighbors.

## **RECREATION & COMMUNITY FACILITIES**

### **SUPPORT AND ENHANCE**

Upper Dublin Township and its School District provide excellent services, which act as a major attraction for new and existing residents. Both are proactive in planning for future facility and program needs. Opportunities to share community facilities between Township departments, such as the Library and Parks and Recreation, and the School District should continue to be pursued as each moves forward with its planning.

The Parks and Recreation Department works closely with the School District, local sports leagues, the library and others to meet recreation programming and facility needs. Continued interdepartmental and inter-agency coordination is needed and will be particularly important to ensure adequate facilities for recreation programs, which may be able to be co-located with the library or other community service locations.

In addition to schools and recreational facilities that are spread throughout the Township, Upper Dublin is working to create a “civic campus” that concentrates many community uses. The campus is anchored by the Township Building and Upper Dublin High School on Loch Alsh Avenue. The Township Building includes the Library, Police Department and an extensive set of well-utilized community rooms. A new fire station is planned to be located along Fort Washington Avenue across from the high school complex.

### **RECREATION AND COMMUNITY FACILITIES RECOMMENDATIONS**

#### **49. FACILITATE DEVELOPMENT OF A CIVIC CAMPUS**

The Township should continue to pursue development of a civic campus that will concentrate community uses around the Township Building and Upper Dublin High School. A civic campus could accommodate two important community goals: helping to build a community identity through the creation of a “civic town center” and minimizing operational and capital investment costs through shared facilities between Township and School District.

#### **50. MAINTAIN AND ENHANCE OPERATION OF EXISTING NEIGHBORHOOD COMMUNITY FACILITIES**

The Civic Campus should not replace existing neighborhood community facilities such as the North Hills Library, the EPI-Center and Robbins Park Environmental Center. Each of these meets the needs of a specific group or activity that would not be possible to serve as well at the Civic Campus location.

This is particularly important for recreation and library services in North Hills and the EPI-Center. These locations are accessible to young children, seniors and lower income residents who may have limited access to transportation. On average, residents of North Hills have lower incomes than those of other neighborhoods and

a correspondingly lower rate of computer ownership. The computer workstations at the North Hills Library are heavily used.

The Township should partner with the School District and Montgomery County Housing Authority to seek resources to expand computing facilities and hours at the North Hills Library.

#### 51. EXPAND THE LIBRARY TO MEET EXISTING AND PROJECTED FUTURE NEEDS

A public library is an important asset for any community and one of particular importance for Upper Dublin Township, whose residents value education highly. The Upper Dublin Library is too small to meet current community needs. According to the Public Library Facilities Plan prepared in April 2009, most new public libraries contain between one and 1.5 gross square feet per capita. Per capita space in existing library facilities in Upper Dublin is less than 0.6 gross square feet. Staff and user surveys conducted during the facilities planning initiative clearly indicated a need and desire for additional space to meet patrons' needs. The Township should pursue funding for and construct an expansion of the main library branch.

#### 52. EXPAND FACILITIES COORDINATION BETWEEN THE LIBRARY, RECREATION PROGRAMS AND SCHOOLS

Facility – and to an extent program needs – between the recreation department, library and Upper Dublin schools are inter-related, and each organization has identified the need for expanded and/or upgraded facilities. The Township and School District should pursue planning for facilities jointly through the Civic Campus and other initiatives in order to maximize the effectiveness and minimize duplication.

#### 53. CONTINUE TO PURSUE PARK DEVELOPMENT

An important goal of the Township's Open Space Plan is to provide safe access to at least one public neighborhood or community park within one-half mile of every Township residence. The Township has made good progress on this goal since adopting the Plan in 2005. It should continue to pursue properties and resources to complete implementation of this Open Space Plan goal.

#### 54. EVALUATE THE BEST LONG TERM RECREATIONAL AND COMMUNITY USES OF THE TWINING VALLEY GOLF COURSE

Upper Dublin Township owns the Twining Valley Golf Course located on Twining Road between Susquehanna and Welsh Road and leases it to a private operator in a lease that currently extends to 2017. Prior to the end of the current lease, the Township should evaluate current utilization of the golf course as a recreational facility and develop a master plan for the future use of this 115 acre facility.

The master plan should consider ways to expand community access to such a large parcel. In prior discussions residents, have suggested the site as a potential location for a community subscription farm, public library, community center, sledding hill, extensive walking trails, an elementary school and ambulance station.

# INFRASTRUCTURE AND COMMUNITY SERVICES

## INVEST FOR THE FUTURE

Upper Dublin Township is known and valued by its residents for excellent public services; however, the cost of providing these services is high and growing. In addition, significant investment is needed in existing infrastructure. The Township completed an initial Capital Improvement Plan for 2008 through 2017, which is included as **Appendix D** to this Plan. This section of the Comprehensive Plan focuses on the tools needed to plan for and build a realistic funding scheme to implement needed infrastructure improvements.

### 55. PREPARE AN OFFICIAL MAP

The Official Map is an effective planning tool to reserve right-of-way for new roads and interchanges as well as land for new open space or public facilities. It can be used to reserve right-of-way along existing roadways for turning lanes at intersections, additional through lanes along corridors and for new street connections. An Official Map identifies properties needed to complete future public improvements. Designation of an Official Map provides the Township with the right of first refusal should a property designated on the map become available for sale.

An Official Map should be considered by the Township to preserve right-of-way for the Pennsylvania Turnpike eastbound slip ramp, improvements to the Norfolk Southern rail bridge, transportation improvements in the Fort Washington Office Park, open space purchases, stormwater management improvements, riparian corridor protections and the development of the Civic Campus.

The Municipalities Planning Code (MPC) provides that a municipality may adopt an Official Map covering a portion or the entire municipality to show elements of the comprehensive plan pertaining to public lands and facilities. An Official Map identifies areas of public interest and need for the purpose of reserving lands for public use. It can be used to implement the planned transportation network and other community facilities. Section 401(a) of the MPC permits municipalities to represent the following facilities on the Official Map:

- Existing and proposed public streets watercourses and public grounds, including widening, narrowing, extensions, diminutions, openings or closings
- Existing and proposed public parks, playgrounds and open space reservations
- Pedestrian ways and easements
- Railroad and transit rights-of-way and easements

- Flood control basins, floodways and floodplains, stormwater management areas and drainage easements
- Facilities, easements and other properties needed to implement recommendations of the comprehensive plan

The Township may use property records, aerial photography, photogrammetric mapping, geographic information systems or other methods for the identification, description and publication of elements of the Official Map. An ordinance must accompany the Official Map that describes the lands identified for future public use. The Township does not need to survey designated lands prior to the adoption of the Official Map and ordinance. At the time of land acquisition or easements, boundary descriptions by metes and bounds must be provided by a licensed surveyor.

#### 56. DEVELOP A CAPITAL IMPROVEMENTS PLAN

The Township should work from its initial 2008 to 2017 10-Year Capital Improvement Plan to develop a more detailed capital improvement plan that identifies capital projects and equipment purchases needed over the next 10 years. It should provide a planning schedule and identify options for financing the plan.

In addition to the \$66 million in needed improvements in the Fort Washington Office Park, the 2008-2017 Capital Improvement Program estimated approximately \$135 million in capital needs Township-wide. This is a significant undertaking for a community that, in a typical budget year, expends \$2 million to \$3 million on capital improvements. Preparation of a more detailed capital improvement plan provides the opportunity to:

- Systematically evaluate all potential projects at the same time
- Plan for financing needs to help stabilize debt and consolidate projects to reduce borrowing costs
- Serve as a public relations and economic development tool
- Focus on maintaining infrastructure while ensuring the efficient use of public funds.
- Foster cooperation among departments and an ability to inform County, PennDOT and other units of government of the Township's priorities

#### 57. PURSUE THE EXTENSION OF PUBLIC WATER AND SEWER TO THE ENTIRE TOWNSHIP

Upper Dublin should make it a policy goal to provide water and wastewater services

to the entire Township and then work with water and wastewater providers to develop a set of strategies for facilitating desired service extensions.

#### 58. CONTINUE TO PURSUE ALTERNATIVE FUNDING SOURCES

Upper Dublin has considerable capital funding needs, and the Township has been vigorously pursuing additional resources to meet those needs. It should continue to do so. The funding campaign should include continuing to pursue outside grant resources but should also consider the formation of municipal or multi-municipal authorities to pursue infrastructure investments, particularly as described in the Natural Resources Element for improved stormwater management.

#### 59. EXPAND INTER-MUNICIPAL OUTREACH AND COORDINATION

Upper Dublin Township staff and some of its boards work informally with adjacent municipalities on issues of shared interest, and Upper Dublin and Whitemarsh Townships are partners in creating the Sustainable Redevelopment Plan for the Fort Washington Office Park that was described earlier in this Plan. The Township should expand its outreach and coordination to neighboring municipalities and increase its formal coordination efforts and partnerships. An inter-municipal approach is more effective than a single municipality acting alone on many projects, and state and regional funding sources often favor multi-municipal projects.

Specific initiatives that would benefit from an inter-municipal approach include:

- Inter-municipal coordination for protection of water resources – The Township’s Environmental Protection Advisory Board is already working with Clean Water Fund/Clean Water Action to explore the potential of a multi-municipal water resource protection management strategy. One issue they are considering is the coordination of agreed upon regional standards for individual environmental resource protection ordinances (floodplains, wetlands, steep slopes, woodlands, etc.).
- Establishing a regional trail network with multimodal connections – trail connections across major roadways will require coordination with Montgomery County, PennDOT and adjacent municipalities.
- Economic development – particularly work with Ambler Borough, the Township’s unofficial downtown
- Provision of community services

# 5. PLAN CONSISTENCY

## INTRODUCTION

Prior to beginning the comprehensive planning process, Upper Dublin Township had completed a number of topical and neighborhood plans and studies. The Comprehensive Plan incorporates and builds on these prior plan recommendations. Plans and studies that were particularly relevant for the Comprehensive Plan included:

- Upper Dublin Township Open Space and Environmental Resource Protection Plan, Upper Dublin Township, 2005
- *Out of the Water: A Revitalization Plan for the Fort Washington Office Park*, Temple University, 2008
- Dresher Triangle Area Study, Montgomery County Planning Commission, 1999
- Dresher Triangle Area Study, Urban Land Institute Technical Assistance Program, 2008
- Maple Glen Action Plan, Carter van Dyke Associates, 2000
- Jarrettown Action Plan, Wells Appel Land Studies, 2004
- Upper Dublin Historic Resources Inventory, 2008
- Upper Dublin Township Trail Network, 2008
- 10-Year Capital Improvement Plan, 2008
- Greenhouse Gas Audit, Temple University, 2008

Where Comprehensive Plan recommendations differ from those of the local plans and studies cited above, it should be assumed that the Comprehensive Plan recommendations represent the interests and policies of the Township at the time of this Plan's adoption in late 2010.

## STAKEHOLDER COORDINATION

In addition to an internal review of existing plans and policies the Township consulted with a number of stakeholders and related agencies during the comprehensive planning process, including the Upper Dublin School District, Montgomery County, environmental organizations, local non-profit organizations and adjacent municipalities. The Montgomery County Planning Commission served as an ex-officio member of the Comprehensive Plan Steering Committee. The recommendations of this Plan are generally consistent with those of the County and other public partners and stakeholders. Some of the individual plan elements, particularly transportation, natural resources, recreation and community services and infrastructure identify opportunities to coordinate and work with neighboring municipalities and other governmental agencies and service providers.

## COUNTY AND NEIGHBORING COMMUNITY PLAN CONSISTENCY

The Montgomery County Comprehensive Plan, *Shaping Our Future: A Comprehensive Plan for Montgomery County* was adopted in 2005. It provides a future vision and guides planning and decision making for the County through 2025. The Plan identifies four major issues facing the County:

- Controlling sprawl
- Controlling traffic congestion
- Preserving open space and natural areas
- Revitalizing older boroughs and townships

Each of these issues is important to Upper Dublin Township and this Comprehensive Plan includes locally-appropriate goals and strategies to address each. These include recommendations to encourage infill development in existing low-density residential neighborhoods; reinvestment strategies to encourage mixed-use redevelopment of existing commercial centers and the Fort Washington Office Park; options to expand transportation options and address critical traffic pinch-points; and recommendations to continue Upper Dublin's progressive open space acquisition and preservation programs.

A review of current plans, land use maps and zoning in adjacent municipalities indicates that the land use recommendations of the Upper Dublin Comprehensive Plan are generally consistent with those of its neighbors. Beyond a simple consistency review; however, there are significant opportunities for increased inter-municipal coordination on key issues affecting area municipalities including roadway, trail and transit infrastructure improvements, protection of water resources, economic development and provision of community services.

6.

# IMPLEMENTATION PLAN



## INTRODUCTION

The following Implementation Matrix is a simplified list of the Plan recommendations that is organized by Comprehensive Plan Element (Land Use, Economic Development, etc.). The matrix is intended to be an easy way to track the responsibilities and progress of Plan implementation. The description of each recommendation has been simplified from what appears in the Recommendations section of the Plan. Readers should refer back to that section and item number listed next to the recommendation for more detail on the project. The “Recommendation Number” appearing in the first column of the matrix refers to the specific recommendation as listed in the body of the Plan.

Each task has a projected implementation timeframe according to the descriptions below. Timeframes represent a mix of Township priorities, realistically available resources and the complexity of the project.

<b>Upon Adoption:</b>	Tasks that will be completed when the Plan is adopted, or these tasks are currently underway and expected to be complete by the time the Plan is adopted.
<b>Short-term:</b>	Tasks that are expected to be complete within 2 years of Plan adoption.
<b>Medium-term:</b>	Tasks that are expected to begin in 2-5 years.
<b>Long-term:</b>	Tasks that are expected to begin in 5-10 years.
<b>On-going:</b>	Tasks that will be continuous or completed as need arises.

Where appropriate, the Matrix recommends project partners to assist in implementing the recommendations. The names of many project partners and funding sources have been abbreviated. The following is a list of abbreviations:

<b>DVRPC:</b>	Delaware Valley Regional Planning Commission
<b>Mont. Co.:</b>	Montgomery County
<b>PA DCED:</b>	Pennsylvania Department of Community and Economic Development
<b>PA DCNR:</b>	Pennsylvania Department of Conservation and Natural Resources
<b>PA DEP:</b>	Pennsylvania Department of Environmental Protection
<b>PA PDE:</b>	Pennsylvania Department of Education
<b>PennDOT:</b>	Pennsylvania Department of Transportation
<b>SUDS:</b>	Sustainable Upper Dublin

## LAND USE Use Land Wisely

**Goal: Protect and enhance the physical character and economic vitality of Upper Dublin by using remaining vacant land wisely, preserving priority open spaces as identified in the Open Space and Environmental Resource Protection Plan and maximizing the economic potential of new development and redevelopment.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
1	<p>Maximize the Impact of Open Space Bond Fund</p> <ul style="list-style-type: none"> <li>▪ Continue to pursue purchase of land, and when possible conservation easements, for properties identified on the priority lists</li> <li>▪ Partner with other government entities and conservation groups to leverage bond funds</li> </ul>		✓			✓	Mont. Co., PA DCNR, conservation organizations
2	<p>Conserve the Privately-Owned Golf Courses for recreational use</p> <ul style="list-style-type: none"> <li>▪ Continue working with LuLu Country Club</li> <li>▪ Reach out to Manufacturers' Country Club to determine its interest in pursuing a similar agreement</li> </ul>		✓			✓	Golf courses, Mont. Co., PA DCNR, conservation organizations
3	<p>Work with Temple University to ensure that the evolution of the campus over time meets both University and Township needs</p> <ul style="list-style-type: none"> <li>▪ Preservation of publicly-accessible open space</li> <li>▪ Economic development as appropriate</li> </ul>					✓ ✓	Temple University

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
4	Expand Trail Network <ul style="list-style-type: none"> <li>▪ Continue to pursue funding from Montgomery County and other resources</li> <li>▪ Build the complete trail network</li> </ul>					✓  ✓	Mont. Co., PA DCNR, PennDOT
5	Preserve Prudential Site for Office Use	✓					
6	Ensure that the development processes laid out in the Township’s Zoning Ordinance support the development goals and objectives stated in this Comprehensive Plan <ul style="list-style-type: none"> <li>▪ Review zoning, subdivision, and other ordinances to make the process simpler and clearer for development proposals</li> </ul>		✓				Mont. Co.
7	Create Commercial District Design Standards <ul style="list-style-type: none"> <li>▪ Develop standards for building orientation, signage, lighting, transit shelters, crosswalks, paving, landscaping, and sidewalks.</li> <li>▪ Codify standards in the Zoning and Subdivision and Land Development Ordinances.</li> </ul>		✓  ✓				Mont. Co.
8	Design and Implement Streetscape Improvements <ul style="list-style-type: none"> <li>▪ Pursue funding for and implement streetscape improvements initiatives.</li> </ul>			✓			DVRPC, PennDOT

**ECONOMIC DEVELOPMENT**  
**Revitalize the Economic Engine**

**Goal: Diversify the Township’s economy through redevelopment and revitalization of the Fort Washington Office Park and other existing commercial centers.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
<b>8</b>	Identify Areas in the Office Park Best and Worst Suited for Development <ul style="list-style-type: none"> <li>▪ Complete the Sustainable Redevelopment Plan to identify the areas</li> <li>▪ Codify in the Land Development Code</li> </ul>		✓				Mont. Co.
<b>10</b>	Restrict New Development in Areas Most Prone to Flooding <ul style="list-style-type: none"> <li>▪ Codify restrictions in the Land Development Code</li> </ul>		✓				Mont. Co, PA DCNR
<b>11</b>	Determine Appropriate Densities and Design of New Development <ul style="list-style-type: none"> <li>▪ Sustainable Redevelopment Plan should identify the appropriate densities</li> <li>▪ Codify in the Land Development Code</li> </ul>		✓				Mont. Co.
<b>12</b>	Permit a Broader Mix of Uses in the Office Park <ul style="list-style-type: none"> <li>▪ Sustainable Redevelopment Plan should identify the market potential and make specific zoning changes</li> <li>▪ Codify in the Land Development Code</li> </ul>		✓				Mont. Co.

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
13	<p>Create Financing Mechanisms to Fund Moving Development Out of the Most-Flood Prone Areas of the Office Park</p> <ul style="list-style-type: none"> <li>▪ Sustainable Redevelopment Plan should study transfer of development rights as a mechanism to move development</li> <li>▪ Consider a redevelopment authority with bonding capacity and tax increment financing to pay for infrastructure</li> </ul>		✓				Mont. Co, PA DCED
14	<p>Encourage “Green” Design</p> <ul style="list-style-type: none"> <li>▪ Revise Office Park zoning to include incentives or requirements for ecologically sensitive practices</li> </ul>		✓				Temple Ambler Office of Sustainability
15	<p>Develop and Codify Infrastructure Design Standards for the Office Park</p> <ul style="list-style-type: none"> <li>▪ Develop standards for building orientation, signage, lighting, transit shelters, crosswalks, paving, landscaping, and sidewalks.</li> <li>▪ Codify standards in the Zoning and Subdivision and Land Development Ordinances.</li> </ul>		✓				Mont. Co.
16	<p>Create a Mechanism to Hold and Maintain Properties that are “De-developed”</p> <ul style="list-style-type: none"> <li>▪ Designate Township Department, public authority, or business association to own and maintain in perpetuity</li> </ul>			✓			Fort Washington Business Alliance, conservation organizations

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
17	Permit Mixed-Use Development in the Dresher Triangle Area <ul style="list-style-type: none"> <li>▪ Revise Dresher Overlay District to allow for higher building height and mix of uses</li> </ul>		✓				Private property owners
18	Consider Revising the Maple Glen Overlay District <ul style="list-style-type: none"> <li>▪ Review development standards</li> <li>▪ Codify standards in the Zoning and Subdivision and Land Development Ordinances.</li> </ul>		✓	✓			Mont. Co.
19	Determine the Appropriate Role for Mixed-Use Development in the Upper Dublin and Fairway Shopping Centers <ul style="list-style-type: none"> <li>▪ Consider appropriate uses</li> <li>▪ Create an Overlay as in Dresher Triangle and Maple Glen, or amend the by-right zoning</li> </ul>		✓	✓			Mont. Co.
20	Revise the CR-L and CR-I Zoning Designations to Encourage Appropriate Redevelopment over Time <ul style="list-style-type: none"> <li>▪ Review permitted land uses and the development standards in both districts and revise</li> </ul>		✓				Mont. Co.

## HOUSING

### Support Strong and Diverse Neighborhoods

**Goal: Sustain strong and diverse neighborhoods by providing high-quality housing opportunities to meet the needs of current and future Township residents.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
<b>21</b>	Encourage Development of Additional Senior Housing Options <ul style="list-style-type: none"> <li>▪ Consider development regulations and zoning standards that would support aging in place</li> </ul>			✓			Temple University Institute on Aging
<b>22</b>	Facilitate Ongoing Investment in the Township’s Existing Housing Stock <ul style="list-style-type: none"> <li>▪ Change zoning to include provisions for flexibility in house additions in neighborhoods with small lots</li> </ul>		✓				Mont. Co.
<b>23</b>	Continue to Permit Development of Accessory Dwelling Units <ul style="list-style-type: none"> <li>▪ Consider easing restrictions on accessory apartments</li> </ul>				✓		
<b>24</b>	Encourage Appropriate Residential Infill and Redevelopment <ul style="list-style-type: none"> <li>▪ Develop conditional use standards for the Zoning Ordinance to regulate the design</li> </ul>			✓			Mont. Co.
<b>25</b>	Permit Broader Home Occupations in Homes Located on Busy Streets <ul style="list-style-type: none"> <li>▪ Relax standards for home occupations</li> </ul>			✓			Mont. Co.

## SUSTAINABILITY

### Balance Environmental, Economic and Social Needs

**Goal: Promote a better quality of life for current and future generations by ensuring our economy, our society and our environment develop in a balanced way.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
<b>26</b>	Engage Residents <ul style="list-style-type: none"> <li>▪ Create volunteer programs</li> </ul>		✓			✓	
<b>27</b>	Prepare a Greenhouse Gas Action Plan <ul style="list-style-type: none"> <li>▪ Work with and support Sustainable Upper Dublin in creating a Greenhouse Gas Action Plan</li> </ul>			✓			SUDS
<b>28</b>	Encourage Green Building Practices <ul style="list-style-type: none"> <li>▪ Amend the Zoning and Subdivision ordinances to provide incentives or requirements</li> </ul>			✓			Mont. Co., Temple University Office of Sustainability
<b>29</b>	Promote Energy Conservation in Land Use Regulations <ul style="list-style-type: none"> <li>▪ Modify Subdivision and Land Development Ordinance to provide incentives for energy conservation</li> </ul>			✓			Mont. Co., Temple University Office of Sustainability
<b>30</b>	Promote Water Conservation in Land Use Regulations <ul style="list-style-type: none"> <li>▪ Modify Subdivision and Land Development Ordinance to require water efficient landscape designs</li> </ul>			✓			Mont. Co., Temple University Office of Sustainability

## TRANSPORTATION

### Invest in the System and Expand Options

**Goal: Expand travel options and improve traffic flow by making strategic new connections and improving management of the existing network to better serve the needs of pedestrians, bicyclists, drivers and transit users.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
<b>31</b>	Advocate for Construction of a New Norfolk Southern Rail Bridge <ul style="list-style-type: none"> <li>▪ Work with Norfolk Southern, PennDOT and other potential partners to replace the bridge</li> </ul>					✓	Norfolk Southern, PennDOT
<b>32</b>	Advocate for the Construction of an Eastbound Pennsylvania Turnpike Slip Ramp <ul style="list-style-type: none"> <li>▪ Work with Turnpike Commission, the Commonwealth and other stakeholders to construct the slip ramp</li> </ul>					✓	Pennsylvania Turnpike Commission, Commonwealth of Pennsylvania
<b>33</b>	Adopt a Street Classification System <ul style="list-style-type: none"> <li>▪ Adopt the PennDOT classifications or develop a separate classification system based on local needs</li> </ul>			✓			Mont. Co., PennDOT
<b>34</b>	Improve Management of Existing Roadway Capacity through design standards and projects that encourage or implement: <ul style="list-style-type: none"> <li>▪ Consolidation of driveways</li> <li>▪ Improved site design to encourage internal circulation</li> <li>▪ Synchronizing traffic signals along major corridors</li> <li>▪ Additional turning lanes</li> </ul>					✓ ✓ ✓ ✓	Mont. Co., PennDOT, private property owners

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
35	Expand and Enhance the Pedestrian and Bicycle Network <ul style="list-style-type: none"> <li>▪ Ensure new sidewalks and bike facilities are incorporated into streetscaping initiatives</li> <li>▪ Strict enforcement of sidewalk requirements in Township SALDO</li> <li>▪ Improve connections between the North Hills and Ambler neighborhoods and other areas of the Township</li> </ul>					✓  ✓	Mont. Co., PennDOT, DVRPC
36	Pursue Development of a Pedestrian Connection under the Norfolk Southern Rail Bridge <ul style="list-style-type: none"> <li>▪ Secure funding</li> <li>▪ Design and construct improvements</li> </ul>			✓	✓		
37	Advocate for Improved Transit Service <ul style="list-style-type: none"> <li>▪ Articulate the specific needs and propose them in SEPTA's planning process</li> <li>▪ Work with the Greater Valley Forge Transportation Management Association to advocate for improvements</li> </ul>					✓  ✓	SEPTA, Greater Valley Forge Transportation Management Association
38	Develop a Township Transportation Demand Management Program <ul style="list-style-type: none"> <li>▪ Work with Greater Valley Forge TMA to take advantage of existing programs</li> </ul>				✓		Greater Valley Forge Transportation Management Association, Zipcar and/or PhillyCarShare

## NATURAL, HISTORIC AND CULTURAL RESOURCES

### Protect and Conserve

**Goal: Conserve and enhance Upper Dublin’s natural, historic and cultural resources.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
<b>39</b>	Implement Best Management Practices (BMPs) for Stormwater Management <ul style="list-style-type: none"> <li>▪ Review and revise ordinances as new best management practices emerge.</li> <li>▪ Implement street and parking lot design standards that encourage or require on site bio-retention</li> </ul>			✓		✓	Mont. Co., Temple University Office of Sustainability, PA DEP
<b>40</b>	Include Stormwater Retrofits in Redevelopment and Street Rebuilding Projects <ul style="list-style-type: none"> <li>▪ Ensure projects include stormwater retrofits that meet the standards of the current stormwater management requirements</li> </ul>					✓	
<b>41</b>	Pursue a Regional Approach to Stormwater Management and Environmental Protection <ul style="list-style-type: none"> <li>▪ Work with neighboring municipalities to develop a regional stormwater management and protection plan</li> </ul>				✓		Adjacent municipalities, Mont. Co., Wissahickon Watershed Partnership, PA Environmental Council, PA DEP, Philadelphia Water Department

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
42	Continue to Preserve and Protect Steep Slopes and Riparian Corridors <ul style="list-style-type: none"> <li>▪ Revise development regulations as new best management practices become available</li> <li>▪ Consideration of protection of these resources in open space acquisition</li> </ul>					✓  ✓	
43	Encourage Floodplain Preservation and Restoration <ul style="list-style-type: none"> <li>▪ Amend Zoning and Subdivision Ordinances to limit and/or prohibit fill and development in 100-year floodplains</li> </ul>				✓		Mont. Co., Temple University Office of Sustainability
44	Develop an Environmental Protection Overlay District <ul style="list-style-type: none"> <li>▪ Amend the Zoning Ordinance to include an environmental protection overlay district</li> </ul>				✓		Mont. Co., Temple University Office of Sustainability, PA DEP
45	Pursue an Organizational Structure and New Funding Sources for More Proactive Management of Existing Stormwater Facilities <ul style="list-style-type: none"> <li>▪ Consider feasibility of creating a stormwater authority to maintain and own existing and new facilities</li> </ul>				✓		PA DEP, neighboring municipalities, PA DCNR

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
46	<p>Enhance Historic Protections</p> <ul style="list-style-type: none"> <li>▪ Identify historic resources in the zoning ordinance</li> <li>▪ Consider impacts to historic resources when considering requests for variances, special exceptions and conditional uses</li> <li>▪ Allow consideration of nonconforming zoning uses when implementation will facilitate the preservation, rehabilitation and restoration of historic resources</li> <li>▪ Consider creation local historic districts or landmark properties</li> </ul>			✓		✓	
47	<p>Facilitate Investment in Historic Properties</p> <ul style="list-style-type: none"> <li>▪ Consider using a portion of Open Space Bond funds to pay for programs to assist with preservation of historic resources</li> <li>▪ Consider waiving building permit and recreation fees for</li> </ul>				✓		
48	<p>Permit Limited Adaptive Reuse of Historic Homes</p> <ul style="list-style-type: none"> <li>▪ Establish an adaptive reuse policy for historic homes that can be regulated through a conditional or special exception use process</li> </ul>		✓			✓	

## RECREATION & COMMUNITY FACILITIES

### Support and Enhance

**Goal: Continue to provide excellent and cost-effective community and recreation facilities and services for residents with a broad range of interests and ages, including the elderly, children and families.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
49	Facilitate Development of a Civic Campus that will concentrate community uses around the Township Building and High School				✓		Upper Dublin School District
50	Maintain Operation of and Enhance the North Hills Library, EPI-Center and Robbins Park Environmental Center <ul style="list-style-type: none"> <li>▪ Partner with the School District and Montgomery County Housing Authority to seek resources to expand computing facilities at North Hills Library</li> </ul>			✓		✓	Upper Dublin School District, Montgomery County Housing Authority, PA PDE
51	Expand the Library to Meet Existing and Projected Future Needs <ul style="list-style-type: none"> <li>▪ Township and School District should pursue planning for facilities jointly</li> </ul>				✓		Upper Dublin School District
52	Expand Facilities Coordination Among the Library, Recreation Programs and Schools <ul style="list-style-type: none"> <li>▪ Work with School District to minimize costs through shared facilities</li> </ul>				✓		Upper Dublin School District
53	Continue to Pursue Park Development					✓	
54	Evaluate the Best Long-Term Recreational and Community Uses of the Twining Valley Golf Course <ul style="list-style-type: none"> <li>▪ Develop a master plan for future use of this 115 acre facility</li> </ul>			✓			PA DCNR

## INFRASTRUCTURE AND COMMUNITY SERVICES

### Invest for the Future

**Goal: Maintain and enhance high-quality and cost-effective infrastructure and community services that will enable the Township to attract and retain a diverse population while ensuring long-term financial stability as the Township approaches development build-out.**

Recommendation Number	Tasks	Upon Adoption	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
55	Prepare an Official Map		✓				
56	Develop a Capital Improvements Plan <ul style="list-style-type: none"> <li>▪ Work from initial 2008-2017 Capital Improvement Plan to develop more detail</li> <li>▪ Identify capital projects and equipment purchases as well a planning schedule and financing options</li> </ul>			✓			
57	Pursue the Extension of Public Water and Sewer to the Entire Township <ul style="list-style-type: none"> <li>▪ Work with water and wastewater providers to develop a set of strategies</li> </ul>				✓		Bucks County Water and Sewer Authority, Ambler Borough Water Company
58	Continue to Pursue Alternative Funding Sources <ul style="list-style-type: none"> <li>▪ Pursue outside grant resources</li> <li>▪ Consider the formation of a municipal or multi-municipal authority to pursue infrastructure investments</li> </ul>					✓	PA DCED, PA DCNR, PA DEP, PennDOT, DVRPC, adjacent municipalities, Mont. Co.
59	Expand Inter-Municipal Outreach and Coordination <ul style="list-style-type: none"> <li>▪ Protection of water resources</li> <li>▪ Establish a regional trail network and multimodal connections</li> <li>▪ Economic development with Ambler Borough</li> <li>▪ Provision of community services</li> </ul>					✓	Mont. Co., adjacent municipalities

## FUNDING SOURCES

Some Plan recommendations will be implemented using existing municipal or School District resources; however many will be funded using a variety of outside technical assistance and grant resources. Montgomery County provides extensive technical assistance in the form of model codes, guidance documents and staff assistance. The Pennsylvania Commonwealth is another major funder of planning and implementation projects.

The following information was collected from the Commonwealth of Pennsylvania website. The Commonwealth's budget is routinely changing, and therefore it is necessary to contact the state and other funding sources to find more detailed and current information. The list below provides a general understanding of the funding that may be available over the life of the Plan.

### PENNSYLVANIA DEPARTMENT OF ENVIRONMENTAL PROTECTION

**Community Watershed Education Grants (WREN)** - Supports community coalitions undertaking public education projects aimed at mitigating or preventing non-point source pollution in Pennsylvania watersheds. Eligible funding recipients include counties, municipalities, water and wastewater authorities, school districts, conservation district, and non-profit organizations. Average grant amount: \$4,500

**Enactment of Ordinances and Implementation of Stormwater Management Plans** - This program reimburses municipalities for costs incurred in the adoption or revision of ordinances or regulations and other actual administrative, enforcement, and implementation costs incurred in complying with the Pennsylvania Stormwater Management Act (1978 Act 167) and the companion regulation governing stormwater management grants and reimbursements (25 Pa. Code 111). Average grant amount: \$1,400.

**Environmental Education Grants Program** - The focus of the Environmental Education Grants Program is to support environmental education through schools, county conservation districts and other nonprofit conservation or educational organizations, including colleges and universities. Eligible applicants include counties, municipalities, water and wastewater authorities, school districts, conservation district, and non-profit organizations. Average grant amount: \$7,500.

**Growing Greener Watershed Grants** - The purpose of this program is to restore watersheds and streams. Eligible applicants include counties, municipalities, water and wastewater authorities, conservation districts, watershed associations and non-profit organizations. Average grant amount: \$95,000.

**PEDA (PA Energy Development Authority) Grants** - PEDA solicitations are varied and diverse. In general, PEDA provides grants, loan guarantees for alternative energy projects and related research referring to deployment projects, manufacturing or research involving the following types of fuels, technologies or measures: solar energy; wind; low-impact hydropower; geothermal; biologically derived methane gas, including landfill gas; biomass; fuel cells; coal-mine methane; waste coal; integrated gasification combined cycle, and; demand management measures, including recycled energy and energy recovery, energy efficiency and load management. Eligible applicants include counties, municipalities, authorities, school districts, non-profit organizations, corporations, legal business entities and partnerships between eligible applicants.

**Stormwater Management Planning and Implementation** - DEP provides financial and technical assistance to counties for development and to municipalities for implementation, of watershed-based stormwater management plans under the Storm Water Management Act (1978 Act 167). The financial assistance consists of grants and reimbursements that cover 75% of the allowable costs for storm water management plans covered under the Act. Eligible applicants include counties and municipalities. Average grant amount: \$200,000.

## **PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT**

PA DCED funds a variety of economic and community development projects. The grant and financing tools listed below are just some of the types of projects that PA DCED will undertake. Most of the programs are included under its Single Application Program, which means that an applicant need only fill in one application and the Department will find suitable funding based on the application content.

**Building PA** - Financing for commercial and mixed use development in KOZ, brownfields, boroughs and low income areas.

**Business in our Sites** - Loans for improvements to get sites 'shovel ready' for development. Loans are 'patient' until the site is sold.

**Cultural Activities, Exhibits and Expositions** - Funds may be used to support facility enhancements, new construction and/or renovations, or for the development of marketing, advertising and public relations campaigns to build attendance. Other eligible activities may include: film presentations, show case activities, workshops and symposia, special promotions, preview events, open dialogs, pre and post viewing discussions, and familiarization programs. A primary goal of the program is to promote overnights stays. Applicants must, as part of the project narrative, explain how their project will meet this goal.

**Community and Business Development Program** - The Community and Business Assistance Program provides grants for community and business assistance projects that, in the judgment of the Department of Community and Economic Development, improve the stability of the community; promote economic and/or community development; improve existing and/or develop new civic, cultural, recreational, industrial and other facilities or activities; assist in business retention, expansion, creation or attraction; promote the creation of jobs and employment opportunities; enhance the health, welfare and quality of life of citizens of this Commonwealth; and meet all requirements of the DCED Single Application for Assistance.

## **PENNSYLVANIA DEPARTMENT OF CONSERVATION AND NATURAL RESOURCES**

PA DCNR provides grants for planning and development of open space, park facilities and trails and for the conservation of natural resources. Most of its grant programs fall under one of four categories:

- Technical assistance to help build local, county, regional and statewide capacity to better develop and manage recreation and park facilities and to promote the conservation of natural resources through plan implementation, education and training
- Planning Projects that "lay the groundwork for future land acquisition, development and/or management of parks, recreational facilities, critical habitat, open space, natural areas, greenways, rails-to-trails, snowmobile and ATV trails and river/watershed corridors
- Land Acquisition projects that involve the purchase and/or donation of land for park and recreation areas, greenways, trails, critical habitat areas and/or open space.
- Development projects that involve the rehabilitation and development of public parks, indoor and outdoor recreation facilities, rails-to-trails, snowmobile and ATV trails and facilities, as well as, greenways and river conservation projects
- Pennsylvania Recreational Trails funding, which is appropriated by the U.S. Congress through the federal "Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users" (SAFETEA-LU)

## **PENNVEST**

PENNVEST has been empowered by Pennsylvania state law, [Pennsylvania Infrastructure Investment Authority Act 16 of 1988](#), to administer and finance the Clean Water State Revolving Fund (CWSRF) and the Drinking Water State Revolving Fund (DWSRF) pursuant to the federal Water Quality Act of 1987, as well as to administer the American Recovery and Reinvestment Act of 2009 (ARRA) funds. PENNVEST also finances, through the issuance of special obligation revenue bonds, water management, solid waste disposal, sewage treatment and pollution control projects undertaken by or on behalf of private entities.

### **Drinking Water, Wastewater and Stormwater Loans and Non-Point Source Financing**

- Primarily low interest loans (some grant funding available) to pay for costs associated with design, engineering, and construction of public or private owned drinking water or wastewater systems, non-point source pollution mitigation and municipal storm water projects.

**On-Lot Sewage Disposal Loans** - Low interest loans available to individuals to finance repair or replacement of their malfunctioning on-lot system for their primary residence.

**Brownfield Redevelopment Loans** - Low interest loans available for remediation of sites related to water quality benefits.

**Growing Greener Grants** - Supplemental grants available on a limited basis for systems with residential user rates. No separate application is necessary. Analysis is performed on each submittal for grant consideration.

**Green Initiatives** - Projects that promote and encourage environmental responsibility in our communities that are creative and innovative with green solutions for water quality management. These solutions can be as simple as installation of water barrels for water collection and re-use, to regional projects that reduce sediment and nutrient contamination of the Chesapeake Bay watershed by reducing storm water runoff from agricultural areas.

## **PENNSYLVANIA DEPARTMENT OF TRANSPORTATION (PENNDOT)**

**Transportation Enhancements, Federal Safe Routes to School, PA Hometown Streets/ PA Safe Routes to School** - The funding for these programs is currently unclear. It is likely that future transportation bills will include similar programs for funding streetscape, pedestrian, bicycle, traffic calming, transit and other transportation improvements. The Region should work with County and PennDOT staff to keep apprised of new transportation funding.

## **MONTGOMERY COUNTY**

**Montgomery County Development Corporation** - Montgomery County Development Corporation is the county's official Area Loan Organization. The MCDC provides low-interest rate financing for various types of County companies and non-profit organizations. Funding is used for real estate acquisition and renovation, equipment and working capital.

**Green Fields/Green Towns Open Space Program** - This ten-year \$150 million program was approved by voter referendum in November 2003. The Green Fields/Green Towns Program is made up of three basic components: municipal grants (\$67 million), private organization grants (\$8 million), and county open space expenditures (\$75 million). All Montgomery County municipalities are eligible to apply for open space grants on a competitive basis. Municipalities will need to update their existing open space plans. Funds to municipalities can be used for land acquisition, heritage resource conservation, green infrastructure, farmland preservation, floodplain restoration, community trails that connect to the county's trail network, and implementation of the Schuylkill River Greenway.

**Montgomery County Community Planning Assistance Program** - The Montgomery County Community Planning Assistance Program provides technical assistance in the fields of comprehensive planning, zoning, land use, transportation, landscape design, economic development, and other disciplines on a fee-for-service basis. Townships and boroughs can benefit from this program by entering into a planning assistance contract with our commission. Under the contract, which typically lasts for three years, the cost of the professional planner is evenly shared between the municipality and the county. Presently, 18 townships, 9 boroughs, and 1 municipality are participating in this program. In addition, four regional planning organizations in Montgomery County have entered the program for assistance in drafting and implementing regional plans.

**Montgomery County Transportation Program** - Recommended by the Montgomery County Commissioners in November 2008, the proposed ten-year, \$150 million initiative to improve the transportation network in the county would, if approved by voters, provide local funding for local projects. In early 2009, the Montgomery County Commissioners awarded funding to six projects—a Jump Start of the full program—to demonstrate to the public how the program could be effective. The Jump Start projects were selected for their construction readiness, regional impact, opportunity for partnerships, and geographic diversity.

**Montgomery County Model Ordinances** - The County provides model ordinances, program guidelines and other technical assistance that can save the Township resources. In addition, case studies provide insights into finding funding and navigating various processes that might require a more creative approach than simply completing a funding application. Model ordinance include the following:

- Residential Office District - Creating a Transition to Residential Neighborhoods
- Protecting Natural, Scenic, and Historic Resources - Rural Residential District Model Ordinance
- Creating Commercial Areas with Character - General Commercial District Model Ordinance
- Creating Opportunities - Town Center District Model Ordinance
- Creating Small-Town Character - Model Ordinance for Mixed-Use Development
- Re-Creating the Neighborhood - Model for Single-Family Development
- Riparian Corridor Conservation District Model Ordinance
- Child Day Care Model Zoning Provisions
- Creating a Village Community - Model Ordinance for Mixed Residential Development
- Guidebook for Creating a Municipal TDR Program
- Land Preservation District Model Zoning Provisions
- Accessory Housing and Adaptive Reuse and Infill
- Model Landscape Regulations

7.

**APPENDIX**

7.  
APPENDIX

## **A. PUBLIC MEETING SUMMARIES**

**JUNE 11, 2009**

### **COMMUNITY WORKSHOP SUMMARY**

#### **COMMUNITY ASSESSMENT EXERCISE SUMMARY**

Upper Dublin Township held a Community Visioning Workshop on June 11, 2009 to introduce its comprehensive planning initiative and to gain initial feedback from the community on a variety of issues that will be considered in the Comprehensive Plan. An interactive community assessment exercise presented ideas and asked questions on issues ranging from neighborhood quality of life to key development concerns.

Subsequent to the Visioning Workshop, the Township posted a survey on its website with questions based on those asked during the community assessment exercises. The survey will be on the website for the entire month of July and results will be formally tallied then. Summary results from the first two weeks are attached. In general, responses to the survey have been pretty similar to those received at the Workshop. This summary only includes online survey results only for questions added after the community assessment exercise.

The following summarizes the feedback received in the community assessment exercise. The findings in no way represent a statistically significant sampling of community issues; rather it “takes the pulse” of about 160 residents who chose to participate in a community workshop on a fine June evening. The Assessment was not designed to get meaningful research data but rather to probe at some “hot button” issues to hopefully gain an understanding of how to address them in the comprehensive planning process. The information summarized below will be used help understand how to educate people as to the implications of what they said they want to deciding where and how the plan may pursue important, yet controversial, issues.

#### **RESPONDENT PROFILE**

There were 158 participants in the community assessment exercise. They tended to be older – 62 percent reported being at least 51 years old – and had long term roots in the Township, with 51 percent of participants reporting that they had lived or worked in Upper Dublin for 21 or more years.

<b>What is your age group?</b>	<b>Responses</b>	
Less than 18 years	1	0.63%
18-30 years	5	3.16%
31-40 years	16	10.13%
41-50 years	38	24.05%
51-65 years	54	34.18%
More than 65 years	44	27.85%
Totals	158	100%

<b>How long have you lived or worked in Upper Dublin?</b>	<b>Responses</b>	
0-5 years	17	10.76%
6-10 years	26	16.46%
11-20 years	34	21.52%
21-40 years	52	32.91%
41+ years	29	18.35%
Totals	158	100%

Together Fort Washington and Maple Glen residents made up nearly half of the audience. Nearly 20 percent of attendees were from Dresher. Many of the 18 percent who identified as being from an “other” neighborhood indicated that they were from Ambler. No other neighborhood made up more than 10 percent of the audience

<b>Where do you live or work?</b>	<b>Responses</b>	
Abington	1	0.63%
Ardsley	1	0.63%
Dresher	31	19.62%
Fort Washington	36	22.78%
Jarrettown	2	1.27%
Maple Glen	38	24.05%
North Hills	5	3.16%
Oreland	11	6.96%
Willow Grove	4	2.53%
Other	29	18.35%
Totals	158	100%

## RESPONSES TO GENERAL COMMUNITY ISSUES

When asked, the top three reasons stated for choosing to live in Upper Dublin were high quality schools, community character and that the Township is located close to their place of work.

<b>Why do you choose to live or work in Upper Dublin?</b>	<b>Responses (n=158)</b>	
Born/raised here	24	15.19%
Good schools	93	58.86%
Town character	66	41.77%
Friends/family	58	36.71%
Low taxes	14	8.86%
Close to work	66	41.77%

The issues most commonly cited as a potential reason to leave the Township were housing that no longer meets needs and taxes, both of which received a response greater than 50 percent

<b>What would cause you to leave?</b>	<b>Responses (n=158)</b>	
Overdevelopment	70	44.30%
Reduced school quality	51	32.28%
Housing no longer meets my needs	97	61.39%
Job change	45	28.48%
Taxes	94	59.49%
Reduction in community services	62	39.24%

When asked specifically about what is good in their neighborhoods, participants responded positively to nearly every issue raised. Most potential neighborhood amenities were identified as a neighborhood asset by at least 50 percent of respondents, except that only about a third thought that access to shopping and dining was an asset offered by their neighborhood.

<b>What's great about your neighborhood?</b>	<b>Responses (n=158)</b>	
Housing stock	81	51.27%
Neighbors	88	55.70%
Access to parks & recreation	78	49.37%
Access to shopping & eating	59	37.34%
Privacy	97	61.39%
Aesthetics	100	63.29%

Top neighborhood concerns were traffic speeds and volumes. Few selected crime as a concern.

<b><u>What concerns you about your neighborhood?</u></b>	<b>Responses (n=158)</b>	
Traffic speeds	95	60.13%
Traffic volume	80	50.63%
Lack of sidewalks	58	36.71%
Crime	24	15.19%
Noise	52	32.91%
Commercial development is too close	46	29.11%

On Township-wide transportation issues, two-thirds of respondents cited traffic congestion as their top concern. Limited public transit, road maintenance and lack of sidewalks were also frequently identified as concerns.

<b><u>What are your top 3 transportation concerns?</u></b>	<b>Responses (n=158)</b>	
Traffic congestion	105	66.46%
Lack of bike lanes	40	25.32%
Lack of trails	27	17.09%
Limited public transit	57	36.08%
Lack of sidewalks	55	34.81%
Parking problems	20	12.66%
Road maintenance	57	36.08%
None of the above	10	6.33%

Preservation and protection of natural resources was cited as a top concern for more than half of respondents. Nearly 50 percent cited additional open space as a top priority. The importance of open space and natural resource protection was emphasized later in the meeting as participants commented that open space should be considered as the best end use for the Township’s limited remaining vacant land. In other recreation needs, local parks and playgrounds and walking and biking trails were also identified as priorities by more than 40 percent of the audience.

<b><u>What are your top 3 open space and recreation priorities</u></b>	<b>Responses (n=158)</b>	
Local parks & playgrounds	69	43.67%
Varied recreation programs	31	19.62%
Walking & biking trails	70	44.30%
Bike trails & lanes	30	18.99%
Preservation/protection of natural resources	94	59.49%
Playing fields	15	9.49%
Additional open space	75	47.47%
None of the above	13	8.23%

Participants were asked to identify their top development concerns moving forward. Open space preservation, the future of the Fort Washington Office Park and shopping centers and preserving neighborhood character were selected by at least two-thirds of participants. Vacant land development and increased diversity in housing were cited by fewer than half of participants.

<b>Prioritize your development concerns</b>	<b>Responses</b>	
Fort Washington Office Park	116	73.42%
Shopping centers	107	67.72%
Vacant land development	73	46.20%
Preserving neighborhood character	107	67.72%
Increased diversity in housing	67	42.41%
Open space preservation	122	77.22%

## HOUSING

Slightly fewer than half of respondents felt that the current housing stock meets current needs. Mixed-use neighborhoods were identified as a need by nearly 40 percent of the audience. More affordable housing options were named by about 30 percent.

<b>Is there a need for more diverse housing stock?</b>	<b>Responses</b>	
	<b>(n=158)</b>	
No, homes suit the needs of families	72	45.57%
Yes, need more condos options	41	25.95%
Yes, need more townhome options	39	24.68%
Yes, need more rental options	23	14.56%
Yes, need mixed-use neighborhoods	62	39.24%
Yes, need more affordable options	49	31.01%

In terms of infill development, it appears that respondents felt that it was more important to match the scale and design of infill to existing development than the specific housing type. Less than 50 percent supported the concept of infill that matched existing development in type, but is of a different scale. Roughly the same number of respondents indicated that it was okay to match new development to scale but not type as said that new homes should match in both type and scale. Given that infill development in an established neighborhood tends to be controversial, this is a response that should be tested further.

<b>When new homes are built in an existing neighborhood they should match in type and scale</b>	<b>Responses</b>	
Yes	104	67.53%
No	50	32.47%
Totals	154	100%

<b>When new homes are built in an existing neighborhood they should match in type, but not necessarily scale</b>		<b>Responses</b>	
Yes	63	42.28%	
No	86	57.72%	
Totals	149	100%	

<b>When new homes are built in an existing neighborhood they should match in scale, but not necessarily type</b>		<b>Responses</b>	
Yes	98	64.90%	
No	53	35.10%	
Totals	151	100%	

## COMMERCIAL SERVICES AND DEVELOPMENT

Only about 20 percent of respondents indicated that Upper Dublin's existing shopping centers provide all needed goods and services. A similar amount said that existing facilities met their needs, but that they would like more choice; however, fewer than 10 percent said that they couldn't get what they need in the Township and that it was inconvenient to travel to another location.

<b>Do Upper Dublin's shopping centers provide the goods &amp; services you need?</b>		<b>Responses</b>	
Yes	30	19.35%	
Yes, but I'd like more choice	33	21.29%	
No, but I can get what I need nearby	79	50.97%	
No, it is inconvenient to travel.	13	8.39%	
Totals	155	100%	

The top choice for additional services was dining at nearly 50 percent. Based on audience response, a post office would have been a strong competitor for the number one position, had it been on the list. Entertainment and groceries were other common responses. Based on participant response, “post office” was added as a response to the online survey. To date, about 27 percent have selected it as an option.

<b>Would you like to see more of the following available in UDT?</b>	<b>Responses</b>	
Grocery	35	22.15%
Pharmacy	8	5.06%
Clothing	19	12.03%
Gifts & specialty shops	16	10.13%
Furniture/appliances/household goods	9	5.70%
Dining	78	49.37%
Entertainment	51	32.28%

When asked about the future use of the Township’s existing shopping centers, about three-quarters of participants felt that the current single-story retail development was appropriate for each of the four centers. Reactions to mixed-use proposals at each site varied. About half of respondents were open to the idea of a mix of retail and office uses at the Upper Dublin Shopping Center and Dreshertown Plaza. Participants were less open to mixed-use scenarios that involved residential development. While nearly 42 percent thought this was an appropriate use for Dreshertown Plaza, nearly 54 percent felt it was not an appropriate use at any of the current shopping center locations. The potentially most intense mix of development – including retail, office and housing scored the lowest, with nearly two-thirds of respondents indicated that it was not a good use for any of the proposed locations.

<b>Which of the following uses is appropriate for these existing shopping centers</b>									<b>(n=158)</b>	
	<b>Upper Dublin</b>		<b>Maple Glen</b>		<b>Fairway</b>		<b>Dreshertown</b>		<b>Not good for any of these locations</b>	
Single story retail	119	75.32%	124	78.48%	117	74.05%	118	74.68%	17	10.76%
Mix of retail/housing	53	33.54%	48	30.38%	51	32.28%	66	41.77%	83	53.53%
Mix of retail/office	76	48.10%	69	43.67%	69	43.67%	80	50.63%	65	41.14%
Mix of retail/office/housing	44	27.85%	40	25.32%	42	26.58%	53	33.54%	102	64.56%

Despite the results of the prior question more than half of participants thought it would be okay to develop multiple stories at the Upper Dublin and Fairway Shopping Centers to achieve mixed-use development. This number fell to 47 percent for the Dreshertown Plaza and about 40 percent for the Maple Glen Shopping Center. The somewhat mixed results between these questions point out a potential area for future study.

**Would you consider increased**

<b>density to achieve a mix of uses</b>	<b>Upper Dublin</b>		<b>Maple Glen</b>		<b>Fairway</b>		<b>Dreshertown</b>	
No, limit development to one story	75	47.47%	89	59.33%	71	47.65%	82	53.25%
Up to three stories would be okay	60	37.97%	48	32.00%	59	39.60%	49	21.82%
Up to four stories would be okay	23	14.56%	13	8.67%	19	12.75%	23	14.94%

**VACANT LAND DEVELOPMENT**

A set of questions asked participants to indicate their preferences for the future development of two important vacant parcels in the Township, the undeveloped portion of the Prudential Office Park site and the Dresher Triangle area across Limekiln Pike from Dreshertown Plaza. The table below lists respondents answers, it should be noted that there was considerable concern among meeting participants that “open space” was not offered as an option for the ultimate development of these sites. Verbally, many indicated the desire to choose this option for each site, reinforcing the emphasis the community places on preservation of open space.

Based on this feedback, “open space” was added as an option in the online survey. It was most selected response for both sites at 57 percent for Dresher Triangle and 61 percent for the Prudential site. The second most popular choice for Prudential was “office campus” at 51 percent. “Mixed-use” and “shopping center” tied for second in the Dresher Triangle area with 38 percent of responses each.

<b>What types of development would be appropriate at these locations</b>	<b>Prudential</b>		<b>Dresher Triangle</b>		<b>Not good for either location</b>		(n=158)
Office campus	84	53.16%	25	15.82%	62	39.24%	
Shopping Center	36	22.78%	36	22.78%	100	63.29%	
Mixed-use	78	49.37%	57	36.08%	70	44.30%	
Residential with limited retail	74	46.84%	57	36.08%	57	36.08%	
Traditional neighborhood development	53	33.54%	51	32.28%	82	51.90%	
Age-restricted housing	48	30.38%	38	24.05%	82	51.90%	
Assisted living	39	24.68%	40	25.32%	89	56.33%	
Townhouses or garden apartments	44	27.85%	46	29.11%	93	58.86%	
Single family subdivisions	43	27.22%	34	21.52%	104	65.82%	

## DECEMBER 3, 2009 COMMUNITY WORKSHOP SUMMARY

This memo attempts to summarize the feedback received at the December 3, 2009 Comprehensive Plan Community Workshop. To assist in your review, I have attached a copy of the display boards with a tally of the results and any comments received. (I know, I said that we would not count the individual responses, but it is the easiest way for you all to see the level of response (i.e. interest and understanding level) for each question. Typically, more people will respond to questions about issues that they feel strongly about and/or feel that they fully understand. Not surprisingly, the questions on commercial centers and the Fort Washington Office Park received the highest level of response.

### WISE USE OF LAND

#### TOP OPEN SPACE CONCERNS

- Trails
- Preservation of open land
- Some concern about historic resource protection “park gaps”
- “Protection of stream corridors” added as a comment

#### USE OF DRESHER TRIANGLE AND PRUDENTIAL

Responses to this display were relatively low. This could indicate a lack of willingness to consider these for development. The only option that received responses in the double digits was the suggestion of residential/office/retail mix at Dresher Triangle.

#### OPEN SPACE ACQUISITION

- Nearly all participants want to see the remaining funds in the Open Space Bond go to acquisition of properties on the open space priority list in the UDT Open Space Plan.
- No other undeveloped parcels were identified as more important than those already on the UDT Open Space Plan priority list
- When asked what would make a parcel more important than one already identified in the Open Space Plan, “its is importance to the overall ecosystem” was the only suggestion with significant response

#### ADDITIONAL FUNDING NEEDS

- Only five people indicated that they would be willing to pass another bond measure to purchase remaining land on the open space priority list (above and beyond what the existing bond measure will be able to purchase).
- No one people indicated that they would be willing to pass another bond measure to purchase “all remaining vacant land.”

## HOUSING

### NEEDS OF AN AGING POPULATION

When asked where they would like to live when they get older, the most common response was “in my current home,” the next most popular was “outside of the Township because my needs are not being met.”

### ACCESSORY APARTMENTS

Very few participants indicated that they would oppose accessory apartments under any conditions, and few supported them without restrictions. Most felt that one of the dwelling units should be owner occupied.

### PRESERVATION OF HISTORIC RESOURCES

- When asked whether they would consider using open space bond funds to help preserve historic homes, very few participants said “no.” The most popular assistance options were:
  - Provision of low-interest loans
  - Design assistance for preservation
- Nearly all would support limited professional office space in historic homes to make needed investments financially feasible.

### HOMES ON BUSY STREETS

- Most participants felt that homes on busy streets were less desirable due to traffic conflicts.
- When asked about relaxing home occupation standards for homes on busy streets, most supported relaxing the limitations on size and on daily visitors

## COMMERCIAL CENTERS

### MIXED USE TRADE-OFFS

- The most appealing elements of mixed use for participants were the opportunity to improve the appearance of our commercial centers and the ability to strengthen the tax base with minimal new investment in services.
- The largest concern was increased traffic.
- When asked about the trade-offs between new tax revenues and potential negative impacts of increased development intensities:
  - Most felt that the new revenues outweigh the negative impacts.
  - Some felt that the additional tax revenues should be used to fix the negative impacts.

- No one said that the negative impacts outweigh the additional tax revenues no matter what.
- When asked which commercial centers might be appropriate for mixed use development, Dresher Triangle was the most frequent response, though Upper Dublin Shopping Center and “all of them” were also well-represented. No one said “none of them.”
- When asked if there were other areas in the Township that might be more suitable for mixed use development, the Fort Washington Office park was the most frequent response.
- When asked about the potential for mixed use development to serve a wider range of residents – particularly singles and couples without children – all who responded indicated that they liked this aspect of mixed use development.
- When asked whether they would consider condominiums or apartments in a mixed use development for themselves or an elderly relative, nearly all who responded said yes. One comment was received that senior services would need to be provided in the complex to sustain seniors through health issues.

## LOCAL COMMERCIAL SERVICES

- Most felt that it was very important for UDT to have its own retail, restaurant and entertainment options. Only one person felt that it was not at all important.
- When asked why it was important the top three responses were:
  - Tax base contribution reduces pressure on homeowners
  - It provides convenient access to goods and services
  - Commercial centers are an important part of community identity
- Participants are generally concerned about UDT’s shopping centers today. For each issue raised, the most frequent response was “concerned” or “very concerned,” for issues including:
  - Appearance
  - The range of goods and services offered
  - Vacancy
  - Tenant mix
  - Traffic

## FORT WASHINGTON OFFICE PARK

### MOVING DEVELOPMENT OUT OF THE FLOODPLAIN

- When asked about development prohibitions in the most flood-prone areas of the Office Park, most supported prohibitions of new development and expansions of existing development.
- The most significant concern about increased development intensity in the Office Park is the need to buffer adjacent neighborhoods.

- While some concern was expressed over height, it appears that participants are open to considerably taller buildings in the Office Park than exist today if:
  - The viewshed from residential neighborhoods is protected
  - The neighborhoods are adequately buffered from the taller development
- Most participants would consider varied building heights – up to seven stories.
- Participants were open to permitting more intense development to encourage environmental and open space protections including, more comprehensive stormwater management, green building design and open space connections.

## RETAIL USES

- When asked about appropriate retail development in the Office Park, participants generally were positive about retail with office above, retail with residential above and full service restaurants.
- When asked what role retail should play in the Office Park, most participants felt that retail should meet the needs of the Park and surrounding residents. This question also received a considerable response to the “other” category, with comments about enhanced walkability, bike access, “mix of all questions” and a casino.

## RESIDENTIAL USES

- Responses to residential development in the Office Park were somewhat mixed. When asked what types of residential development would be appropriate, none of the options presented got much response. When asked about the role, location and integration with other uses in the Office Park, however, many responded with ideas for how it could fit in:
  - Role: Most felt that it should serve households without children seeking to be close to work, with some interest in housing that serves temporary users. Only a few said that housing should not be in the Office Park
  - Integration with other uses: Most who responded said that housing should be located on the upper floors of retail buildings.

## **MARCH 24, 2010 COMMUNITY WORKSHOP SUMMARY**

This memo attempts to summarize the feedback received at the March 24, 2010 Comprehensive Plan Community Workshop. To assist in your review, I have attached a copy of the display boards with a tally of the results and any comments received.

### **OPEN SPACE PRESERVATION**

#### **SHOULD WE LIMIT FUTURE OPEN SPACE ACQUISITION TO EXISTING RESOURCES OR BOND FOR MORE MONEY?**

Responses to this display were relatively one-sided. The consensus was to use existing funds (rather than enact new taxes) and slightly more people wanted to focus on the priority list instead of looking to undeveloped land elsewhere.

#### **RECOMMENDATIONS DEEMED VERY IMPORTANT:**

- Maximize the Open Space Bond Fund by focusing on priority properties.
- Expand the trail network.

#### **RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:**

- Working with Temple University to maintain open space on the campus got a mixed reaction, with slightly more people saying it is an important recommendation.

### **SUMMARY**

Overall strong support to focus on the existing bond fund and leaning towards using that money on priority properties as listed in the Open Space Master Plan.

### **ECONOMIC DEVELOPMENT**

#### **HOW WILLING ARE YOU TO CONSIDER NEW DEVELOPMENT IN COMMERCIAL AREAS TO HELP BUILD THE TAX BASE?**

Overwhelming support for this recommendation with almost all saying that it is a very good idea.

#### **RECOMMENDATIONS DEEMED VERY IMPORTANT:**

- Reduce flooding and flood damage in the FWOP.
- Create new land development codes that encourage new and higher value development in the FWOP. Some comments included keep industrial park as

commercial/corporate center only; add entertainment options - add amusement tax to generate income/revenue; and change code to direct portion of commercial/retail rehab permit fees to open space fund.

- Preserve the Prudential Office Campus for commercial development.
- Permit mixed use development for the Dresher Triangle Area.
- Encourage reinvestment – including consideration of mixed-use – in the Township’s shopping areas.

## SUMMARY

Almost unanimous support for all the recommendations in this section.

## COMMUNITY CHARACTER & HISTORIC RESOURCES

How important is it to you that the appearance of Upper Dublin’s neighborhoods and commercial areas project a specific community identity and sense of place?

Some people thought this was important but more seemed to be not concerned with this issue.

### RECOMMENDATIONS DEEMED VERY IMPORTANT:

- Create commercial development standards
- Use a portion of the Open Space Bond Fund to facilitate investment in historic properties.

### RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:

- Enhance tools to protect historic structure from demolition. Many people were neutral about this issue.
- Allow adaptive reuse of historic homes. Split between those that said this was very important and those that were neutral or thought it wasn’t important.

## SUMMARY

A mixed reaction, though there was at least some support for all the recommendations in this section.

## HOUSING

What do you feel is the most important housing issue for the Township to address over the next decade?

The top selections were to meet the needs of senior residents and to expand housing choices to attract new residents. The next choice was to encourage investment in older homes.

### RECOMMENDATIONS DEEMED VERY IMPORTANT:

- Encourage the development of additional senior housing options such as apartments.

### RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:

- Permitting accessory apartments in residential neighborhoods.
- Ensure that residential infill and redevelopment fits within existing neighborhoods.
- More relaxed regulation of home based businesses got a mostly neutral response.

### RECOMMENDATIONS THAT WERE NOT IDENTIFIED AS IMPORTANT:

- More than half thought simplifying the permit process by amending the zoning regulations was either not important or were neutral.

### SUMMARY

The overall question and supporting questions about the recommendations seem to point towards supporting more housing choices, with an emphasis on the senior residents. Accessory apartments and general infill did not seem very important.

## TRANSPORTATION: ROADWAYS

What are your top priorities for roadway improvements in the next decade?

There was three way tie between complete the turnpike slip ramp, provide better sidewalk connections, and to solve the traffic problem caused by the rail bridge on Susquehanna. Addressing congestion was also identified as a priority for some.

### RECOMMENDATIONS DEEMED VERY IMPORTANT:

- An eastbound Turnpike slip ramp.
- Work to eliminate the traffic pinch point at the intersection of Limekiln Pike and Susquehanna.

### RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:

- Increase road capacity without widening streets. This received some support as being very important, but more people indicated that they were neutral on the issue.

### SUMMARY

The roadway issues seem to focus on specific areas and/or problems, such as the slip ramp and the rail bridge. More general recommendations to address congestion did not seem as important to those at the meeting.

## **TRANSPORTATION: EXPANDING OPTIONS**

Overall, how concerned are you about the lack of transportation options in Upper Dublin Township?

The feedback was mixed, but about twice as many people were concerned about this than those that weren't.

### **RECOMMENDATIONS DEEMED VERY IMPORTANT:**

- New development standards should incorporate incentives or requirements to improve the multi-modal transportation access.
- Continue to pursue County or other funding to expand the pedestrian and bike trail network.
- Advocate for improved transit services.
- Work with transportation agencies to provide service that help residents.

### **SUMMARY**

Even though the initial question was mixed over how concerned everyone was about transportation options, there was unanimous support for all the recommendations in this section.

## **RECREATION, COMMUNITY FACILITIES & SERVICES**

What do you think is the best way to pay for these services?

Most people thought that a combination of new development and tax rate increases should pay for it. A few believe that taxes alone or new development alone should pay for these increases.

### **RECOMMENDATIONS DEEMED VERY IMPORTANT:**

- Expand the main library branch.
- Expand the trail network.
- Partner with School District and County Housing Authority to expand computing facilities and hours at the North Hills Library.

### **RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:**

- Expand facilities coordination between library, Township recreation programs and schools.
- Continue to pursue park development. This was a mixed reaction with an equal number of responses for not important and very important.

### **SUMMARY**

Most recommendations seemed to be important to people, though some had mixed reactions.

## ENVIRONMENTAL RESOURCES

Many of the potential next steps in protecting Upper Dublin's natural resources involve regulation of development. How willing are you to consider restrictions or prohibitions on development to protect natural resources?

All the responses indicated that participants were somewhat supportive or very supportive.

### RECOMMENDATIONS DEEMED VERY IMPORTANT:

- Strengthen Township regulations on stormwater management.
- Pursue a regional approach to stormwater management.
- Encourage/require new development to preserve and enhance the riparian corridors.
- Encourage/require floodplain preservation and restoration in new development and redevelopment.
- Encourage green design in new development and redevelopment.

### RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:

- Prepare a greenhouse gas action plan had a slightly positive reaction, but mostly had no opinion.

## SUMMARY

Almost unanimous support for all the recommendations in this section with the exception of the greenhouse gas action plan.

## CIVIC CHARACTER AND PRIDE

How concerned are you about the lack of a civic core or character for Upper Dublin Township?

There was a mixed response to this, with most leaning towards being concerned about it.

### RECOMMENDATIONS DEEMED VERY IMPORTANT:

- Address the aging population through a variety of initiatives.

### RECOMMENDATIONS WITH MIXED REACTION OR NO OPINION:

- Continue to pursue the development of a "civic campus"
- Work with civic and religious organizations to create places and events where civic and social interaction can occur.

## SUMMARY

There was mixed response for most of the recommendations in this section, seemingly making this entire issue not as high of a priority as some other issues, such as economic development or open space preservation.



## B. FISCAL IMPACT ANALYSIS

New residential and commercial development will increase the tax base of Upper Dublin Township, generating additional revenue for the Township and the Upper Dublin School District. As new residents and workers use public services, some of these new public revenues generated will be offset by incremental public costs. As a part of the comprehensive planning process, Real Estate Strategies, Inc. (RES) created a fiscal impact model to estimate the impact of the various development scenarios on the Township and School District budgets. The model is based on the Per Capita Method of fiscal impact analysis developed at the Rutgers University Center for Urban Policy Research (CUPR). Rutgers is one of the nation's leading research centers in the field of fiscal impact analysis.

The Per Capital Method requires as inputs estimates of growth in population, employment and the number of public school children associated with a given development scenario. These growth estimates are used to calculate new tax revenues and also to proportionally estimate the additional cost of municipal and school district services. The expected revenues and costs are then compared to produce an estimated net fiscal impact attributed to the development scenario.

To determine the growth in population, employment and public school children generated by a given development scenario, RES used multipliers developed by Rutgers in 2006. The residential population and public school children multipliers (based on the type and size of residential unit) are specific to Pennsylvania and were developed based on 2000 Census data. The employment multipliers (number of employees by 1,000 square feet of space) were developed based on a comprehensive review of planning literature, space utilization analyses, case studies and industry literature and are generalized for the United States as a whole.

RES also assembled data on Township and School District taxes and fees, including rates, assessment ratios, and information about how various taxes and fees are applied. They also collected the budget, demographic and employment information used to estimate increased Township and School District costs associated with potential projects.

## TREND BUILD-OUT ANALYSIS

RES used the model to calculate the fiscal impacts associated with the trend build-out of available parcels under current zoning. The total build-out estimated under the analysis includes:

- 1,563,588 square feet of commercial space. This space was assumed to be multi-story office, except for 20,470 square feet of fast food restaurant space.
- 394 new residential units, including: 192 one- and two-bedroom age-restricted condominiums, 133 single-family attached units (112 townhouses and 21 “twin” units) and 69 single-family detached homes.

For the purpose of this analysis, RES assumed that half of the townhouse units will have two bedrooms and half will have three bedrooms. They assumed that the twin units will each have three bedrooms and that the single-family detached units will be divided between three- and four-bedroom residences.

The **Table A.1** presents the detail of the trend build out analysis:

**TABLE A.1 TREND BUILD-OUT SCENARIO DETAIL**

	ID	Short Name	Commercial Buildout (SF)	Residential Buildout (Units)	
Vacant Parcels not in the Development Process	1	Virginia Southside	25,000		
	2	Virginia/Slip Ramp West	25,000		
	3	Virginia Northside	100,958		
	4	Turnpike/Railroad Lot	25,000		
	5	Turnpike/Railroad Lot	25,000		
		<i>Subtotal</i>		<i>200,958</i>	
Vacant Sites with Proposed or Approved Plans	6	Dublin Terrace		192	
	7	Dublin Reserve		41	
	8	Piszek Tract		32	
	9	Dresher Court		17	
	10	Maple Glen Court		6	
	11	1634 Butler Pike		1	
	12	510 Kane		1	
	13	Armstrong		1	
	14	DiFeo Tract		6	
	15	Cutler, Maple Glen		71	
	16	Golfview III		19	
	17	Griswold Tract		5	
	18	Lombardo Tract		2	
	19	Camphill/Virginia	31,800		
	20	Virginia Slip Ramp East	9,000		
	21	375 Commerce	147,660		
	22	Prudential Site	1,086,000		
	23	Susquehanna and Virginia	11,470		
	24	420 Delaware	76,700		
		<i>Subtotal</i>		<i>1,362,630</i>	<i>394</i>
	<b>Total Trend Buildout</b>			<b>1,563,588</b>	<b>394</b>

Sources: Upper Dublin Township, URS

## GROWTH ASSOCIATED WITH THE TREND BUILD-OUT

**Table A.2** presents the estimates of population, public school student and employment growth associated with the trend build-out scenario. The residential and commercial development program summarized above is expected to result in:

- 787 additional residents in the Township
- 56 additional students in the School District
- 5,926 additional persons employed in Upper Dublin

**TABLE A.2 GROWTH ESTIMATES: TREND BUILD-OUT SCENARIO**

	Number (units or square feet)	Multipliers (Per unit or 1,000 square feet)			Estimated Growth		
		Residents	Public School Students	Employees	Residents	Public School Students	Employees
<b>Residential</b>							
Single Family Detached							
3-Bedroom	35	2.82	0.41	N/A	99	14	N/A
4-Bedroom	34	3.58	0.75	N/A	122	26	N/A
Single Family Attached							
2-Bedroom	67	1.76	0.05	N/A	118	3	N/A
3-Bedroom	66	2.22	0.19	N/A	147	13	N/A
Condominiums (Age-Restricted)							
1-Bedroom	96	1.63	N/A	N/A	156	N/A	N/A
2-Bedroom	96	1.52	N/A	N/A	146	N/A	N/A
<b>Total Residential (residents and public school children)</b>					<b>787</b>	<b>56</b>	
<b>Non-Residential</b>							
Office	1,543,118	N/A	N/A	3	N/A	N/A	4,629
Fast Food Restaurant	20,470	N/A	N/A	10	N/A	N/A	205
<b>Total Non-Residential (employees)</b>							<b>4,834</b>

Sources: URS; Upper Dublin Township Engineer; Rutgers CUPR; RES

## INCREMENTAL PUBLIC COST CALCULATIONS

New residential and commercial development in Upper Dublin will generate additional tax revenue, but will also result in incremental public sector costs as demand for services such as police and fire protection, road maintenance, libraries and parks increase. To determine the incremental public costs associated with the proposed development, RES used the Rutgers Per Capita Method. This approach requires the consultant to allocate municipal general fund expenditures proportionately between residential and non-residential uses, based on the average of two ratios – the percentage of Township tax parcels that are residential and the percentage of the Township’s total assessed valuation attributable to residential parcels. The average of these two rates is applied to the total general fund budget to estimate the portion of the budget that is attributable to residential uses. The remainder of the general fund budget is assumed to be attributable to non-residential uses.

The residential portion of the budget is then divided by the total population of the jurisdiction to arrive at an average expenditure per resident. The non-residential portion of the budget is divided by the total number of persons working in the jurisdiction to arrive at an average expenditure per worker. These average expenditure figures can then be applied to estimates of new residents and workers associated with the proposed development to project the potential incremental public costs associated with that development.

To estimate the incremental costs to the School District, the 2007-8 School District budget average per pupil expenditure (\$14,627) was multiplied by the number of new public school children expected to be generated by the development scenario.

**Table A.3** provides a calculation of the estimated incremental costs to the Township and the School District associated with the trend build-out scenario.

**TABLE A.3 PUBLIC COST ESTIMATES: TREND BUILD OUT SCENARIO**

Upper Dublin Township General Fund Budget (FY2009)	\$	15,654,042
a. % Residential Parcels	97.6%	
b. % Residential Assessment	82.0%	
Residential Weighting ((a+b)/2)		89.8%
General Fund Budget--Residential Portion	\$	14,057,330
Township Residents (before new development)		25,811
Per Capita General Fund Expenditures	\$	545
General Fund Budget--Non-Residential Portion	\$	1,596,712
Persons Employed in Upper Dublin Township		13,399
Per Worker General Fund Expenditures	\$	119
New Residents Generated by Development Scenario		787
General Fund Costs Attributable to Net New Residents	\$	428,620
New Employees Generated by Development Scenario		4,834
New General Fund Costs Attributable to these Employees	\$	576,051
<b>Total Increase in Annual Upper Dublin General Fund Expenditures</b>	<b>\$</b>	<b>1,004,671</b>
New Public School Students Generated by Development Scenario		56
Upper Dublin School District Expenditure per Student (2007-8)	\$	14,627
<b>Total Increase in Annual Upper Dublin School District Expenditures</b>	<b>\$</b>	<b>819,112</b>

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Sources: Upper Dublin Township 2009 Budget; Upper Dublin School District  
PA Department of Labor; ESRI 2009 population estimates;  
Rutgers University Center for Urban Policy Research

## INCREMENTAL REVENUE CALCULATIONS

In order to calculate the potential real estate related tax revenues associated with the trend build-out, RES first developed an estimate of both the market value and assessed valuation of the individual land use components. **Table A.4** illustrates the calculation of both market and assessed value of the proposed development program elements.

In 2009, when this analysis was prepared, the assessment ratio for Montgomery County was 54 percent of market value. Residential sale prices were developed based on a review of new construction pricing in Upper Dublin and surrounding communities. The assessed value assumptions for non-residential uses were developed from a review of comparable properties using the Montgomery County Board of Assessment property records system. Market values were derived from the assessed value assumptions

**TABLE A.4 MARKET AND ASSESSED VALUE CALCULATION**

	<b>Number (units or square feet)</b>	<b>Market Value</b>	<b>Assessed Value (per unit)(a)</b>	<b>Total Assessed Value</b>
<b>Residential (b)</b>				
Single Family Detached				
3-Bedroom	35	\$ 850,000	\$ 459,000	\$ 16,065,000
4-Bedroom	34	\$ 850,000	\$ 459,000	\$ 15,606,000
Single Family Attached (c)				
2-Bedroom	67	\$ 400,000	\$ 216,000	\$ 14,472,000
3-Bedroom	66	\$ 400,000	\$ 216,000	\$ 14,256,000
Condominiums (Age-Restricted)				
1-Bedroom	96	\$ 300,000	\$ 162,000	\$ 15,552,000
2-Bedroom	96	\$ 300,000	\$ 162,000	\$ 15,552,000
<b>New Residential Assessed Value</b>				<b>\$ 91,503,000</b>
<b>New Residential Market Value</b>				<b>\$ 169,450,000</b>
<b>Non-Residential</b>				
Office	1,543,118	\$ 148	\$ 80	\$ 123,449,440
Fast Food Restaurant	20,470	\$ 296	\$ 160	\$ 3,275,200
<b>New Non-Residential Assessed Value</b>				<b>\$ 126,724,640</b>
<b>New Non-Residential Market Value</b>				<b>\$ 234,675,259</b>
<b>Total New Real Estate Assessed Value</b>				<b>\$ 218,227,640</b>
<b>Total Market Value Associated with Development</b>				<b>\$ 404,125,259</b>

Sources: Montgomery County Board of Assessment; Hanley Wood Market Intelligence; RES

(a) Based on assessment ratio of 54 percent of market value

(b) Residential market values are average of all unit types

(c) Twins and townhouses

## ONE-TIME REVENUES ASSOCIATED WITH THE TREND BUILD-OUT SCENARIO

### REAL ESTATE TRANSFER TAX

Real property transfers occurring in Upper Dublin are subject to a real estate transfer tax of one percent, with one-half percent going to the Township and one-half percent to the School District. **Table A.5** presents the estimated real estate transfer tax receipts that would be generated by sale of the proposed residential units. Transfer tax receipts are considered a one-time impact for the purposes of this model.

**TABLE A.5 REAL ESTATE TRANSFER TAX CALCULATION**

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	<u>Township</u>	<u>School District</u>
Sales of New Residential Units	\$169,450,000	
* Real Estate Transfer Tax Rate	0.50%	0.50%
Total Real Estate Transfer Tax	<u>\$847,250</u>	<u>\$847,250</u>

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### BUILDING PERMITS

Building permit revenue was calculated based on a per unit/per square foot basis according based on a review of the schedule of permit fees posted on the Upper Dublin web site.

**TABLE A.6 BUILDING PERMIT REVENUE CALCULATION**

	<u>Township</u>
<b><u>Single Family Residential</u></b>	
Single Family Units	202
Building permit fees per single family unit (a)	\$750
Total Single Family Building Permit Fees	\$151,500
<b><u>Multi-Family Residential</u></b>	
Multi-family units	192
Building permit fee per multifamily unit	\$200
Total Multi-Family Building Permit Fees	\$38,400
<b><u>Commercial</u></b>	
Commercial square feet	1,563,588
Building permit fees per 1,000 square feet (a)	\$325
Total Commercial Building Permit Fees	\$508,166
<b>Total Building Permit Revenue</b>	<b>\$698,066</b>

## **RECURRING REVENUES ASSOCIATED WITH THE TREND BUILD-OUT SCENARIO**

### **REAL ESTATE TAX**

Real estate taxes were calculated by applying the State Tax Equalization Board's common level ratio currently in effect for Montgomery County (54 percent) to total development costs in order to estimate assessed value. The current Township real estate tax rate of 4.532 mills and School District tax rate of 22.2277 mills were applied to the estimated increase in assessed value associated with the scenario.

**TABLE A.7 REAL ESTATE TAX CALCULATION**

	Township	School District
Total New Real Estate Assessment	\$218,227,640	
*Real Estate Tax Rate	0.452%	2.2277%
<b>Total Real Estate Tax</b>	<b>\$987,044</b>	<b>\$4,861,457</b>

### EARNED INCOME TAX

Upper Dublin Township levies a one-percent earned income tax (EIT) on residents. Non-residents employed in the Township are also subject to the tax. Residents who pay EIT in other municipalities, as well as employees who are subject to the Philadelphia wage tax, may take a credit against the Upper Dublin EIT. Because of the variability of these credits, the estimated revenues were calculated based on the current average EIT revenue per resident of working age plus persons employed in the Township. **Table A.8** below presents the calculation.

**TABLE A.8 EARNED INCOME TAX CALCULATION**

	<u>Township</u>
Earned Income Tax Receipts (FY 2009 Budget)	\$5,900,000
Total Residents (ages 20-64) + Employees	28,237
Average EIT Remittance	\$208.95
 New Residents + New Employees (assumes 50% of new residents are working age adults)	 5,228
<b>Total Earned Income Tax</b>	<b>\$1,092,368</b>

## LOCAL SERVICES TAX

For each person employed in Upper Dublin who earns more than \$12,000 annually, the Township collects an annual local services tax of \$52.

**TABLE A.9 LOCAL SERVICES TAX CALCULATION**

	<u>Township</u>
Number of New Employees	4,834
*Local Services Tax Rate	\$52
Adjustment	50% Assumes 50% are PT and earn < \$12K
Total Local Services Tax	<u>\$251.368</u>

## MISCELLANEOUS REVENUE

The 2009 Township budget included a number of miscellaneous revenue categories including fines and forfeits and departmental earnings, and interest earnings. Incremental miscellaneous revenue was based on a per capita increase (based on the number of new residents) for fines and forfeits and departmental earnings and on the projected increase in the Township's assessment base for the interest earnings category.

**TABLE A.10 MISCELLANEOUS REVENUE CALCULATION**

	<u>Township</u>
<b><u>Fines &amp; Forfeits</u></b>	
Percent Population Growth	3.0%
* Total Fines & Forfeits	\$108,000
Incremental Fines & Forfeits	\$3,240
<b><u>Department Earnings</u></b>	
Percent Population Growth	3.0%
* Total Department Earnings	\$534,000
Incremental Department Earnings	\$16,020
<b><u>Interest Earnings</u></b>	
Percent Growth in Total Assessed Value	9.7%
* Interest Earnings	\$175,000
Incremental Interest Earnings	\$17,001
<b>Total Miscellaneous Revenue</b>	<b>\$36,261</b>

## SUMMARY OF NET FISCAL IMPACTS

**Table A.11** contains a summary of fiscal impacts for the trend build-out scenario including both the one-time revenues associated with construction and sale individual properties as well as the recurring annual fiscal impacts. All dollar figures are 2009 dollars.

The analysis indicated that both the Township and the School District would realize a positive fiscal impact from implementation of the trend build-out scenario. Because the development proposals considered in the 2009 analysis were weighted toward commercial and age-restricted residential development, the School District would realize substantial net positive revenues.

**TABLE A.11 SUMMARY OF FISCAL IMPACTS: TREND BUILD-OUT SCENARIO**

	<u>Township</u>	<u>School District</u>	<u>Total Net Local Fiscal Impact</u>
Real Estate Transfer Tax Revenue	847,250	847,250	\$1,694,500
Building Permit Income	698,066	-	\$698,066
<b>Total One Time Tax Revenue (2009 \$)</b>	<b>\$ 1,545,316</b>	<b>\$ 847,250</b>	<b>\$ 2,392,566</b>
Real Estate Tax	\$987,044	\$4,861,457	\$ 5,848,501
Earned Income Tax	1,092,368	-	1,092,368
Local Services Tax	251,368	-	251,368
Miscellaneous Revenues	36,261	-	36,261
<b>Total Annual Revenues (2009 \$)</b>	<b>\$ 2,367,041</b>	<b>\$ 4,861,457</b>	<b>\$ 7,228,498</b>
			-
			-
<b>Less: Incremental Public Costs</b>	<b>\$ (1,004,671)</b>	<b>\$ (819,112)</b>	<b>\$ (1,823,783)</b>
<b>Net Annual Incremental Tax Revenue (2009 \$)</b>	<b>\$ 1,362,370</b>	<b>\$ 4,042,345</b>	<b>\$ 5,404,715</b>

The estimate of net annual incremental tax revenues accruing to the Township did not take into account any road construction or other extraordinary public works activities associated with implementation of the development program. The estimated incremental Township tax revenues could be capitalized as debt service to assist in financing these initiatives.

## **C. CAPITAL IMPROVEMENT PLAN**



**10 YEAR CAPITAL IMPROVEMENT PLAN**

August 12, 2008

SYM PROJECT NAME	Staff Priority	Metz Rating	Estimated Cost (Millions)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Description	Comment
W3 Pine Run Detention	1	1	4.00		2.00	2.00								New on line detention basin to reduce downstream flooding	Impact study needed
W2 Rapp Run Detention	1	1	4.00			2.00	2.00							New on line detention basin to reduce downstream flooding	Impact study needed
W4 Sandy Run Detention	1	1	4.00				2.00	2.00						New on line detention basin to reduce downstream flooding	Impact study needed
W5 Detention Basin Upgrades	1	1.5	3.60		0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	Upgrade exist. basins with improved outlet structures to reduce downstream runoff, add water quality features	3 dozen detention basins in twp
W6 WaterShed Study	1	1.5	0.50	0.10	0.10	0.10	0.10	0.10						Complete remaining Watershed inventories.	Finish inventory, implement GIS, two ft. contours
W7 Other Neighborhood Drainage Construction	1		4.50		0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	Install additional storm sewers and inlets to reduce localized street flooding in neighborhoods	retrofit older drainages in twp
SWM 1 Farm Lane Culvert & Drainage	1	1	0.60	0.60										Last segment of stream corridor upgrade to alleviate downstream flooding below St. Mary's.	
CH Camphill Road	1	1	2.00		2.00									Reconstruction - new drainage, recycle road, new paving, shoulders, trail, and elevate Highland Ave.	Road reconstruction, design completed
T 14 Camphill & Virginia traffic signal	1	2	0.50			0.5								Add traffic signal, left turn restrictions?	with road widening
FI Fire Station	1	1	7.00			3.50	3.50							New fire station construction and site work.	
NH North Hills Area	1	1	0.75	0.35	0.40									Completion of 7 year plan to upgrade streets, add selected sidewalks, install sanitary and storm sewers	Logan and Linden Avenues
RO 10 Year Roadway Reconstruction Fund	1		4.70		0.25	0.25	0.35	0.35	0.50	0.50	0.50	1.00	1.00	Funds to perform more extensive reconstruction where surface treatments are no longer indicated	
TR Trail Maintenance	1	1	0.60	0.10	0.10		0.10		0.10		0.10		0.10	Funds to maintain proposed new trails currently in design and as proposed in Twp Trail plan	
ARD Ardsley Drainage	1	1	1.20		0.60	0.60								Funds for Twp portion of construction.	
BR Bridge Improvements per Cowan Report	1	1	0.90		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	Funds for improvements as identified in Cowan Assoc report, culverts less than 20 ft in width.	44 culverts in twp
<b>SUBTOTAL "1"</b>			<b>38.85</b>	<b>1.15</b>	<b>6.45</b>	<b>9.95</b>	<b>9.05</b>	<b>3.45</b>	<b>1.60</b>	<b>1.50</b>	<b>1.60</b>	<b>2.00</b>	<b>2.10</b>		
W1 Rose Valley Detention (Robbins Park)	2	1	2.00				1.00	1.00						New on line or off line detention basin to reduce downstream flooding	Impact study needed
SWM 2 Kane & Willet Drainage	2	1.5	0.20		0.20									Additional storm sewers and inlets to control localized flooding. See SWM 7	

\* Project involves at least one state or county owned road.

**10 YEAR CAPITAL IMPROVEMENT PLAN**

August 12, 2008

SYM PROJECT NAME	Staff Priority	Metz Rating	Estimated Cost (Millions)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Description	Comment
SWM 4 Willow & Maple Phase 3 - may reduce with grants	2	3	0.25		0.25									Reconstruction of existing stream corridor with combination of plantings and stone, as permitted	
SWM 6 Loch Alsh Reservoir - dredge, Township = 50%?	2	1	0.50					0.50						Township share of dredging reservoir to re establish volume lost due to silt and increase infiltration.	Total estimated cost = \$1 million
SWM 7 Braccia Tract - Upstream detention	2	2	0.60			0.6								Create an upstream detention area to reduce downstream flooding, pedestrian link. See SWM 2	
T1 Welsh Road & Jarrettown Road *	2	2	0.50			0.5								Traffic signal and roadway upgrade to facilitate better traffic flows.	Traffic study needed for all intersection improvements
T6 Fitzwatertown Road & Susquehanna Road *	2	2	0.50			0.25	0.25							Traffic signal and roadway upgrade to facilitate better traffic flows.	Add left turn lane from Sus to Fitz
T7 Susquehanna Road & Ft. Washington Avenue *	2	2	0.50		0.25	0.25								Traffic signal and roadway upgrade to facilitate better traffic flows.	
T8 Susquehanna Road & Butler Pike *	2	2	0.50			0.25	0.25							Traffic signal and roadway upgrade to facilitate better traffic flows.	
T11 Limekiln Pike & Norristown Road *	2	2	0.50			0.25	0.25							Traffic signal and roadway upgrade to facilitate better traffic flows.	
T12 Limekiln Pike, PA Turnpike & Susquehanna *	2	2	2.00			1.00	1							Traffic signal and roadway upgrade to facilitate better traffic flows.	Striping, signage, commuter lane
T 16 Broad & Limekiln *	2	2	0.75			0.25	0.50							Traffic signal and roadway upgrade to facilitate better traffic flows.	Add left lane, widening, curbing
TDD Transportation Development District	2	2	25.00			2.00	5.00	5.00	5.00	5.00	3.00			Estimate Twp portion of improvement costs.	
SI Township Wayfinding	2	2	0.50				0.10	0.10	0.10	0.10	0.10			Installation of Twp wide signage themes	Township wide
AM Ambler Road - parallel piping	2	1	1.25				0.50	0.75						Install an additional pipe to reduce flooding frequency	Lower end of Honey Run
TR Transportation Planning, Property Acquisition	2	2	4.00				2.00	2.00						For regional transportation center	Transportation center
MISC Miscellaneous Projects & Temple University Study items	2		9.00		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Funds for projects not yet on the horizon	implementation could be pushed back a year
BLDG 1 Cold Storage Building for Equipment	2	2.5	0.50			0.50								For storage of Township equipment	
SI Sidewalks	2		1.35		0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	Township wide program to add sidewalk to connect neighborhoods, access to playgrounds, schools	For walkable communities
BLDG 2 Building Improvements - other Township Properties	2	2.5	5.00		1.00	2.00	2.00							Improvements to Township owned buildings: EPI-Center, Old Fort Washington school	TR \$5 million from Community Center to bldg rehab

\* Project involves at least one state or county owned road.

**10 YEAR CAPITAL IMPROVEMENT PLAN**

August 12, 2008

SYM PROJECT NAME	Staff Priority	Metz Rating	Estimated Cost (Millions)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Description	Comment
<b>SUBTOTAL "2"</b>			<b>55.40</b>	<b>0.00</b>	<b>2.85</b>	<b>9.00</b>	<b>14.00</b>	<b>10.50</b>	<b>6.25</b>	<b>6.25</b>	<b>4.25</b>	<b>1.15</b>	<b>1.15</b>		
SWM 3 Loch Alsh Ave Improvement and Drainage	3	2	0.75					0.40	0.35					Additional pipes under road to reduce freq. of flooding (has closed the road), facilitate access to Twp building	
SWM 5 Pine Run Channel Improvement (Sus Road to Del Dr. Br)	3	2	3.00						0.75	0.75	0.75	0.75		Restoration of flood carrying capacity and improvement of Channel through Office Park	
T2 Welsh road & Norristown Road	* 3	2	0.50				0.25	0.25						Traffic signal and roadway upgrade to facilitate better traffic flows.	
T3 Welsh Road & Limekiln Pike	* 3	2	1.00			0.50	0.50							Traffic signal and roadway upgrade to facilitate better traffic flows.	
T9 Dreshertown Road from Limekiln Pike to Tuckerstown Road	* 3	2	4.00				1.00	1.00	1.00	1.00				Traffic signal and roadway upgrade to facilitate better traffic flows.	Road reconstruction
T10 Butler Pike & Norristown Road	* 3	2	0.50							0.25	0.25			Traffic signal and roadway upgrade to facilitate better traffic flows.	
T13 Susquehanna & Twining	3	2	0.75					0.25	0.50					Traffic signal and roadway upgrade to facilitate better traffic flows.	Eliminate offset intersection
LL Library Parking Lot & Loch Alsh Improvements	3	3	1.00			0.50		0.50						Reconfiguration of lot to establish through connector to Highland Ave., improve street to create "civic" center	
CCT Cross County Trail - township match - design by Montco	3	3	3.00				1.50	1.50						Twp portion/match of trail construction.	Gannett Fleming design; should be completed by 2012
SE Train Station to Office Park Connection	3	2.5	1.50				1.50							Provide a flexible and regular type "shuttle" service	Contribution from Whitemarsh?
SF Sports Fields	3	3	1.50					0.75	0.75					Additional sports field construction and renovations	
LI Library - 30,000 sf	3	2	6.00				3.00	3.00						New Library, provides additional Township administration room	Facility study to be completed by May 09
TC Transportation Center (Joint UDSD-UDT)	3	2	2.50				1.25	1.25						Joint fueling and fleet maintenance facility	Bus and equipment garage
MG Maple Glen Improvements	* 3	2.5	7.50							2.50	2.50	2.50		Roadway, signal pedestrian and lighting improvements	
<b>SUBTOTAL "3"</b>			<b>33.50</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>9.00</b>	<b>8.90</b>	<b>3.35</b>	<b>4.50</b>	<b>3.50</b>	<b>3.25</b>			
TVGC Twining Valley Golf Course	4	2.5	3.80		0.6							1.20	2.00	Implement Master Plan improvements	
T4 Welsh Road & Butler Pike	* 4	2	0.50						0.25	0.25				Traffic signal and roadway upgrade to facilitate better traffic flows.	

\* Project involves at least one state or county owned road.

## 10 YEAR CAPITAL IMPROVEMENT PLAN

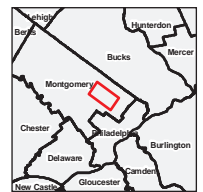
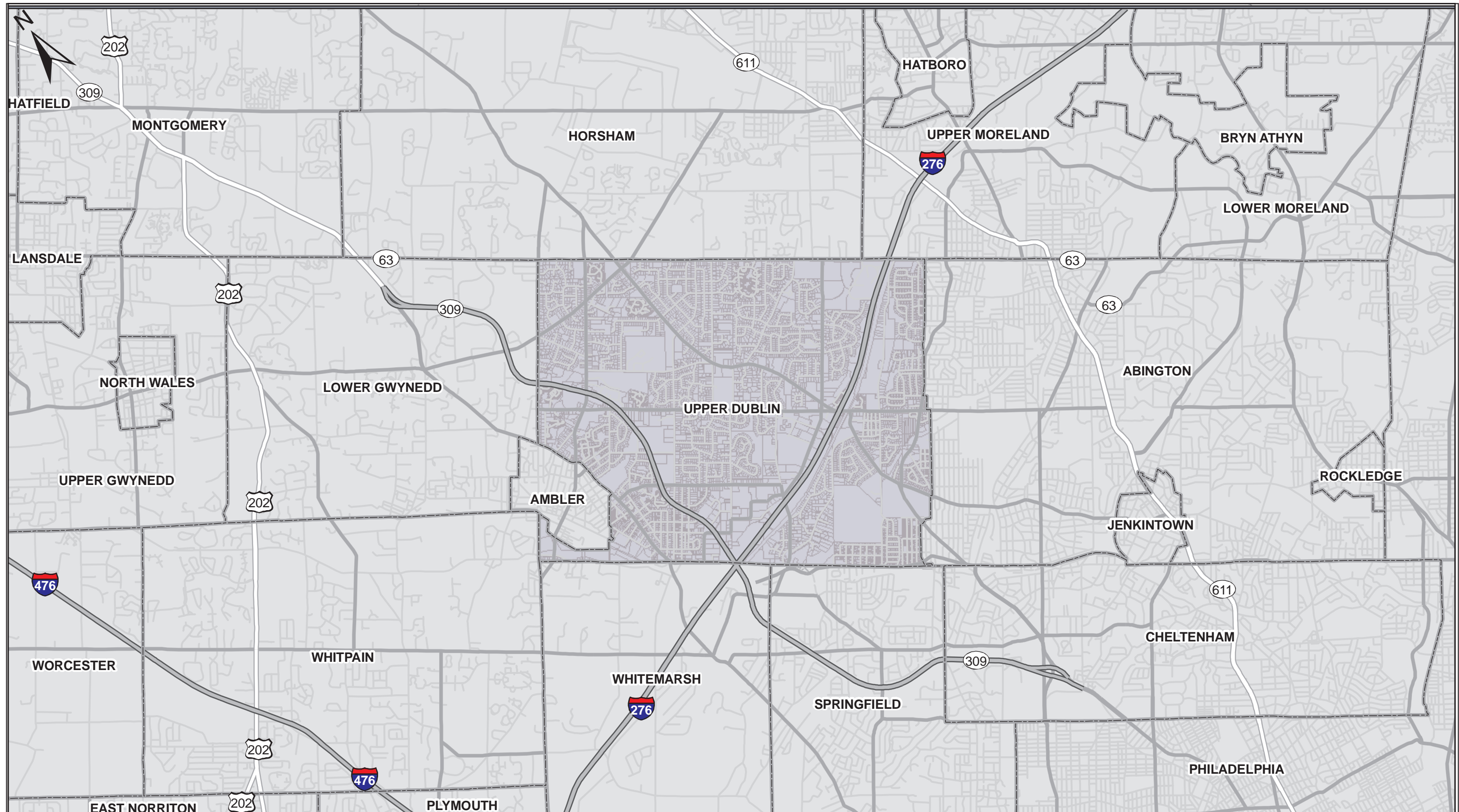
August 12, 2008

SYM PROJECT NAME	Staff Priority	Metz Rating	Estimated Cost (Millions)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Description	Comment
T5 Welsh Road & Tennis Avenue *	4	2	<b>0.50</b>									0.25	0.25	Traffic signal and roadway upgrade to facilitate better traffic flows.	
CHV Camphill Road - Virginia to Leah Drive	4	4	<b>1.00</b>								0.50	0.50		Widening, sidewalk and drainage improvements to connect neighborhoods on other side of Turnpike	
DA Delaware Avenue Bridge	4	3	<b>1.50</b>							0.50	0.50	0.50		Funds to replace current deteriorated structure	
PO Police Building Improvements	4	2.5	<b>0.20</b>						0.20					Addition of carports and other facilities	other facilities are higher priority in earlier years
<b>SUBTOTAL "4"</b>			<b>7.50</b>	<b>0.00</b>	<b>0.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.45</b>	<b>0.75</b>	<b>1.00</b>	<b>2.45</b>	<b>2.25</b>		
			<b>135.25</b>	<b>1.15</b>	<b>9.90</b>	<b>19.95</b>	<b>32.05</b>	<b>22.85</b>	<b>11.65</b>	<b>13.00</b>	<b>10.35</b>	<b>8.85</b>	<b>5.50</b>		

\* Project involves at least one state or county owned road.

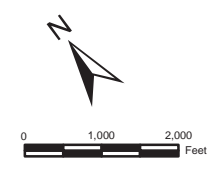
## **D. COMPREHENSIVE PLAN MAPS**






**Notes and Data Sources:**  
 Montgomery County - Township Parcels 2009  
 ESRI Data and Maps DVD 2008  
 NAD 1983 StatePlane Pennsylvania South  
 FIPS 3702 Feet  
 Projection: Lambert Conformal Conic  
 Linear Unit: US Survey Foot

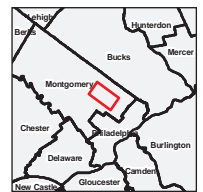
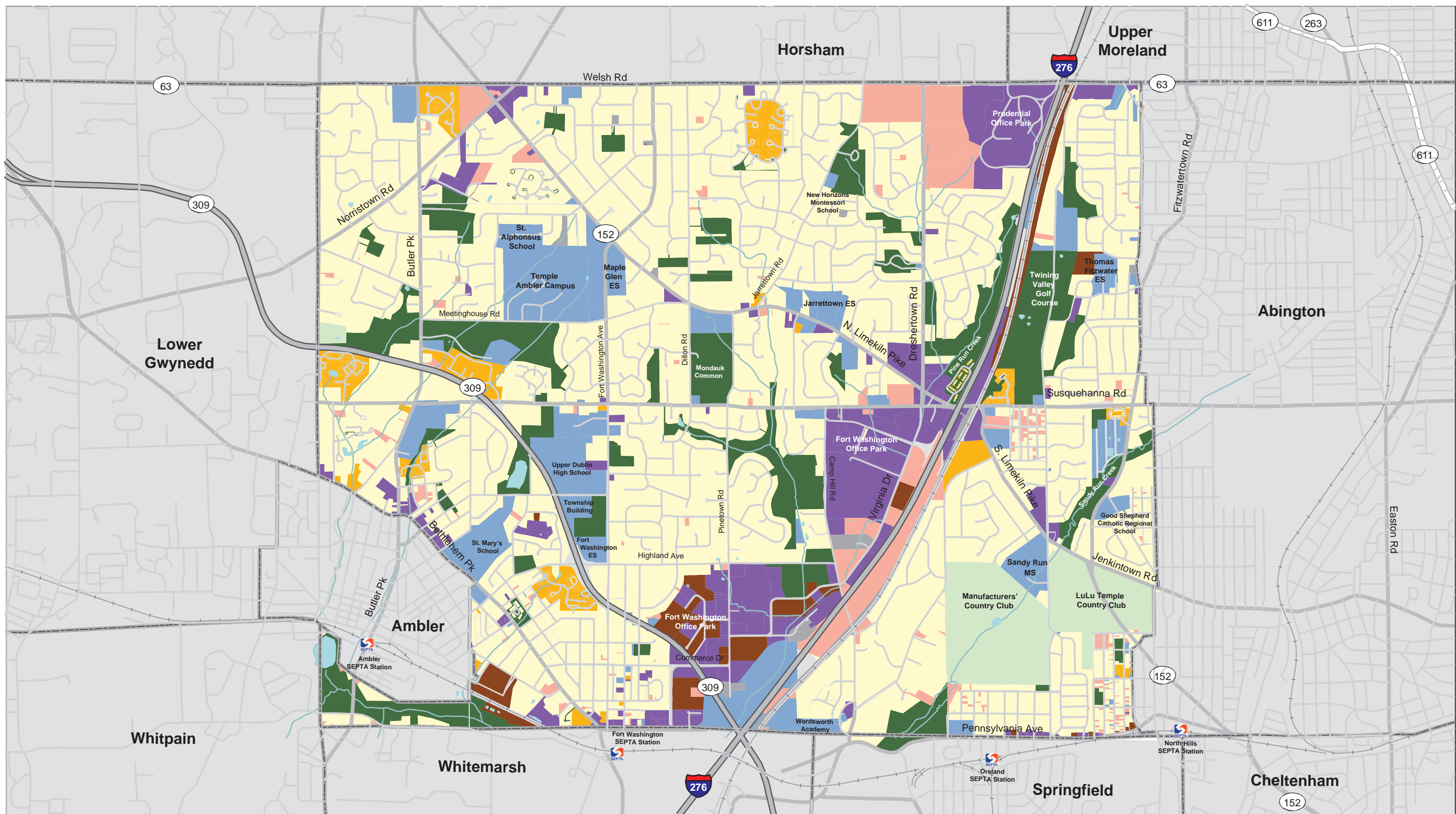
-  Water
-  Municipal Boundaries
-  Upper Dublin
-  Primary Limited Access or Interstate
-  State or County Highway
-  Local or Rural Road



**Figure 2.1  
 Regional Context**

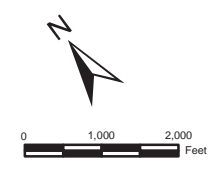


Upper Dublin Township  
 Comprehensive Plan

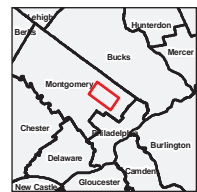
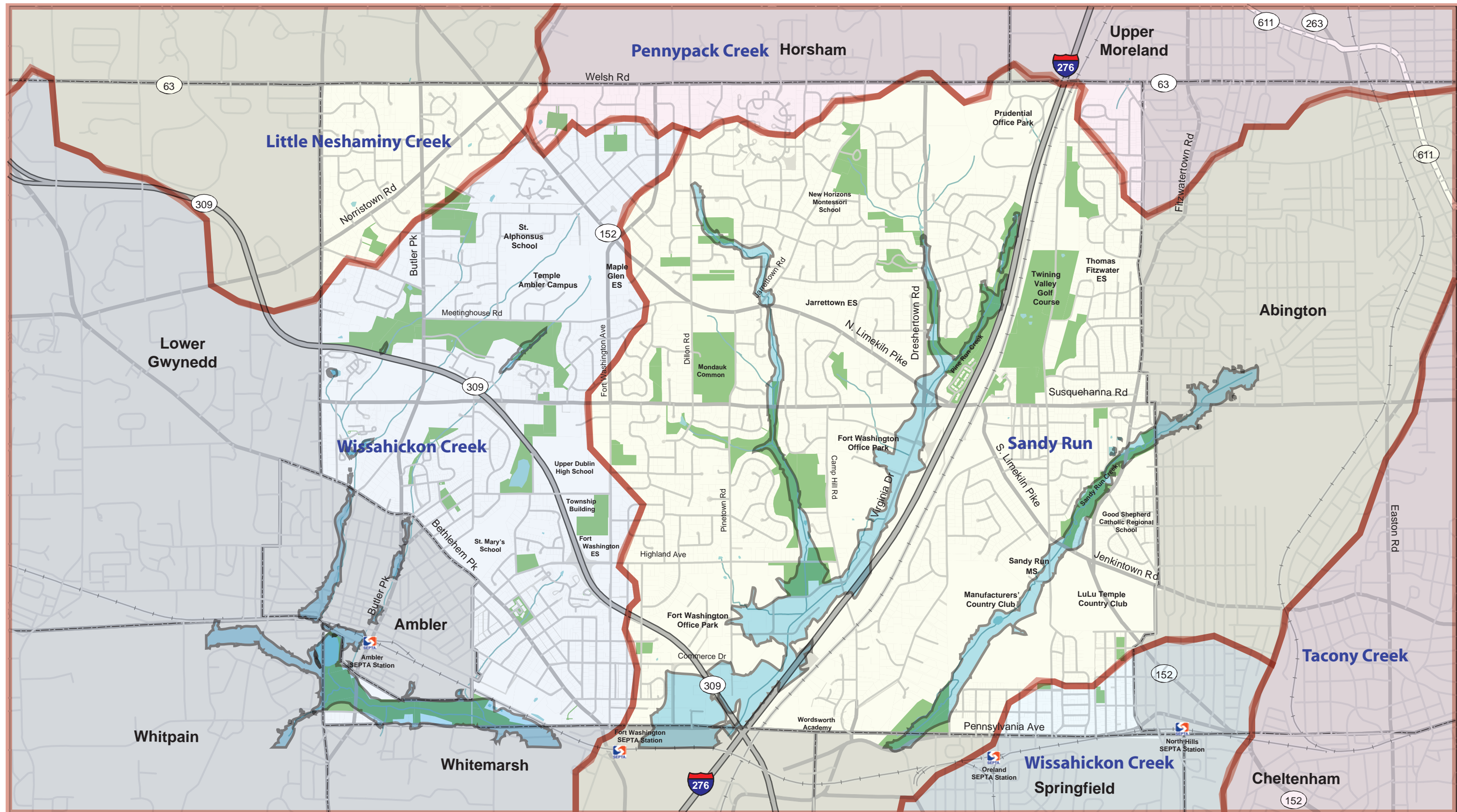


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 ESRI Data and Maps DVD 2008  
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 FIPS 3702 Feet  
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 Linear Unit: US Survey Foot

- |               |                                       |                           |                                      |
|---------------|---------------------------------------|---------------------------|--------------------------------------|
| Commercial    | Multi-Family Residential              | Single Family Residential | Water                                |
| Industrial    | Open Space, Recreation, and Preserved | Utility                   | Municipal Boundaries                 |
| Institutional | Private Recreation                    | Vacant                    | Primary Limited Access or Interstate |
|               |                                       |                           | State or County Highway              |
|               |                                       |                           | Local or Rural Road                  |



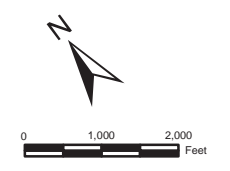
**Figure 2.2  
 Existing Land Use**  
  
 Upper Dublin Township  
 Comprehensive Plan



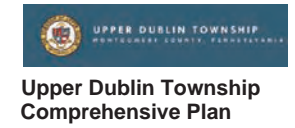
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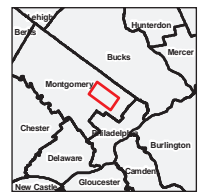
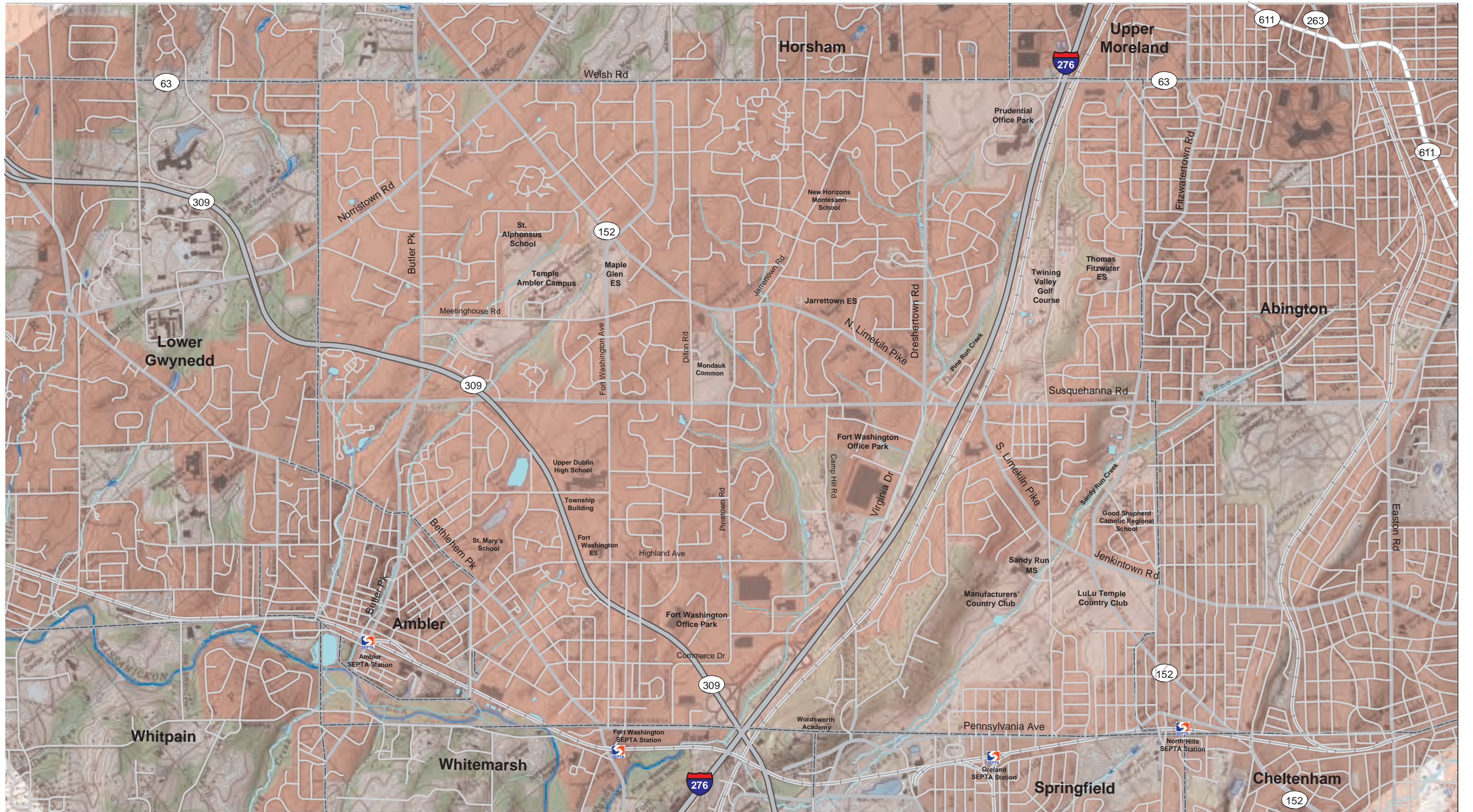
- Watershed Boundaries
- 100 Year Floodplain
- Existing Protected Open Space

- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road






**Figure 2.3  
 Hydrology**

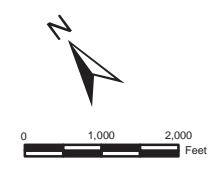




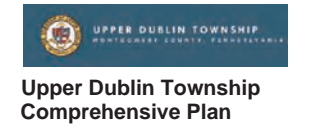
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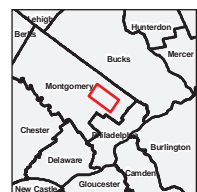
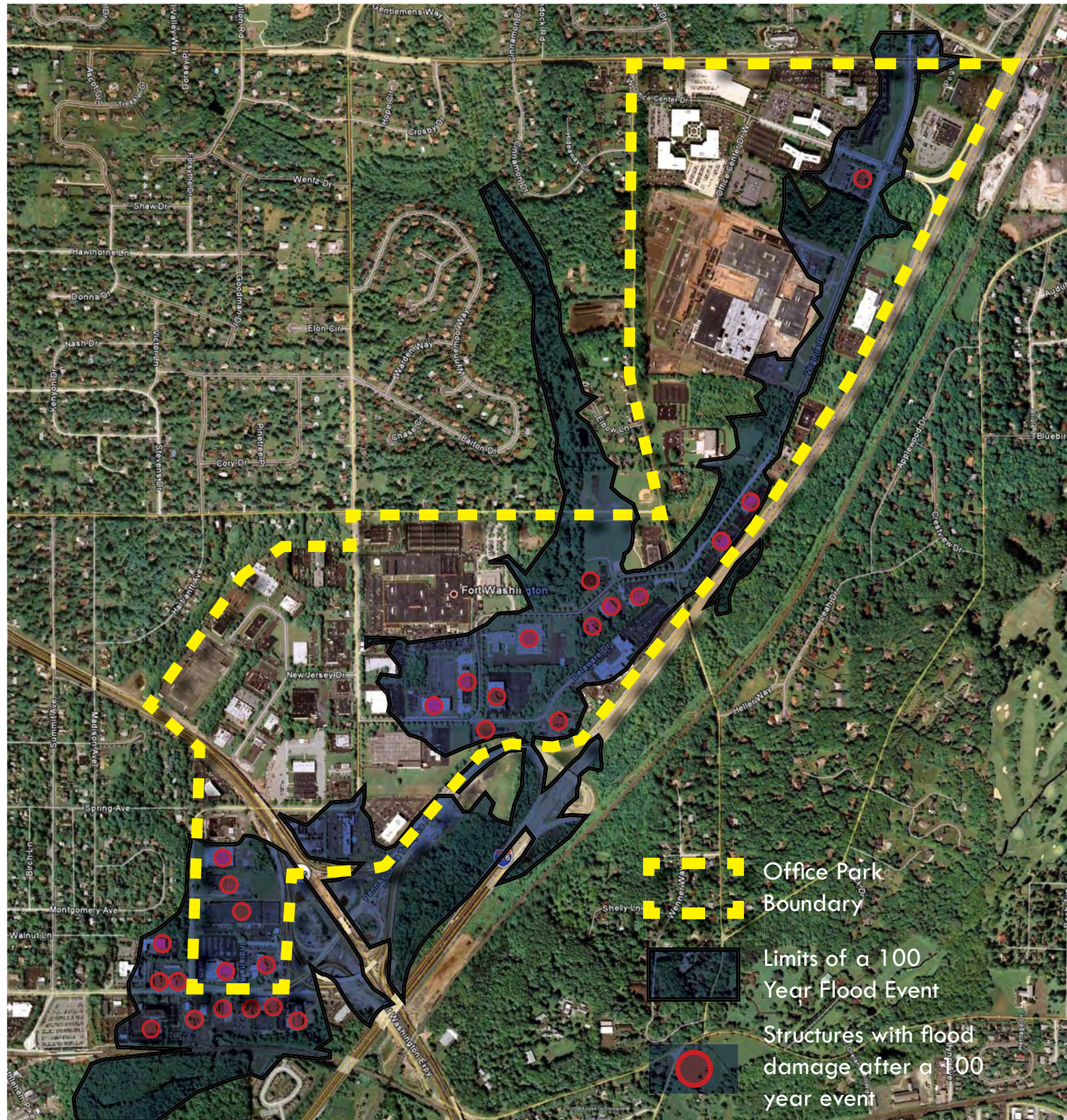
-  Water
-  Municipal Boundaries
-  Primary Limited Access or Interstate

-  State and County High
-  Local Road
-  Water
-  Municipal Boundaries
-  Primary Limited Access or Interstate
-  State or County Highway
-  Local or Rural Road



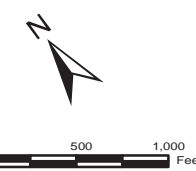
**Figure 2.4  
 Physiology**



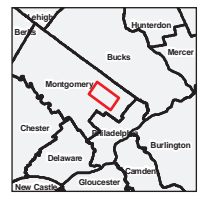
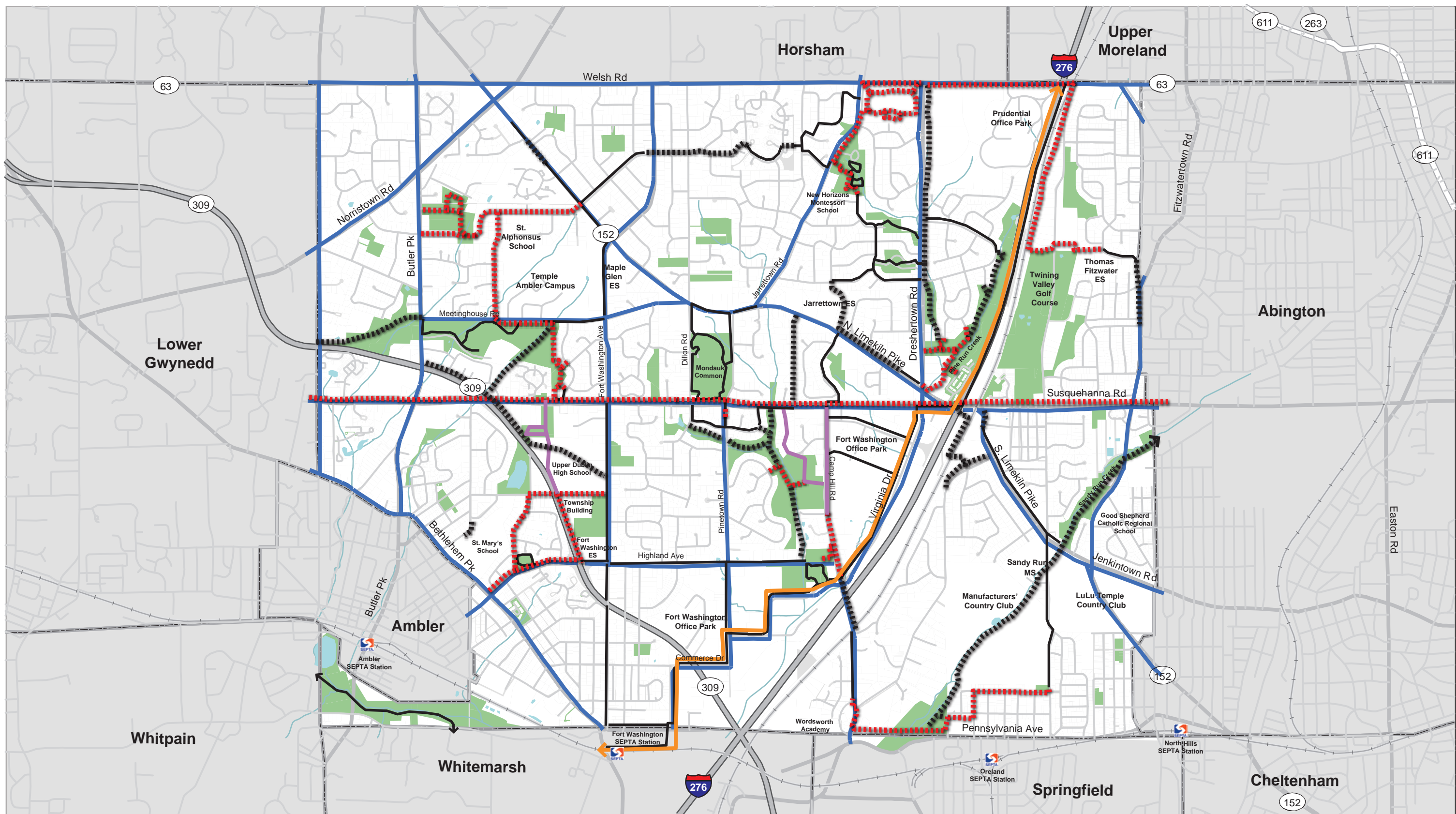


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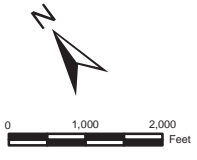


**Figure 2.5**  
**Fort Washington Office**  
**Park Flooding**

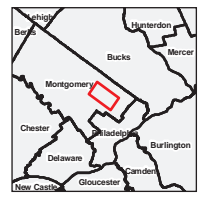
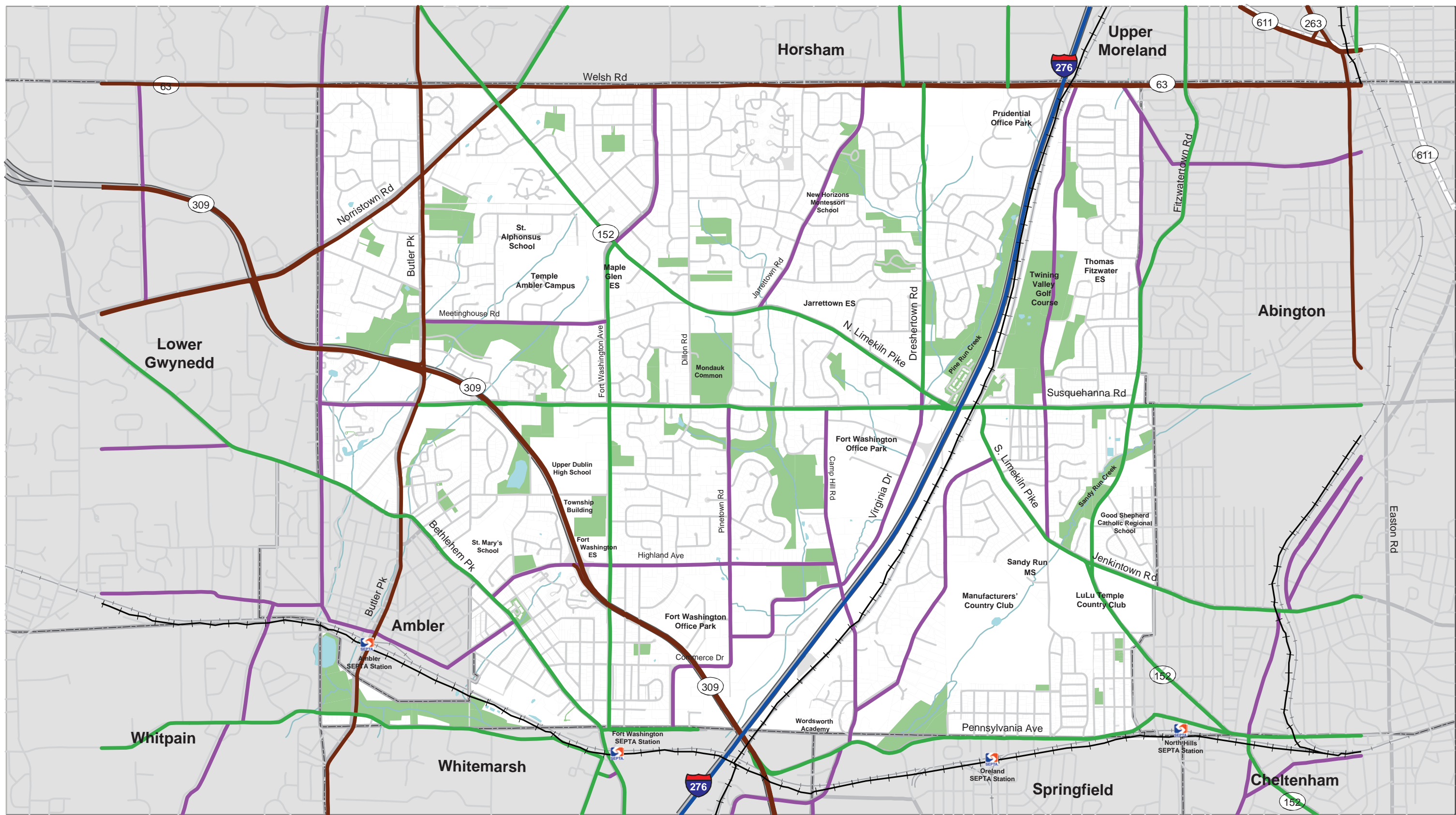


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- Existing Sidewalk/Walking Path
- Proposed Path
- Existing Trail
- Future Trail Network
- Proposed County Bicycle Route (Primary and Secondary)
- Cross County Trail
- Existing Protected Open Space
- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road

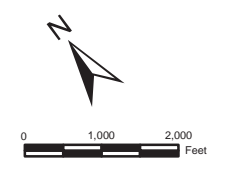


**Figure 2.6**  
**Existing Open Space**  
  
 Upper Dublin Township  
 Comprehensive Plan



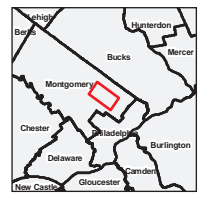
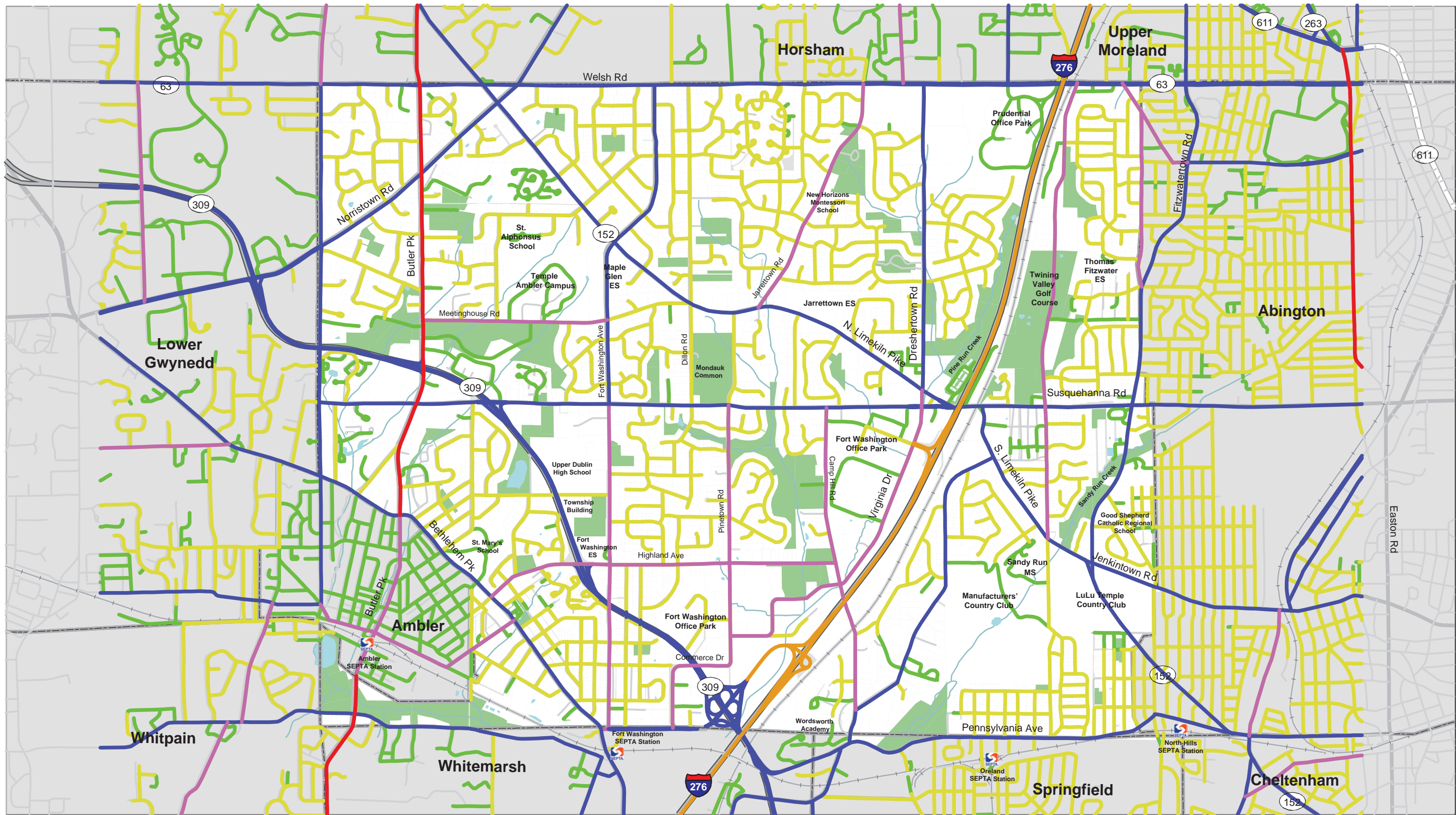
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 NAD 1983 StatePlane Pennsylvania South  
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 Projection: Lambert Conformal Conic  
 Linear Unit: US Survey Foot

- |                               |                 |                      |
|-------------------------------|-----------------|----------------------|
| Existing Protected Open Space | Minor Arterial  | Active Railroads     |
| Interstate                    | Major Collector | Water                |
| Principal Arterial            | Local           | Municipal Boundaries |



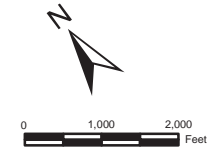
**Figure 2.7  
 Roadway Classification**

Upper Dublin Township  
 Comprehensive Plan



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 Montgomery County - Township Parcels 2009  
 ESRI Data and Maps DVD 2008  
 NAD 1983 StatePlane Pennsylvania South  
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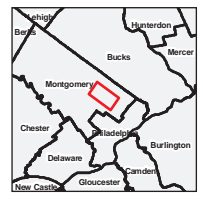
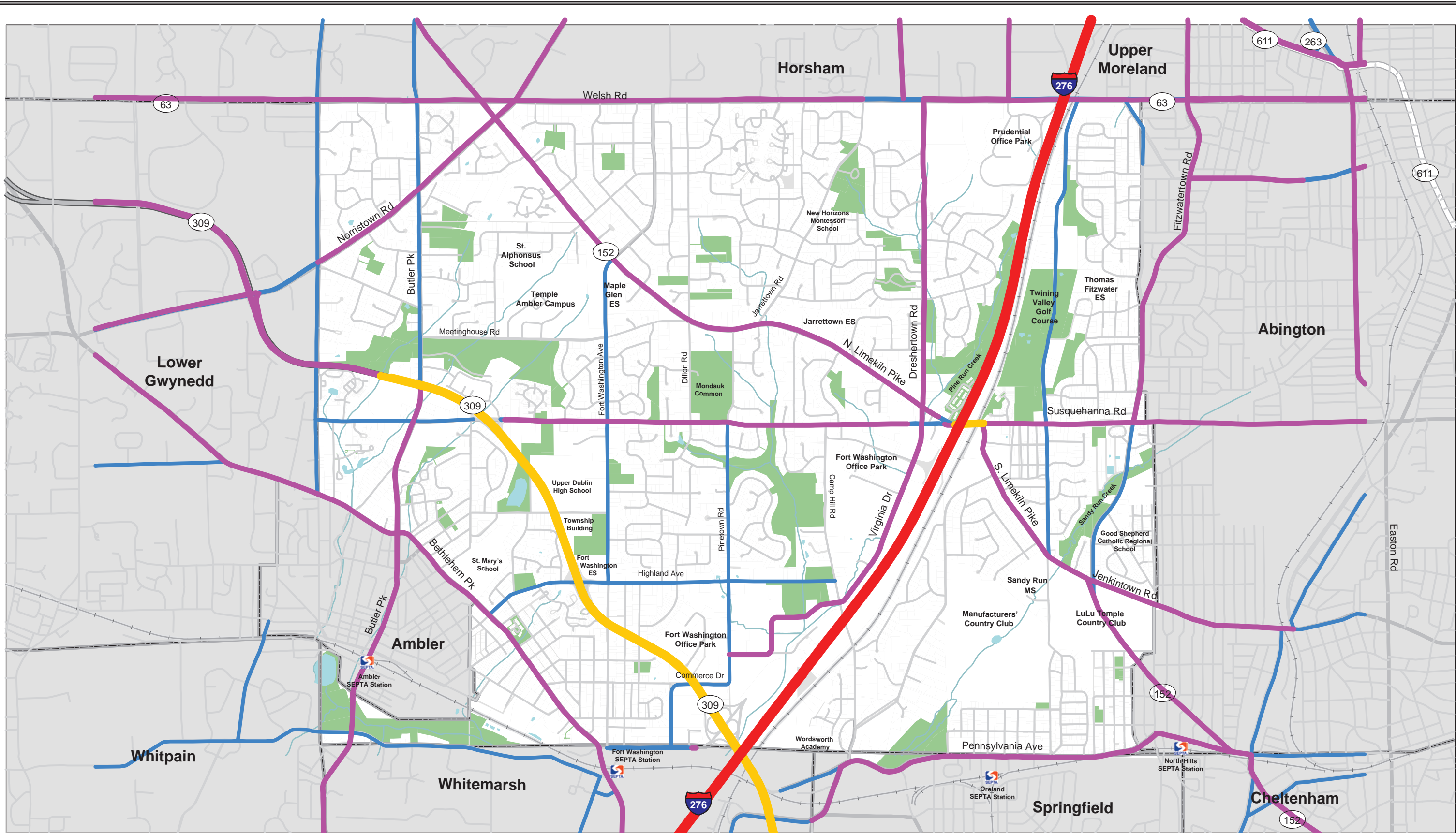
- State
- Turnpike
- County
- Non-State Federal Aid
- Township
- Other
- Existing Protected Open Space
- Active Railroads
- Water
- Municipal Boundaries



**Figure 2.8  
 Roadway Ownership**



**Upper Dublin Township  
 Comprehensive Plan**

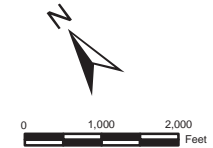


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 NAD 1983 StatePlane Pennsylvania South  
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**Current Annual Avg. Daily Traffic**

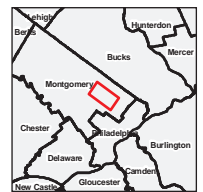
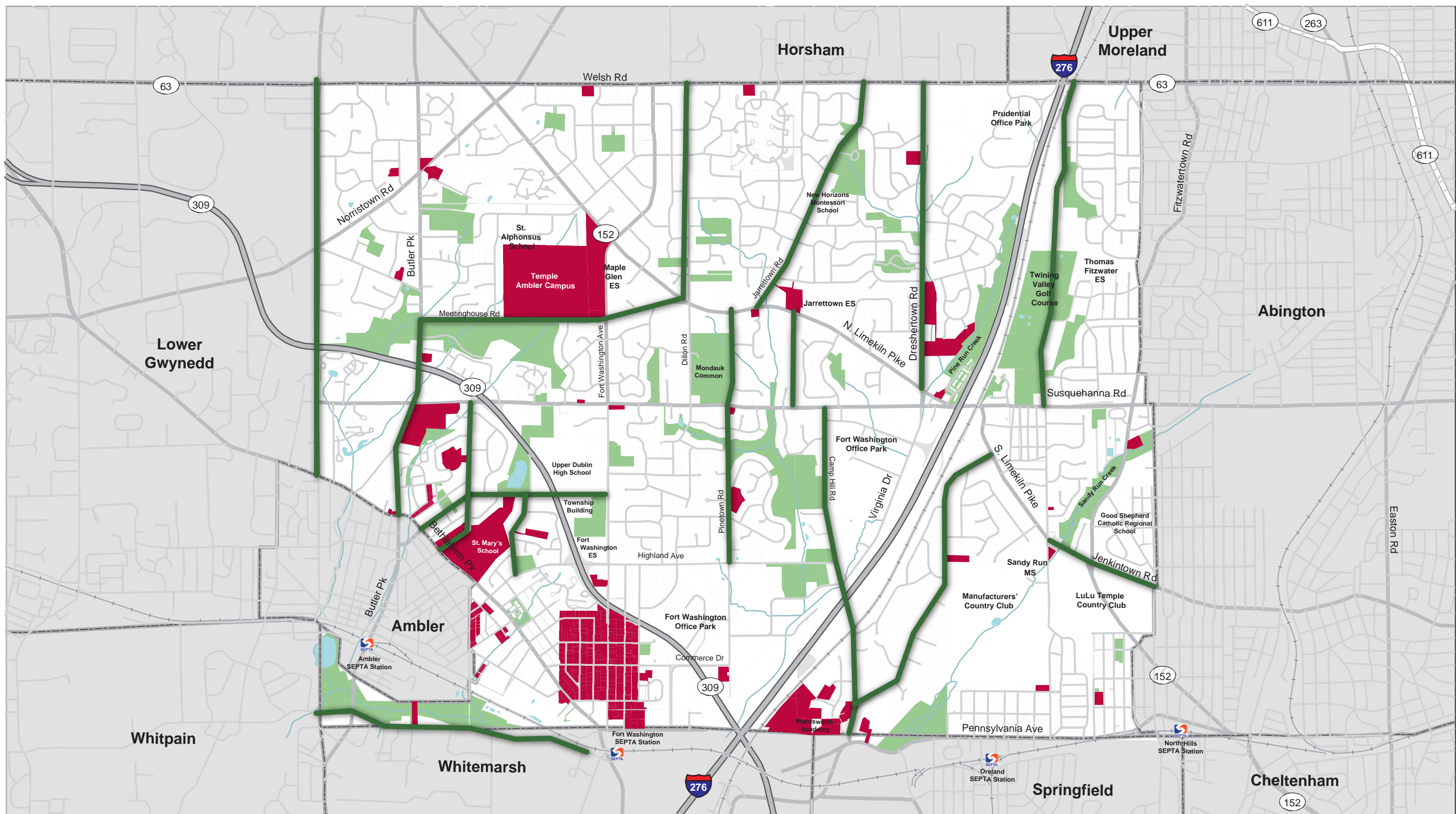
- 0 - 5,000
- 5,000 - 10,000
- 10,000 - 25,000
- 25,000 - 50,000
- >50,000

- Existing Protected Open Space
- Active Railroads
- Water
- Municipal Boundaries



**Figure 2.9  
 Traffic Volume**

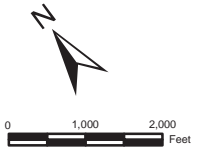
**Upper Dublin Township  
 Comprehensive Plan**



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 Montgomery County - Township Parcels 2009  
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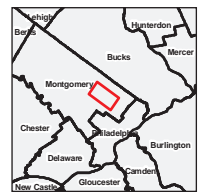
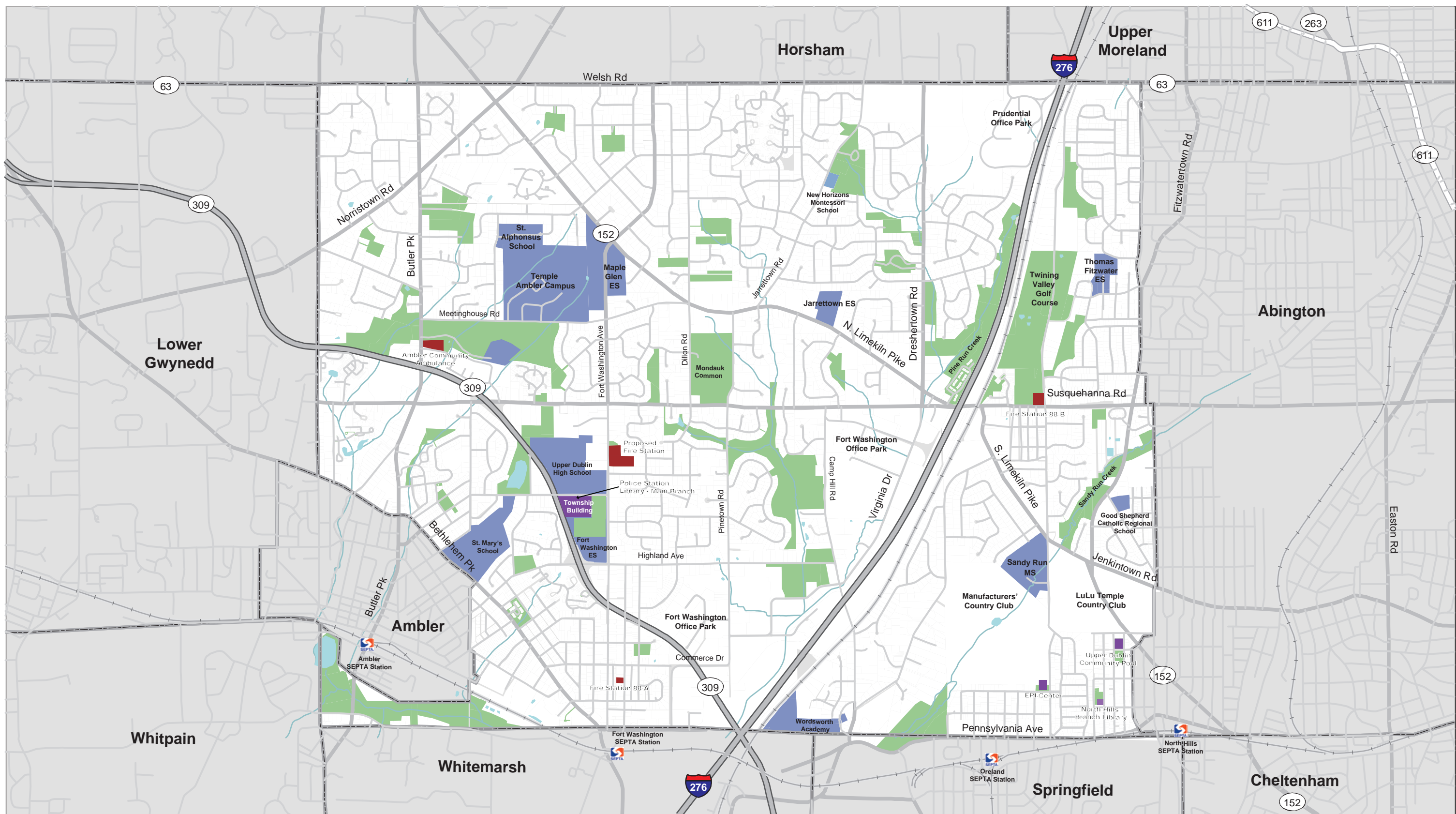
- Historic Sites
- Scenic Roads
- Existing Protected Open Space

- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road



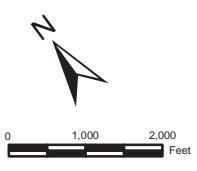
**Figure 2.10  
 Historic Resources**

**Upper Dublin Township  
 Comprehensive Plan**




**Notes and Data Sources:**  
 Montgomery County - Township Parcels 2009  
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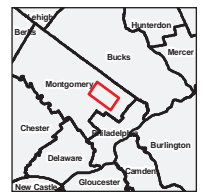
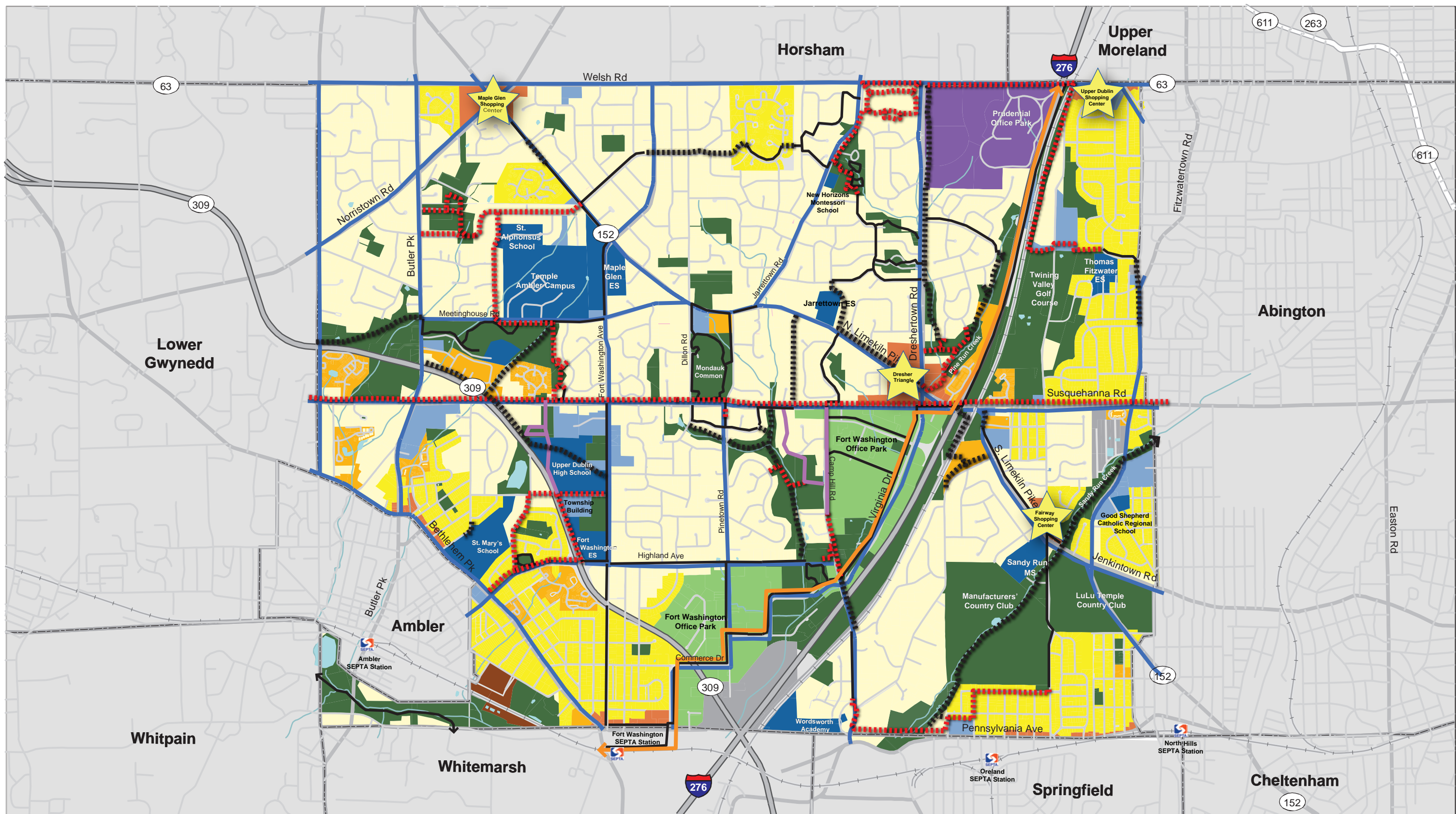
- Schools
- Township/Police/Library
- Fire Station/Emergency Services
- Existing Protected Open Space
- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road



**Figure 2.11  
 Community Facilities**



**Upper Dublin Township  
 Comprehensive Plan**



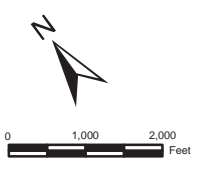
**Notes and Data Sources:**  
 Montgomery County - Township Parcels 2009  
 ESRI Data and Maps DVD 2008  
 NAD 1983 StatePlane Pennsylvania South  
 FIPS 3702 Feet  
 Projection: Lambert Conformal Conic  
 Linear Unit: US Survey Foot


- ★ Proposed locations for Mixed-Use Development
- Commercial
- Industrial
- Institutional
- Utility / Transportation
- Open Space and Recreation

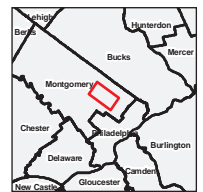
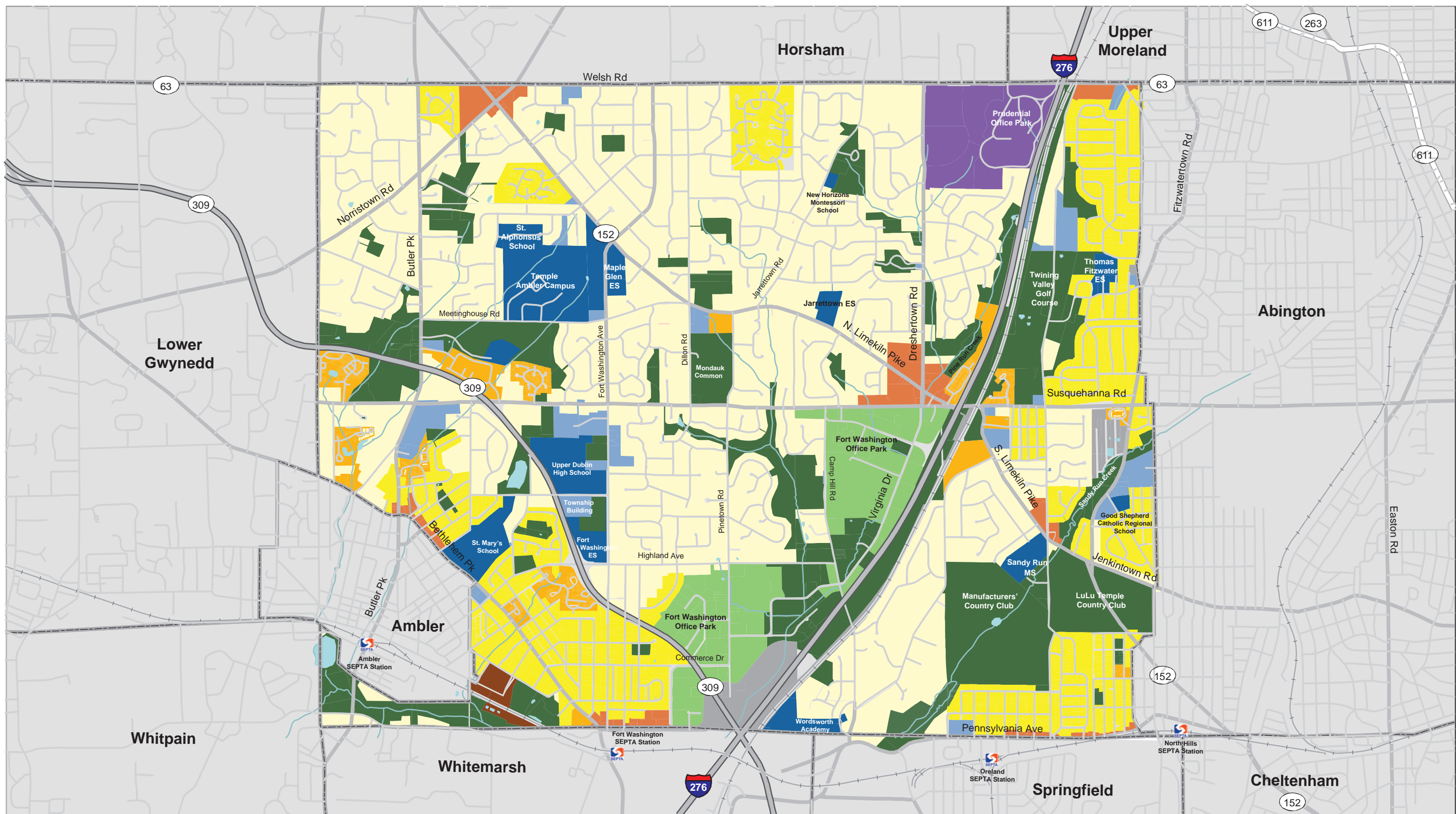
- Mixed-Use - Employment Focus
- Education
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Mixed-Use - Village Center

- Existing Sidewalk/Walking Path
- Existing Trail
- Cross County Trail
- Proposed County Bicycle Route (Primary and Secondary)
- Future Trail Network
- Proposed Path

- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road

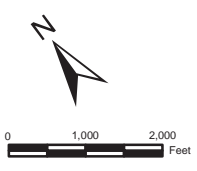


**Figure 4.1  
 Comprehensive Plan**  
  
**Upper Dublin Township  
 Comprehensive Plan**

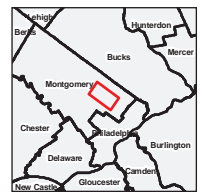
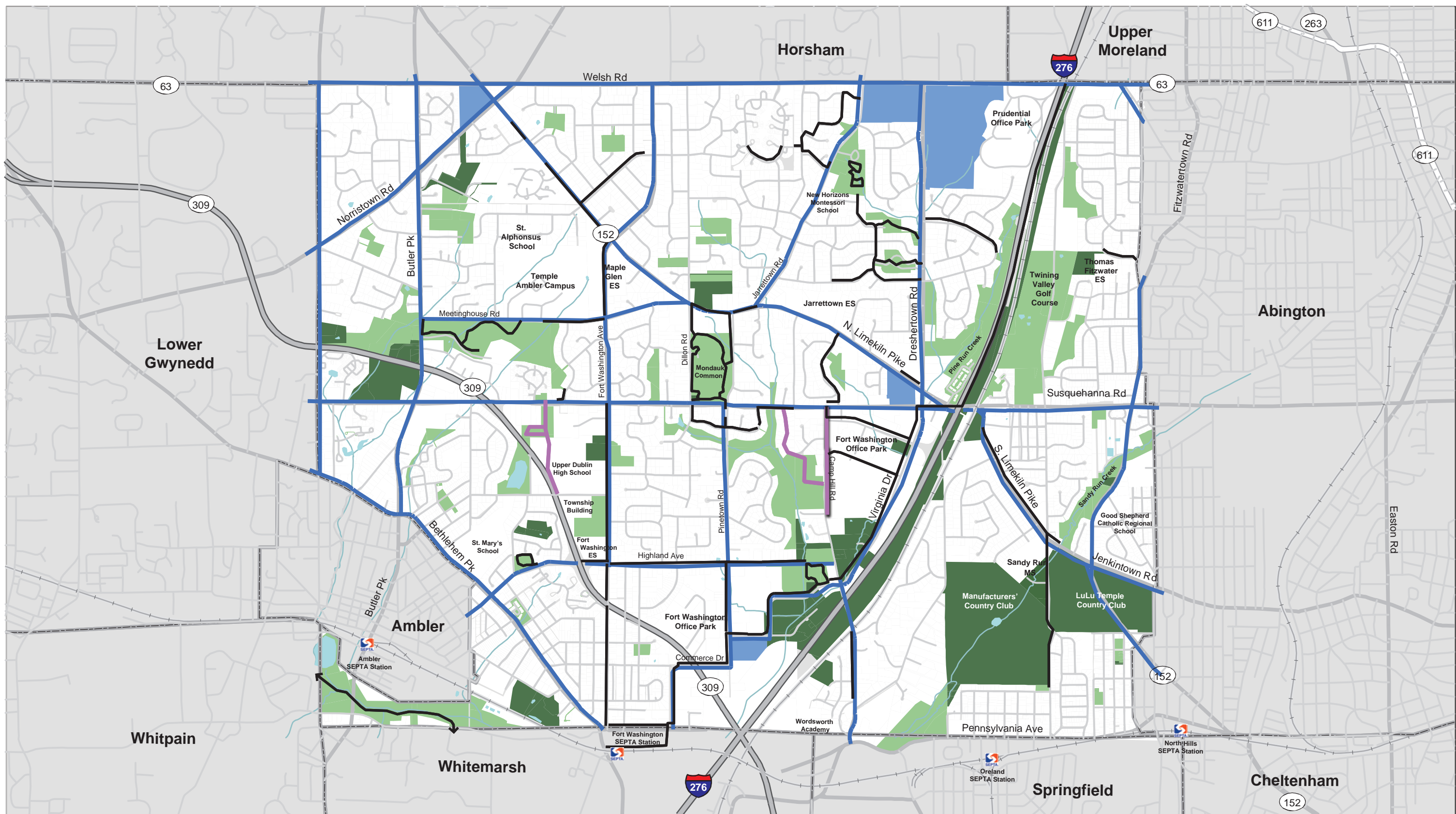


**Notes and Data Sources:**  
 Montgomery County - Township Parcels 2009  
 ESRI Data and Maps DVD 2008  
 NAD 1983 StatePlane Pennsylvania South  
 FIPS 3702 Feet  
 Projection: Lambert Conformal Conic  
 Linear Unit: US Survey Foot

- |                          |                            |                              |                                      |
|--------------------------|----------------------------|------------------------------|--------------------------------------|
| Commercial               | Open Space and Recreation  | High Density Residential     | Water                                |
| Industrial               | Education                  | Mixed-Use - Village Center   | Municipal Boundaries                 |
| Institutional            | Low Density Residential    | Mixed-Use - Employment Focus | Primary Limited Access or Interstate |
| Utility / Transportation | Medium Density Residential |                              | State or County Highway              |
|                          |                            |                              | Local or Rural Road                  |

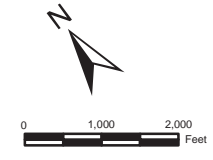


**Figure 4.3  
 Future Land Use**  
  
 Upper Dublin Township  
 Comprehensive Plan



**Notes and Data Sources:**  
 Montgomery County - Township Parcels 2009  
 ESRI Data and Maps DVD 2008  
 NAD 1983 StatePlane Pennsylvania South  
 FIPS 3702 Feet  
 Projection: Lambert Conformal Conic  
 Linear Unit: US Survey Foot

- Existing Sidewalk/Walking Path
- Existing Trail
- Proposed County Bicycle Route (Primary and Secondary)
- Existing Protected Open Space
- Open Space Preservation Priorities
- Undeveloped Parcels
- Water
- Municipal Boundaries
- Primary Limited Access or Interstate
- State or County Highway
- Local or Rural Road



**Figure 4.4**  
**Priority Open Space**  
  
 Upper Dublin Township  
 Comprehensive Plan





**URS**

**UPPER  
DUBLIN  
COMPREHENSIVE  
PLAN**