



NORTH CLAYMONT AREA MASTER PLAN  
FINAL REPORT  
JANUARY 2017

## ACKNOWLEDGMENTS

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- Delaware Department of Transportation
- Delaware Department of Natural Resources
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**Endorsed by WILMAPCO Council  
on January 12, 2017**

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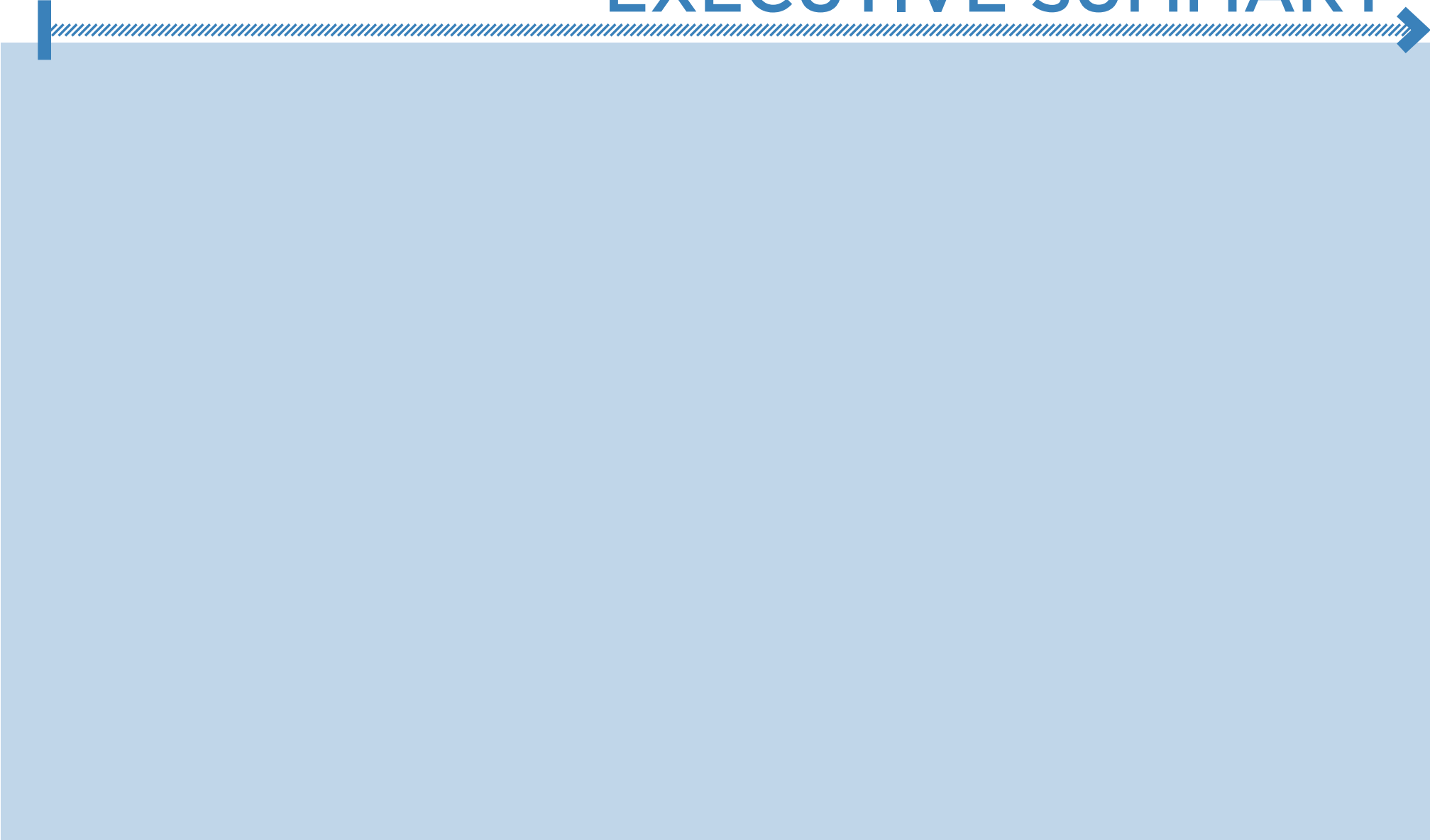


*View to the southwest from the administration building on the Claymont Steel Mill site*

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# EXECUTIVE SUMMARY



## NORTH CLAYMONT

Claymont is an area of enormous opportunity. With excellent access to transportation systems (including I-95 and I-495, Amtrak's Northeast Corridor, SEPTA Regional Rail service, and multiple other public transit systems), a Delaware River border, several existing neighborhoods, and a large portion of undeveloped and underutilized land, the area is ripe for redevelopment and growth (Figure 0-1). The North Claymont Area Master Plan process (Figure 0-2) provided a way for the community to actively participate in creating a vision for the future.

Figure 0-1. Plan Area Map



## THE NORTH CLAYMONT AREA MASTER PLAN

A master plan is a document that identifies general improvements and infrastructure needed in a specific area. It is intended to guide growth and development over a number of years and in phases.<sup>1</sup>

The **North Claymont Area Master Plan (NCAMP)** used a collaborative process to create a comprehensive vision for the future that includes consideration of four elements:



The Master Plan process assessed the potential for North Claymont to support a mixed-use residential, commercial, and industrial area designed to promote economic activity, make public transit successful, make walking and bicycling convenient and safe, and provide for a vibrant, livable community.

The Master Plan Does Not:

- **Establish requirements** regarding the form of the built environment.

The Master Plan Does:

- **Put forth recommendations** that can be adopted and implemented by the County and other agencies. These include strategies such as new planned land uses, zoning updates, and adherence to certain guidelines.
- **Provide a framework** for potential developers and investors to follow.

<sup>1</sup> - Definition adapted from the American Planning Association & Delaware Office of State Planning Coordination

## PROCESS / TIMELINE

	November 2015	December 2015	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016
Analyze Existing Conditions*														
Establish Goals through Community Visioning														
Create Scenarios														
Evaluate Scenarios														
Select Preferred Scenario														
Prepare Final Report														

Figure 0-2. Plan Process

\* An earlier task completed by the Project Partners included a comprehensive review of existing and planned land use, transportation, and demographics in the North Claymont area. A summary of findings is contained in the Appendix.

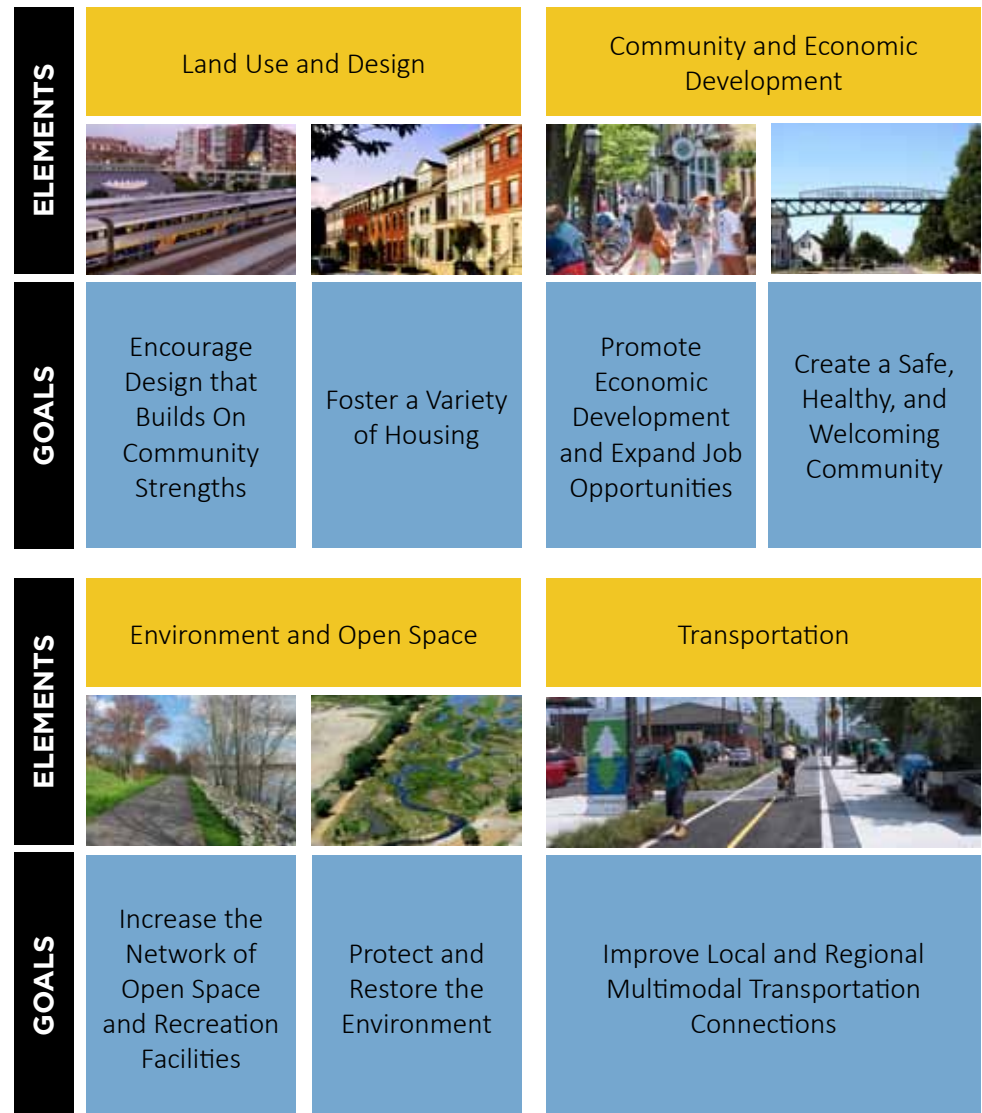
## STAKEHOLDER ENGAGEMENT

Continued involvement from the community and other stakeholders was key to the success of the North Claymont Area Master Plan.

- The **Claymont Community** participated through three interactive workshops, and gave input through the project website and social media (Facebook).
- A **Project Management Committee (PMC)**, comprising representatives from several local, regional, and state agencies and organizations, guided the overall process.
- An **Advisory Committee** brought together a variety of public and private stakeholders to represent the general community and give input at key points in the process.
- **Other stakeholders** (identified with the PMC) who have interests in and knowledge of specific topics in the study area participated through interviews and small group discussions.

## GOALS AND OBJECTIVES

A set of goals was identified and refined using community and committee input. Each goal falls under one of the four elements of the Master Plan, and each has associated objectives. The goals and objectives provided a guiding framework for developing scenarios and evaluating how well each scenario achieved the community's vision for North Claymont. The full set of goals and objectives can be found in Section 3.



## SCENARIOS AND SCENARIO ANALYSIS

Four initial land use scenarios were developed and refined using committee and public input. The scenarios presented four potential visions for the future of North Claymont. Each addressed the four elements of a Master Plan, in different ways and magnitudes. Their ability to address the goals and objectives was evaluated based on a set of metrics. More information on the scenarios and scenario analysis process can be found in Sections 4 and 5.

## FINAL RECOMMENDED ALTERNATIVE

The final vision for North Claymont (Figure 0-3) is one of a future that contains a mix of uses in a multimodal, livable environment. It enhances connectivity both within the NCAMP area and to/from other areas of Claymont. It provides a framework that welcomes growth in the form of new businesses and new residents, while enhancing the environment and quality of life for the people who are already living, working, and providing jobs and amenities in the area. The framework and development plan are consistent with the Delaware Complete Communities initiative and state spending plans, as well as the Toolkit for a Healthy Delaware and New Castle County's forthcoming Healthy Communities and Placemaking Standards, which include provisions for a mix of uses, transportation options, diversity, civic spaces, access to healthy food, and more.

The recommended strategies provide a path toward realizing all elements of the preferred scenario. This document presents a set of area-wide strategies as well as a set of strategies focused on specific Redevelopment Focus Areas.

Strategy 1: Implement a New Future Land Use Plan

Strategy 2: Improve Conditions for All Transportation Modes

Strategy 3: Craft an Economic Development Strategy for Claymont

Strategy 4: Enhance Safety for Existing Neighborhoods and (Re)Developing Areas

Strategy 5: Beautify Claymont

Strategy 6: Promote Community Health and Wellness

Strategy 7: Improve and Add Recreation, Parks, and Green Spaces

Strategy 8: Mitigate Air, Water, and Noise Pollution

For specific actions and timelines related to the recommendations, please refer to Sections 6 and 7.

Figure 0-3. Recommended Scenario Map



### PROPOSED

- Retail
- Multifamily or Mixed Residential
- Industrial/Light Industrial
- Office
- Institutional
- Mixed-Use [Retail/Office]
- Mixed-Use [Retail/Office/Residential]
- Mixed-Use Lifestyle Center [Retail/Residential/Institutional]
- Mixed-Use [Retail/Institutional]
- Proposed & Existing Green Space/Parks/Forest
- Enhanced Bike/Ped
- Major Multimodal Street Connections
- Minor Multimodal Street Connections
- Multimodal Hub/Bus Transfer Station

### EXISTING

- Retail/Commercial/Services
- Single-Family Residential
- Multifamily Residential
- Office
- Institutional
- Heavy industrial
- Utilities
- Cemetery
- Pedestrian Bridges
- Historic Properties
- +++ Railroad
- Study Area Boundary



# SECTION 1. INTRODUCTION

# THE NORTH CLAYMONT AREA MASTER PLAN

Claymont is an area of enormous opportunity. With excellent access to transportation systems (including I-95 and I-495, Amtrak's Northeast Corridor, SEPTA Regional Rail service, and multiple other public transit systems), several existing neighborhoods, a Delaware River border, and a large portion of undeveloped and underutilized land, the area is ripe for development and growth. The North Claymont Area Master Plan process provided a way for the community to actively participate in creating a new future vision that promotes economic activity, makes public transit successful, makes walking and bicycling convenient and safe, and fosters a vibrant, livable community.

A master plan is a document that identifies general improvements and infrastructure needed in a specific area (Figure 1-1). It is intended to guide growth and development over a number of years and in phases.<sup>1</sup> The **North Claymont Area Master Plan (NCAMP)** used a collaborative process to create a comprehensive vision for the future that includes consideration of four elements: Land Use and Design, Transportation, Community and Economic Development, and Environment and Open Space.

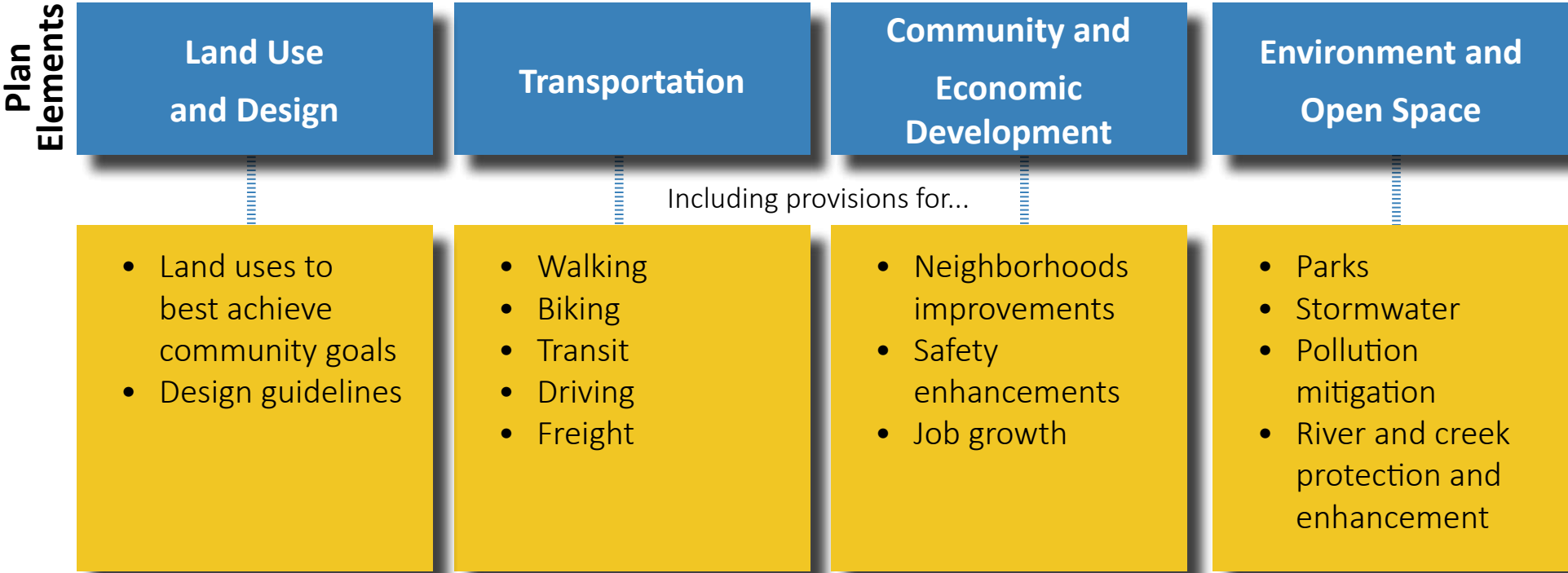
The Master Plan Does Not:

- **Establish requirements** regarding the form of the built environment.

The Master Plan Does:

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- **Provide a framework** for potential developers and investors to follow.

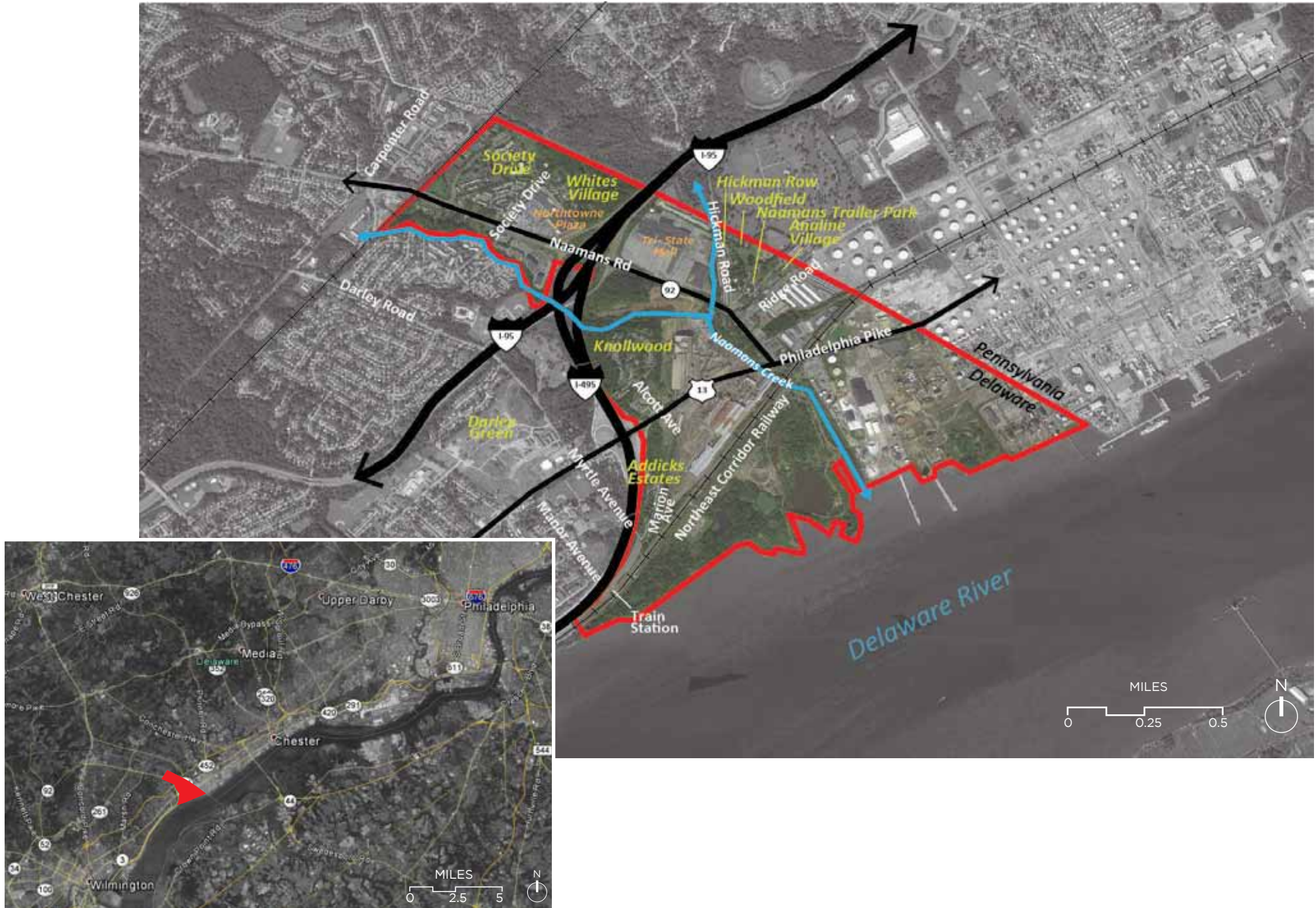
Community stakeholders (property owners, business owners, institutions, and the general public) will play an important role in implementation of the plan.



1- Definition adapted from the American Planning Association & Delaware Office of State Planning Coordination

Figure 1-1. Plan Area Map

**Plan Area**



## COMMUNITY COLLABORATION

Continued involvement from the community and other stakeholders was key to the success of the North Claymont Area Master Plan, and an important part of the process (Figure 1-2).

- The **Claymont Community** participated in three interactive workshops at key points in the alternatives development and evaluation process. Meetings were advertised via radio, civic associations, email, and social media, and all meeting materials were posted on the project website. Social media (Facebook) was also used to gather general feedback and share relevant news during the process.
- While WILMAPCO and New Castle County co-managed this study, a larger **Project Management Committee (PMC)**, comprising representatives from several local, regional, and state agencies and organizations, collaborated to guide the overall Master Plan process.
- An **Advisory Committee** brought together a variety of public and private stakeholders to represent the general community and give input throughout the entire process. The committee included participants representing:
  - » Neighborhoods
  - » Civic Associations
  - » Community organizations
  - » Claymont Design Review Advisory Committee (DRAC)
  - » Local and state agencies
  - » Business and industry
- **Other stakeholders** (identified with the PMC) who have interests in and knowledge of specific topics in the study area gave input through interviews and small group discussions. Participants included:
  - » Community and civic groups, including neighborhood associations
  - » Elected officials
  - » Regional agency representatives
  - » Representatives from adjacent jurisdictions
  - » Property owners
  - » Developers
  - » Industry representatives

*Public Workshop #2 (June 6, 2016, at Claymont Community Center)*



*Public Workshop #3 (October 24, 2016, at Archmere Academy)*



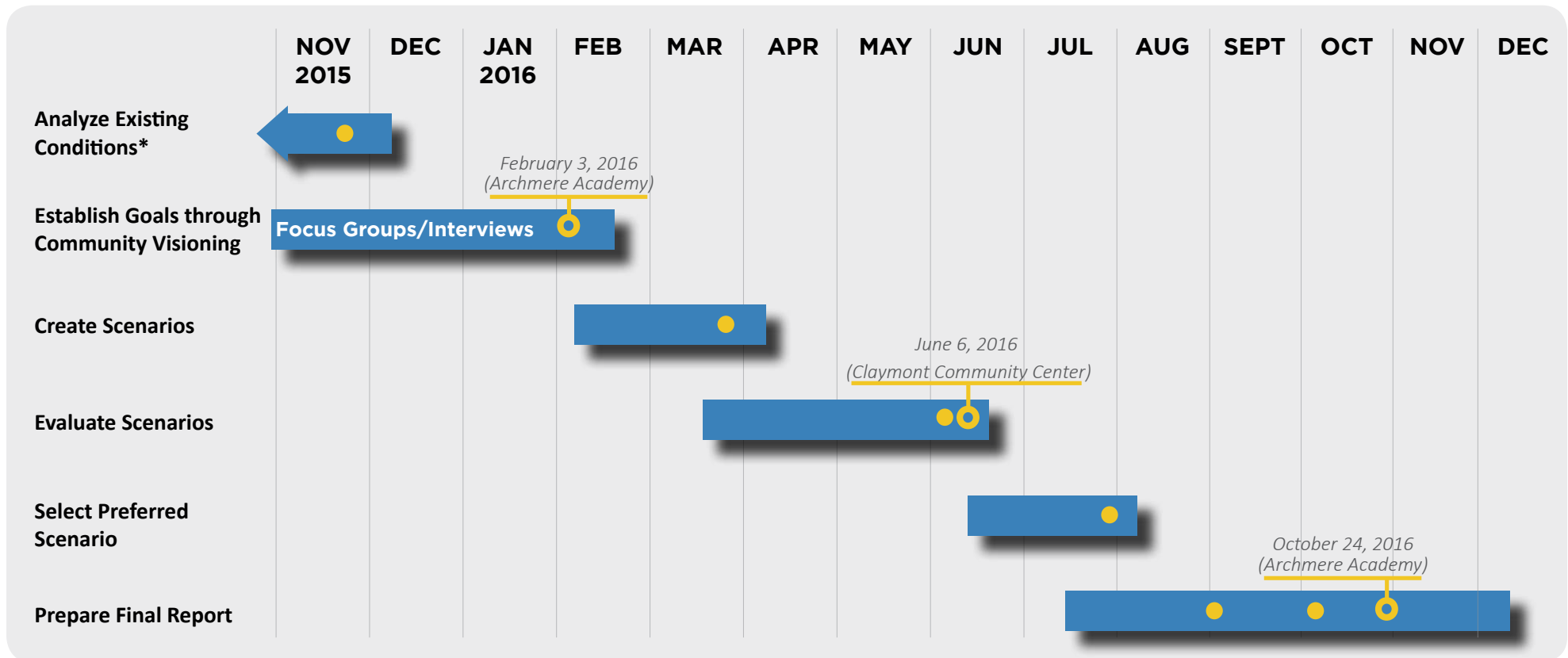
*Project Management Committee meeting*



*Advisory Committee meeting*



# PROCESS



- Committee Meetings
- Public Workshop (with date/location)

\* An earlier task completed by the Project Partners included a comprehensive review of existing and planned land use, transportation, and demographics in the North Claymont area. A summary of findings is contained in the Appendix.

Figure 1-2. Project Process

## RELATED/PREVIOUS PLANNING EFFORTS

There are a variety of development plans, studies, and proposals currently underway or recently completed within the study area (Figure 1-3). The master planning process is an opportunity for the North Claymont community to establish a unified vision to which these and future developments can contribute.

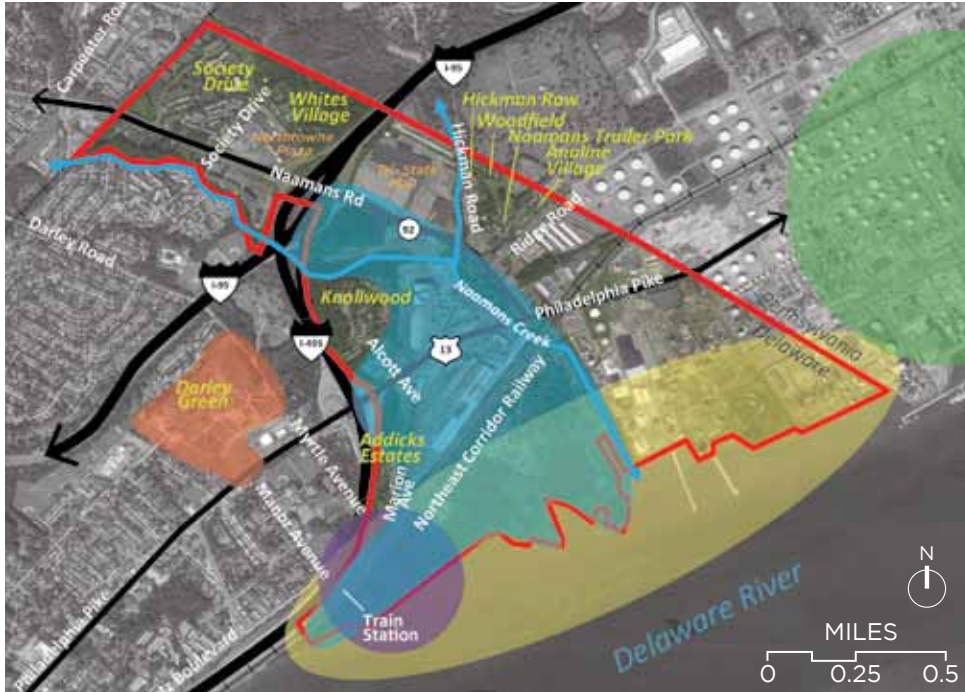


Figure 1-3. Related Planning Efforts Map

- First State Crossing (Commercial Development Company)
- Train Station Relocation Study (WILMAPCO/Delaware Transit Corporation)
- Port Feasibility Study (Diamond State Port Corporation)
- Darley Green Development
- Sunoco Logistics Expansion

In addition, the State of Delaware has classified nearly the entire study area as either Investment Level 1 or 2 in its Strategy for State Policies and Spending. Levels 1–3 are the areas wherein State policies will support growth and economic development activities, with Levels 1 and 2 being the primary focus. In these areas, the State would like to see local government land use policies that promote higher densities and mixed-use type development in appropriate areas such that complete communities can be developed as places where people could live, play, work, and shop.

## FREQUENTLY ASKED QUESTIONS

**Question:** How does this Master Plan impact the rest of Claymont?

**Answer:** This plan for North Claymont is intended to build on and complement the rest of Claymont. While it does not specifically recommend land uses or other changes outside of the NCAMP area, changes within the Master Plan area could lead to improvements for the rest of Claymont, including transportation and circulation improvements, and increased access to jobs.

**Question:** How will implementation be funded?

**Answer:** It depends on the action. It is very common for developers to fund some public improvements on their sites. County and State agencies will also play a part in committing funds, often in partnership with private organizations. Transportation projects will be incorporated into the Regional Transportation Plan and prioritized for funding and inclusion in the WILMAPCO Transportation Improvement Program.

**Question:** Can this Master Plan force land owners to take any actions?

**Answer:** No. However, land owners intending to develop or redevelop their land should consider the recommendations in this document to be a guiding framework. Once it is incorporated into the New Castle County Comprehensive Plan and other relevant planning documents, this Master Plan can be used to evaluate development proposals. The Market Assessment (see Appendix) and other findings may also be useful to land owners considering next steps.

# SECTION 2. EXISTING CONDITIONS



# INTRODUCTION

Existing conditions in North Claymont were thoroughly explored during a related exercise led by the Project Partners, with findings documented in the Task 1 Report (see Appendix). What follows is a summary of those findings. For details, please refer to the full document, which can be found at [wimapco.org/ncamp](http://wimapco.org/ncamp).

# HISTORY

## HISTORIC SITES

There are several historic sites in and around the study area (Figure 2-1). The Robinson House, constructed around 1723, was home to Colonel Thomas Robinson, a decorated Revolutionary War officer. Hickman Row, a set of brick townhomes completed in 1919, served as segregated housing for African-American steel workers and their families through the mid-century. Naamans Creek School, the Darley House, and Archmere Academy are recognized historic sites just south of the study area along US 13. While not an official historic site, early settlements were documented near the Delaware River.

## HISTORY OF INDUSTRY

North Claymont has a long history of industrial development. From the former Claymont Steel Mill to the existing industrial sites, manufacturing has always played a part in defining Claymont. There is no doubt that the closing of the Claymont Steel Mill had an impact on the community in terms of economic vibrancy and availability of jobs. However, the closing of the mill also provides the local residents and business/property owners with the opportunity to revitalize the community while still preserving the industrial legacy of this area.

Former Claymont Steel site

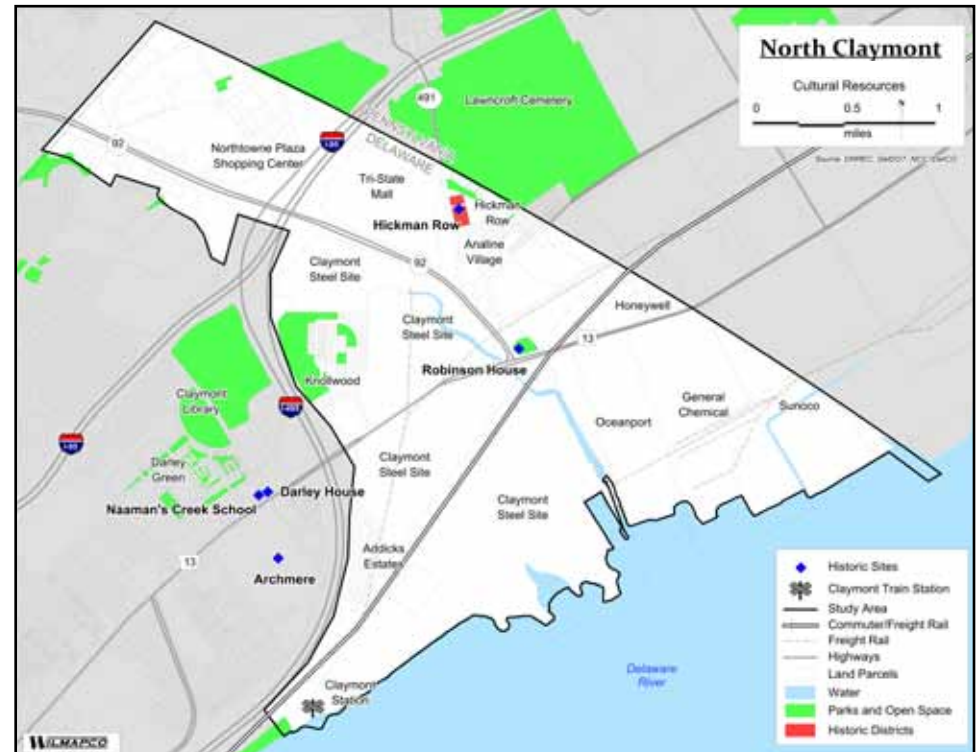


Historic Hickman Row homes



Robinson House

Figure 2-1. Historic Sites and Districts Map





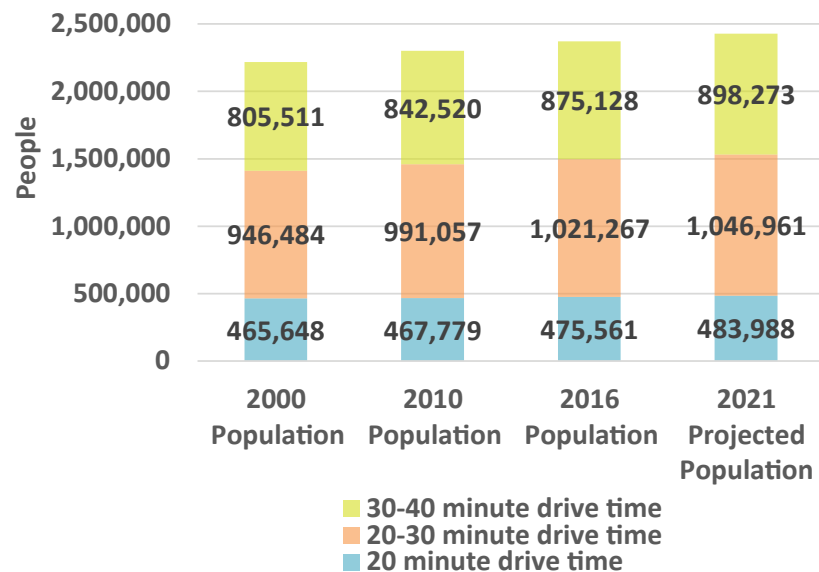
## DEMOGRAPHICS

New Castle County is part of the Philadelphia-Camden-Wilmington Metropolitan Area. With approximately six million people, the Metro Area is the sixth most populous in the United States, and is comparable in size to the Washington-Arlington-Alexandria, DC-VA-MD Metropolitan Area. Of the six million people, about 2.7 million live within a 40 minute drive time to the study area, about 1.5 million live within a 30 minute drive, and 460,000 live within a 20 minute drive. These numbers are expected to grow in the coming years (Figure 2-2).

Five-year population estimates from 2010-2014 indicate that the 2014 population of Claymont (ZIP code 19703) was 15,143. Of those people, 7,025 lived in the U.S. Census block groups located in and adjacent to the North Claymont area. In those block groups, 62% of dwelling units are rentals, 24% are owner-occupied, and 14% were vacant.

The study area is racially diverse (Figure 2-3). Residents are also diverse in terms of age, with the largest proportion aged 25-34 (Figure 2-4). This is particularly noteworthy as the 25 to 34 year old age range is considered crucial for a location's economic development. Young, college-educated people fuel the knowledge economy, and there is considerable competition among jurisdictions to draw these households.

Figure 2-2. Populations Within Certain Driving Times To Study Area



(Adapted from data provided by Commercial Development Company)

## ESTIMATED 2014 POPULATION: 7,025

(for the four Census Block Groups that contain North Claymont)

Figure 2-3. 2014 Population - Proportion by Race

(2010-2014 American Community Survey Estimates)

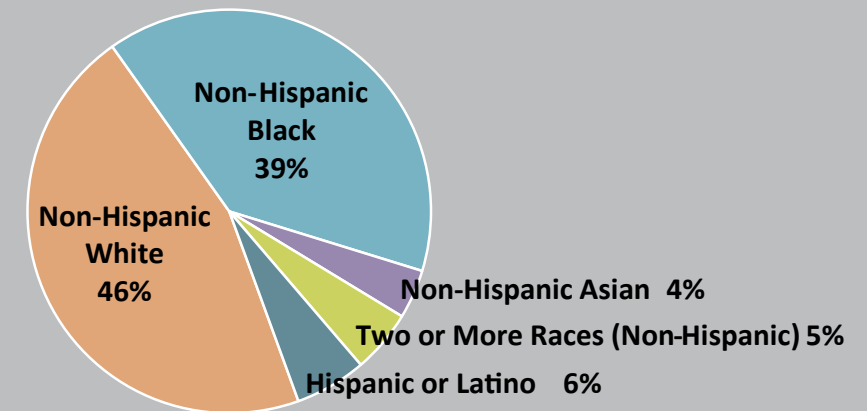
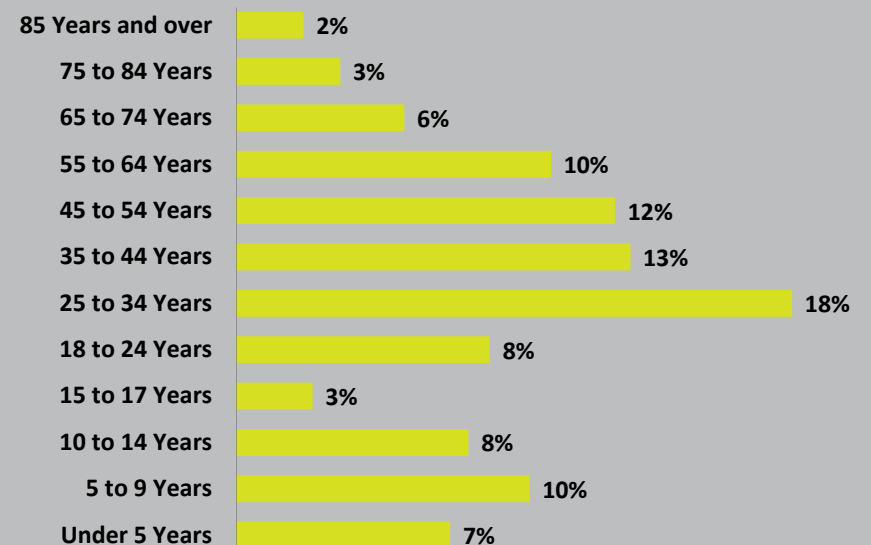


Figure 2-4. 2014 Population - Proportion by Age

(2010-2014 American Community Survey Estimates)





## ZONING

The study area is currently zoned for industrial, residential, and commercial uses (Figures 2-6 and 2-7).

Industrial and heavy industrial zones account for 667 acres.

- The character of these areas is suburban transition; many are existing industrial parks.
- In keeping with evolving employment trends, New Castle County allows a range of uses and requires views from roads be screened.
- Heavy industry districts typically have access to rail lines or navigable marine waterways in addition to roadway access, as demonstrated by industrial parcels within the study area.
- New Castle County Code requires districts to be located to minimize adverse effects from neighboring districts such as noise, air pollution, and unsightly structures.

Residential and manufactured mobile zoning districts make up 167 acres.

- Residential in the study area is zoned Neighborhood Conservation (NC). NC districts are intended to protect the residential character of existing neighborhoods. As development standards continue to evolve, these districts protect older developments from being designated as non-conforming.

Commercial zoning districts make up 127 acres. These include:

- Office Neighborhood (ON), intended to provide for professional and administrative offices in a park-like setting.
- Commercial Regional (CR), intended to provide for community and regional commercial services with a suburban transition character to promote circulation by foot and automobile within contiguous commercial or office areas, and allow a mix of uses.
- Commercial Neighborhood (CN), intended to ensure that uses primarily serve the surrounding neighborhoods and reflect their suburban character.

Figure 2-6. Current Zoning Map

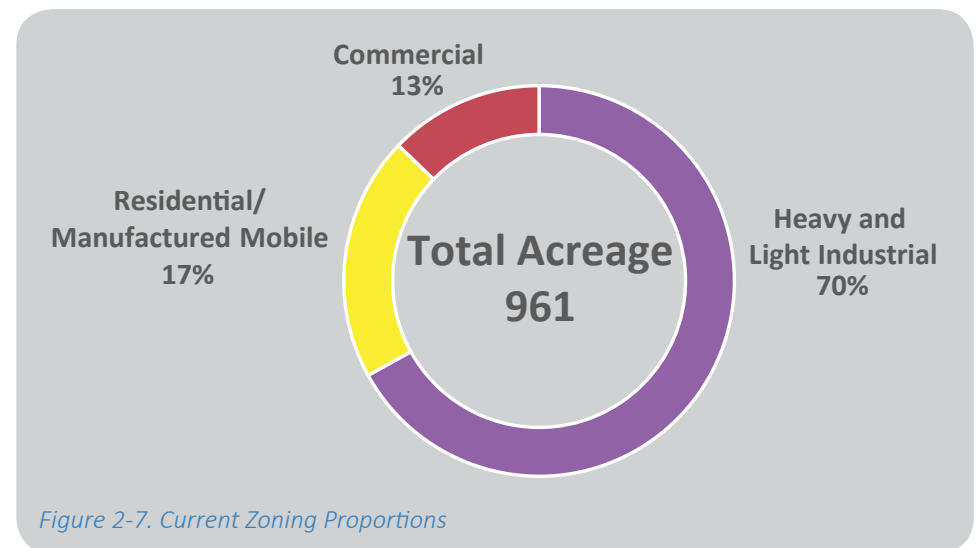
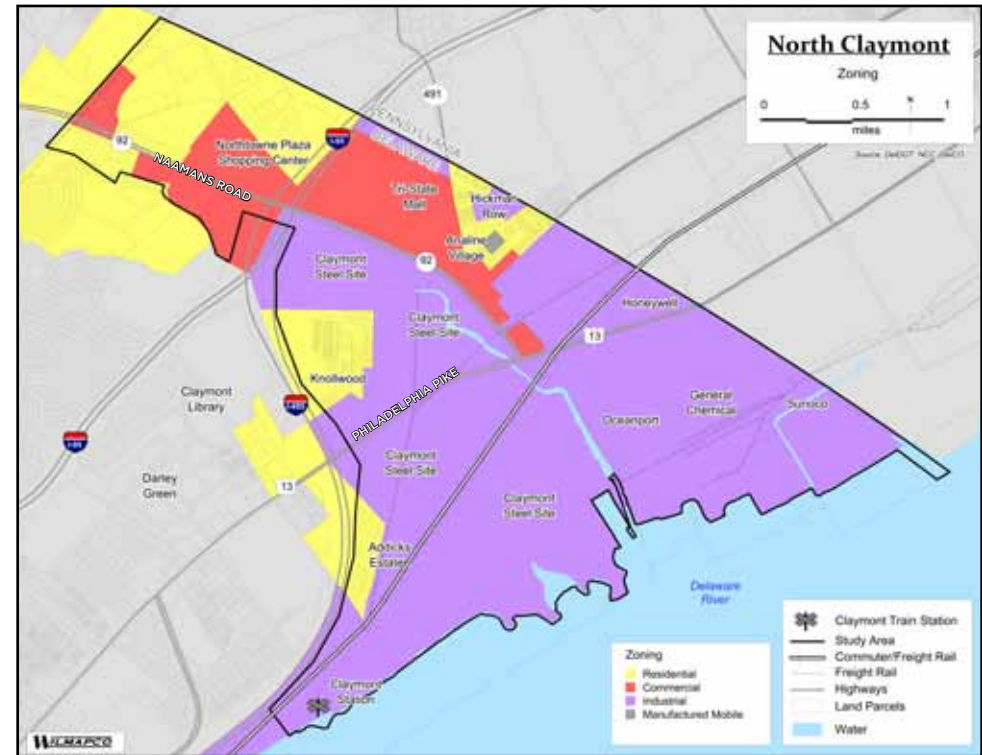


Figure 2-7. Current Zoning Proportions

# TRANSPORTATION

## STREETS, SIDEWALKS, AND BIKE ROUTES

The transportation network (Figure 2-8) presents a large opportunity for North Claymont, but it also presents some issues. North Claymont has good highway access but the highways create a barrier for people walking and bicycling. In general, the area lacks comfortable routes for people who are walking. Funded projects include new sidewalks on Myrtle and Manor Avenues, and safety improvements at the I-495/Naamans Rd interchange. The East Coast Greenway is an off-road, planned (though unfunded) walking and bicycling route. Streets and intersections operate without traffic congestion, with the exception of the interchanges at I-95/Naamans Road and I-495/Philadelphia Pike during commuter peak hours.

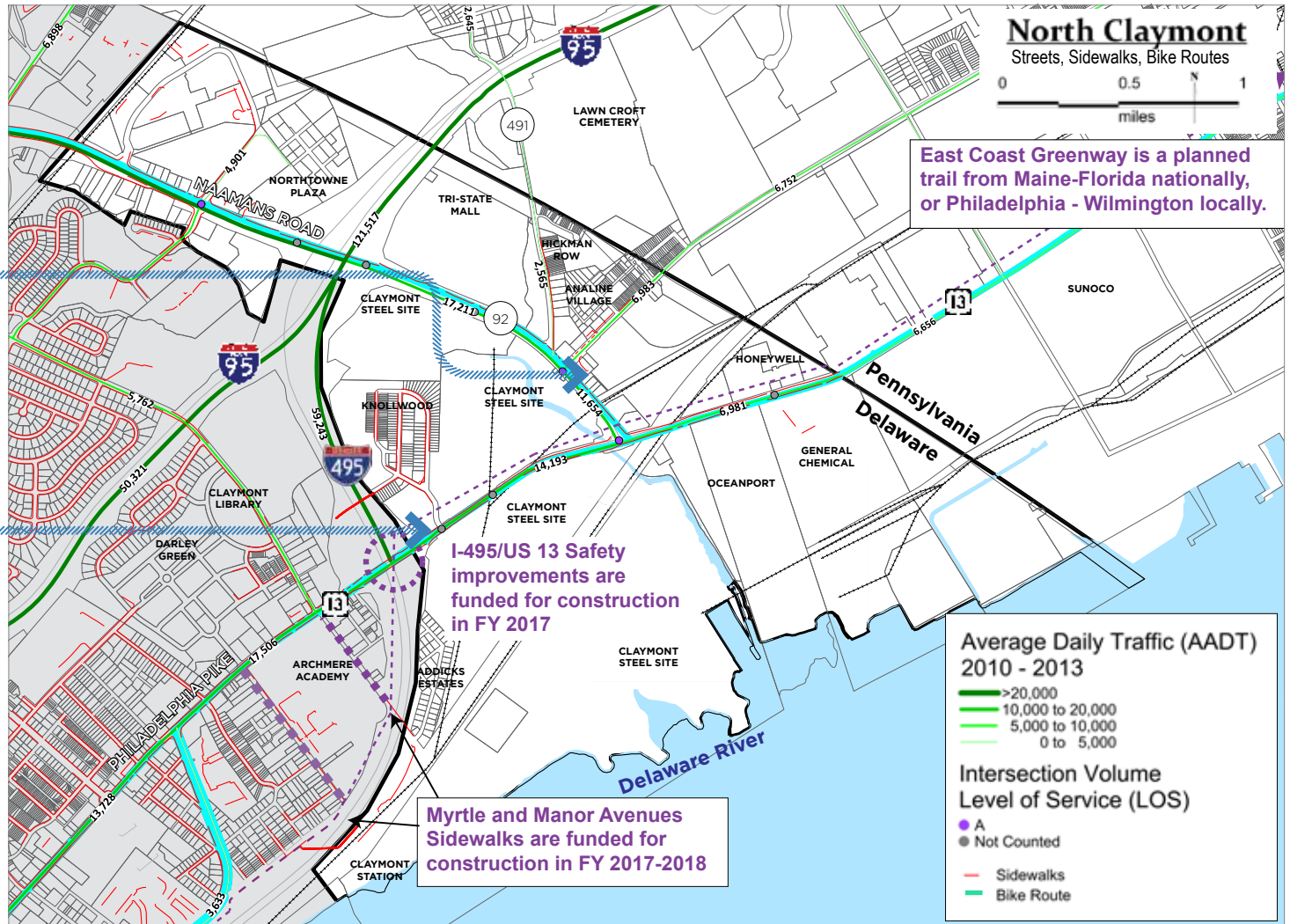
Figure 2-8. Streets, Sidewalks, and Bicycle Routes Map



Though there is a sidewalk on the north side of Naamans Road, it is often disconnected.



Walking south on Philadelphia Pike requires use of narrow sidewalks and crossing an I-495 access ramp.



# TRANSPORTATION

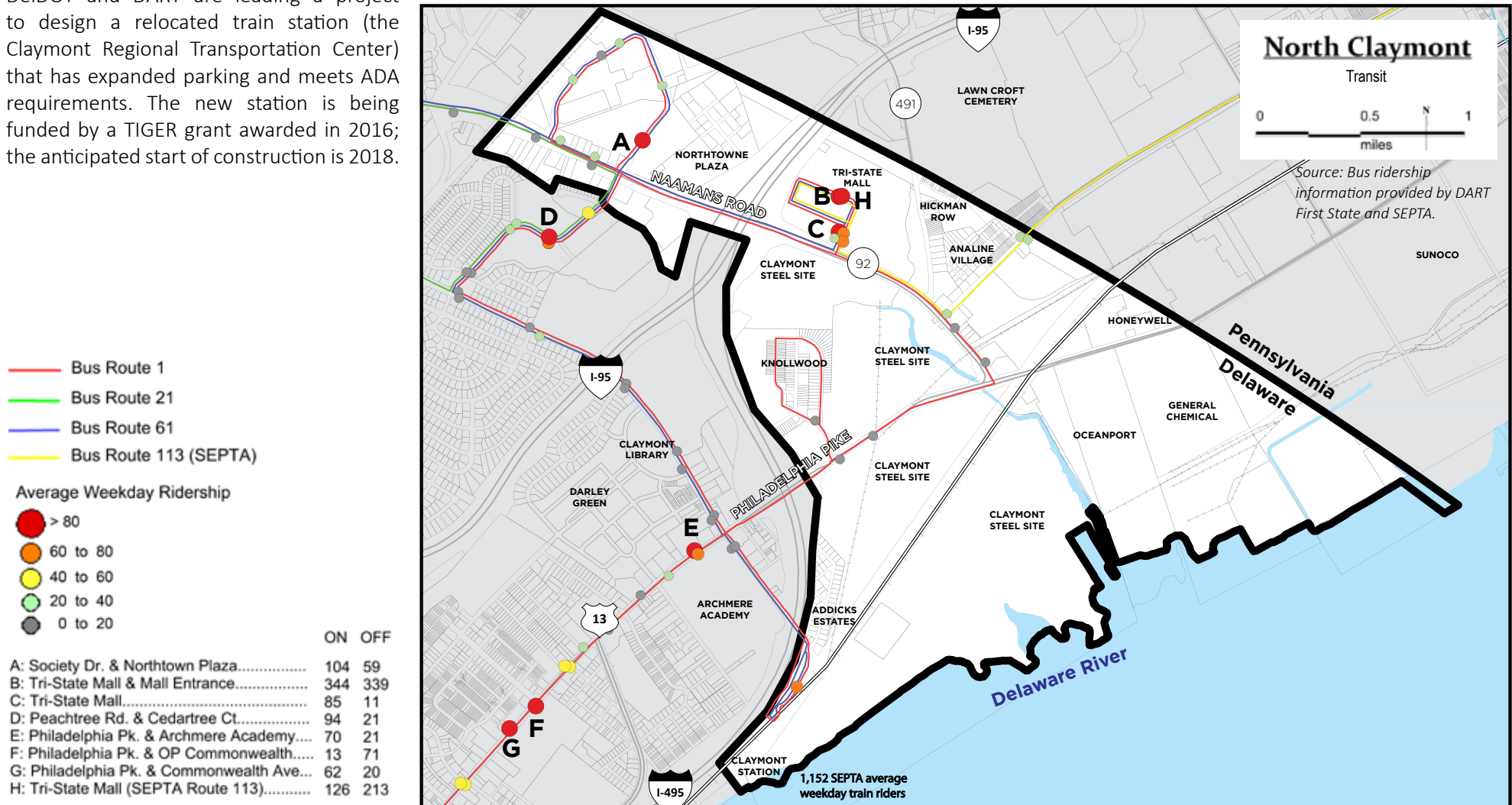
## BUS AND TRAIN

North Claymont is served by three DART First State bus routes: Route 1, Route 21, and Route 61 (Figure 2-9). Route 1 is DART's busiest New Castle County bus route. North Claymont is served by one SEPTA bus route, Route 113, which extends to Chester and through Delaware County, connecting with other bus and rail routes to Philadelphia. SEPTA has indicated that this is the busiest suburban bus route in their system.

SEPTA commuter rail provides service at Claymont Station to Philadelphia and to Wilmington and Newark with 20 trains in each direction on weekdays. Claymont Station has a daily ridership of almost 1,200 trips, and approximately 90% of trips boarding at Claymont are traveling toward Philadelphia. Approximately 70 train riders per day travel to Claymont Station by bus. DART First State evaluates bus service twice annually to determine need for route, stop, or schedule changes. SEPTA conducts a service evaluation annually.

DeIDOT and DART are leading a project to design a relocated train station (the Claymont Regional Transportation Center) that has expanded parking and meets ADA requirements. The new station is being funded by a TIGER grant awarded in 2016; the anticipated start of construction is 2018.

Figure 2-9. Transit Routes Map

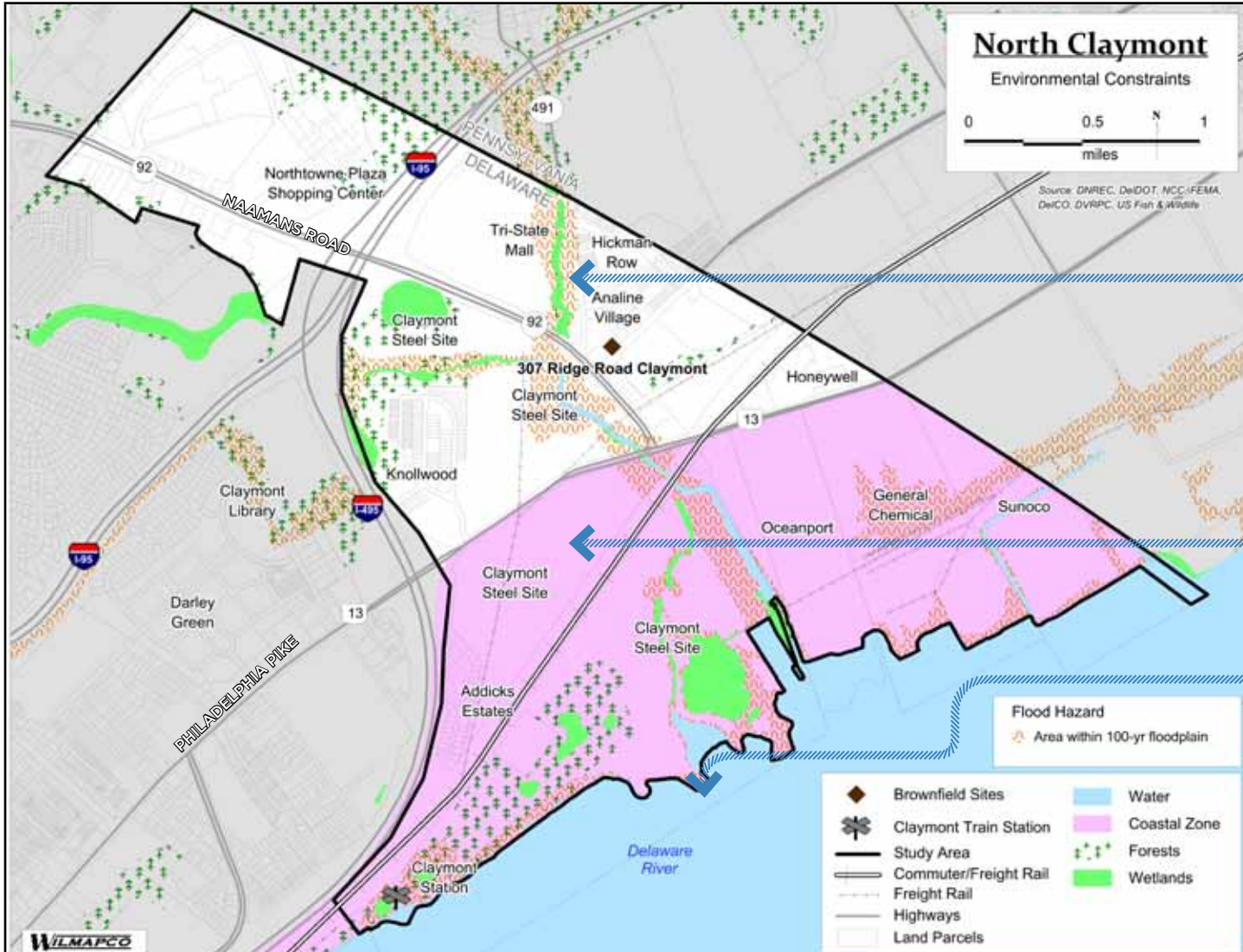


# ENVIRONMENT AND OPEN SPACE

## CONSTRAINTS

Environmental constraints are present throughout much of the study area (Figure 2-10). Wetlands, floodplains, and forests occupy lands bordering the Delaware River and Naamans Creek. All land east of US 13 is protected by Delaware's Coastal Zone Act, which restricts the type of redevelopment which can occur. In 2014, a 0.40 acre site at 307 Ridge Road was certified as a brownfield. Hazardous substances are suspected to be present there, as a result of past use as a gas station and automotive repair facility. In addition, the Claymont Steel site is currently undergoing remediation activities. Portions of the study area east of the Northeast Corridor railroad may be impacted by sea level rise and storm surge events, according to Delaware Department of Natural Resources and Environmental Control (DNREC) scenarios. Small areas would be impacted by as little as 1.6 feet of sea level rise, while larger portions around are at risk of inundation during a flooding event after less than 3.3 feet of sea level rise.

Figure 2-10. Environmental Constraints Map

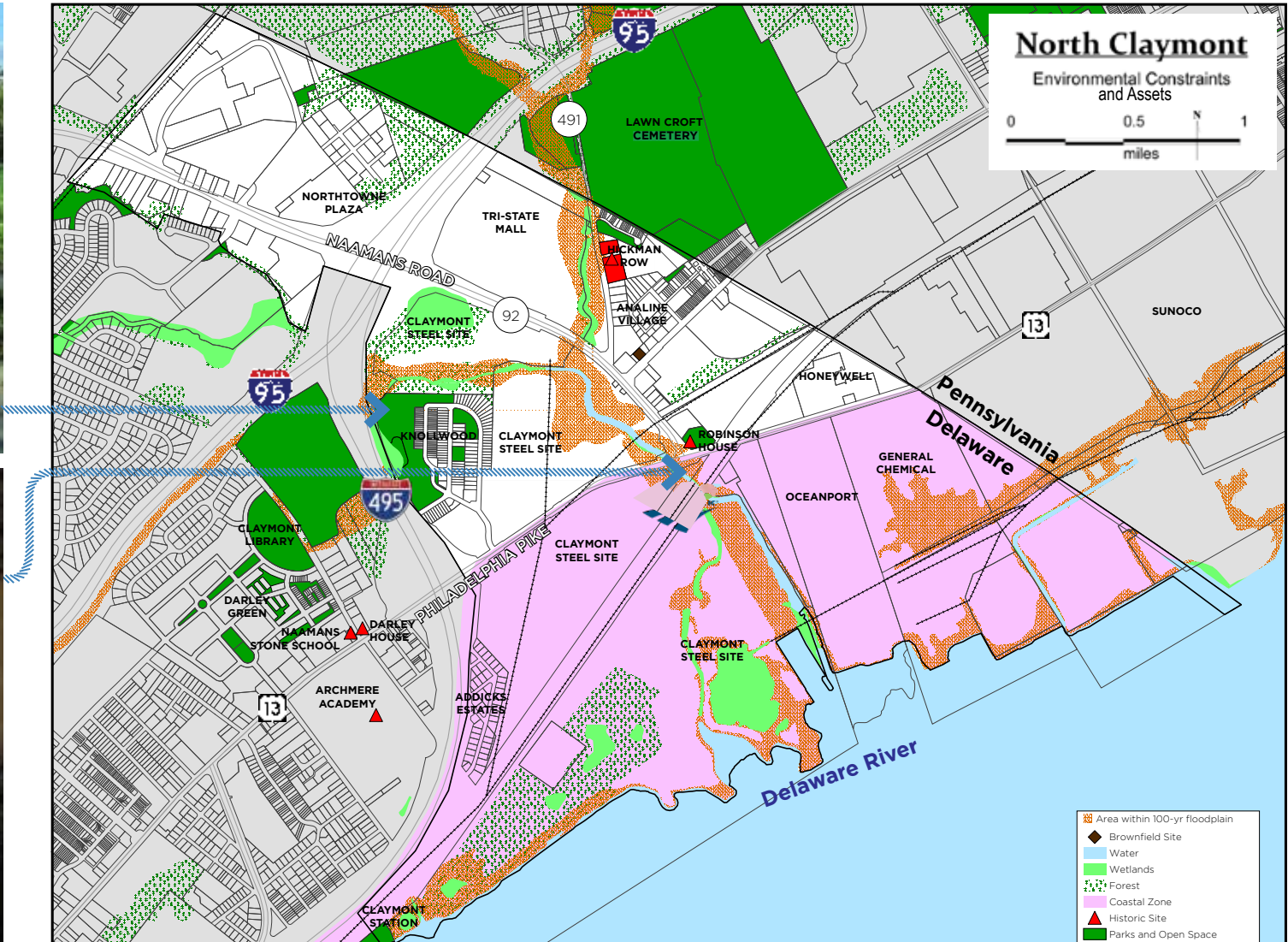


# ENVIRONMENT AND OPEN SPACE

## OPEN SPACE AND PARKS

A handful of parks and open spaces can be found in and near North Claymont (Figure 2-11). While it contains significant environmental resources, the area currently lacks public access to the Delaware River and Naamans Creek. The presence of wetlands, floodplains, and forests, as well as Delaware’s Coastal Zone, will influence where and what types of land uses are appropriate. Beyond Claymont, regional parks include Fox Point State Park, Bellevue State Park, and Rockwood County Park.

Figure 2-11. Open Space and Parks Map



# MARKET ANALYSIS

The NCAMP Market Assessment, completed January 2016, examined industrial, office, residential, and retail for existing conditions, trends, and future market dynamics. Significant changes, underway and planned, will impact the Study Area’s position in the marketplace (Figure 2-12).

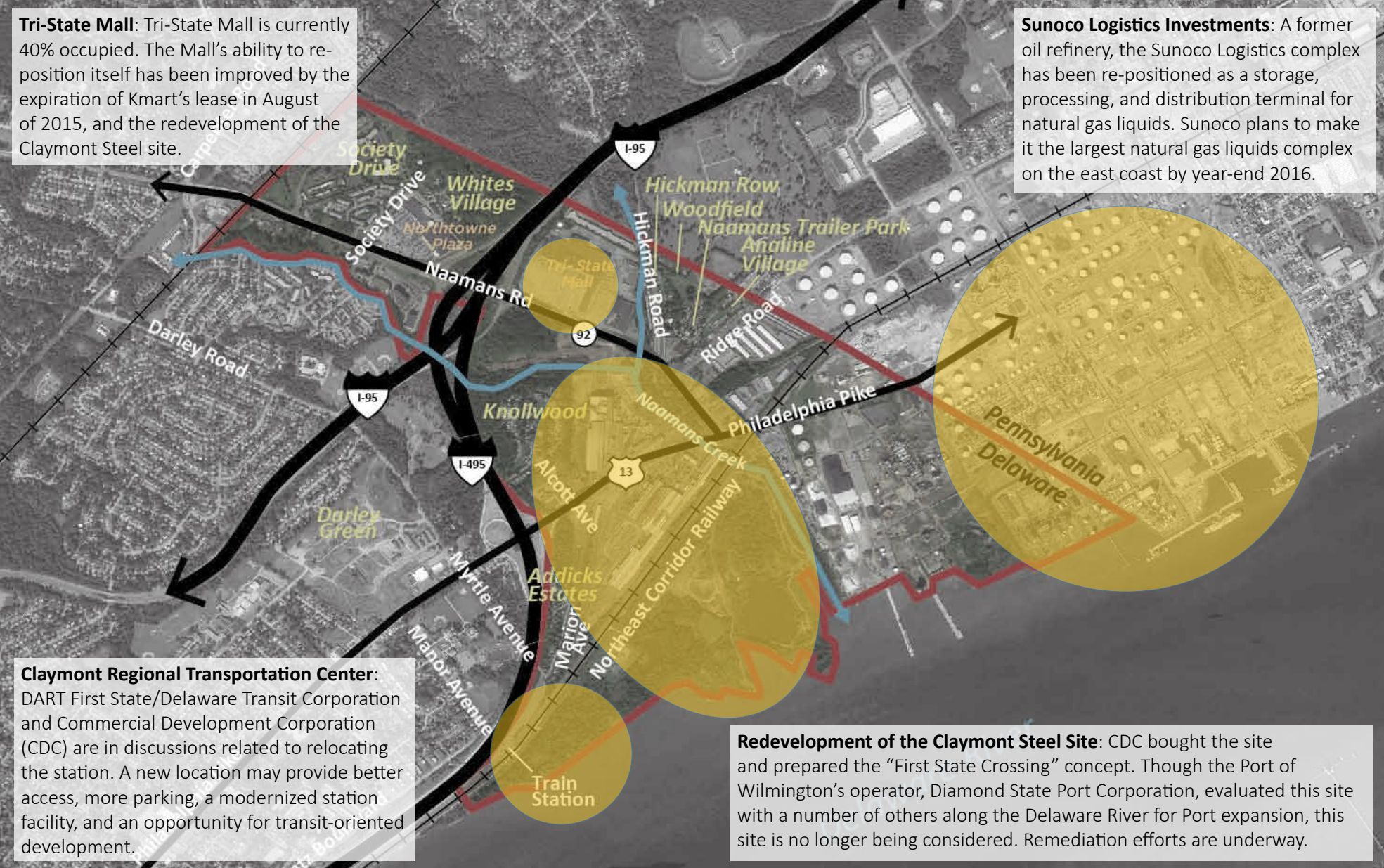


Figure 2-12. Market Assessment Considerations Map



## DEVELOPMENT POTENTIAL

Depending on forces within and near the study area in the next 10 years, the market has the potential to support:

**INDUSTRIAL LAND USES:** 200,000 to 400,000 square feet (sq. ft.) of warehouse and distribution space, with the higher end of the range only realistic if a container port is developed. The market also has the potential to support 120,000 to 180,000 sq. ft. of flex space. With the growth of Sunoco, there will likely be interest from manufacturing companies over the next decade.

**OFFICE LAND USES:** 50,000 to 100,000 sq. ft. of office space over the next 10 years, though it is most likely to develop along with a relocated rail station and a transit-oriented environment.

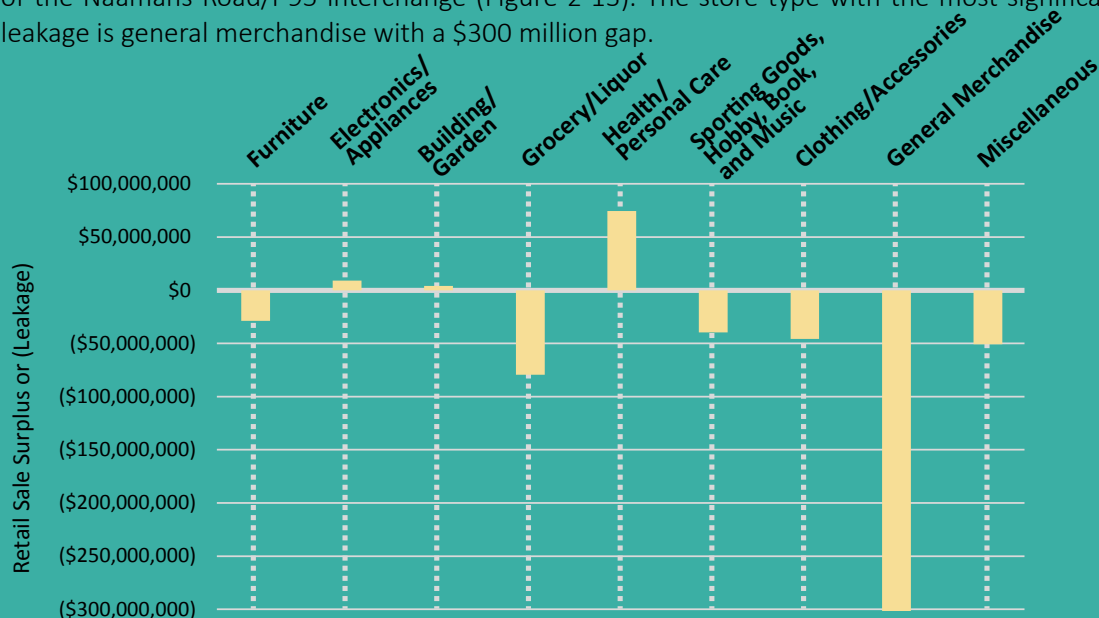
**RESIDENTIAL LAND USES:** 380-580 multifamily units (apartments, generally) and 60-210 for-sale dwelling units over the next 10 years.

**RETAIL LAND USES:** 300,000 to 500,000 sq. ft. of new retail and eat/drink space.

Figure 2-13. Retail Sales Leakage (2015)

### EXISTING UNMET DEMAND FOR RETAIL

Sales leakage happens when residents travel outside of the geography to make their retail purchases. There is considerable retail sales leakage today in the area within a 10-minute drive of the Naamans Road/I-95 interchange (Figure 2-13). The store-type with the most significant leakage is general merchandise with a \$300 million gap.



Source: ESRI; W-ZHA

## INDUSTRIAL BUILDING TYPES AND LOCATION FACTORS

There are generally three types of industrial buildings: manufacturing buildings, wholesale/distribution buildings, and flex buildings.

### Manufacturing Buildings

Manufacturing buildings are designed to serve a specific manufacturing process. These types of buildings are located either near the raw product necessary for the manufacturing process, in a location where there are other complementary industries, and/or in locations that offer a competitive edge in getting their product to market. They generally range in size from 100,000 to 300,000 square feet.

### Wholesale and Distribution Facilities

These buildings are designed for the storage and distribution of goods. The buildings typically have 36' ceiling clearances and plenty of land to allow trucks to maneuver. These buildings can range from 40,000 to over 1,000,000 square feet. The businesses that occupy these buildings need a road network that provides excellent truck access to their target markets. They may also require rail access.

### Flex Buildings

Flex buildings contain warehouse space as well as office space, and are very flexible, allowing the tenant to customize the space for their needs. Flex buildings range in size from 20,000 square feet to 100,000 square feet. Flex building location parameters are more similar to retail than manufacturing or distribution land uses. Flex buildings seek locations that are easily accessible to target tenants. Flex industrial has far fewer conflicts with residential as



*Homes in the Study Area, along Ridge Road*

# SECTION 3. GOALS & OBJECTIVES



# DEVELOPMENT OF GOALS/OBJECTIVES

Goals and objectives provided the framework for evaluating the scenarios. An initial set of goals was developed with input from focus groups, the Project Management Committee, and the Advisory Committee. This set of goals was then evaluated by the community at the first Public Workshop (February 3, 2016, at Archmere Academy). There were approximately 100 people in attendance at the workshop, where community members worked in small groups to evaluate and prioritize the goals. Feedback from the meeting directly influenced the final set of goals and objectives. The main finding from the workshop was that the community wanted to see a plan that provided a balanced approach to meeting the goals, with a priority placed on community safety and economic/job development (Figure 3-1).

Each of the seven final goals contains several related objectives (Figure 3-2). Metrics were developed to measure how well each scenario addressed the set of the objectives. (See Section 5.)

**GOALS:** Broad statements that describe a desired future state. These fit under one of the four Master Plan elements.

**OBJECTIVES:** Specific statements in support of each goal.

**METRICS:** Ways to measure how well each scenario addresses the objectives.

Figure 3-1. Summary of Community Meeting #1 Goal Prioritization Activity

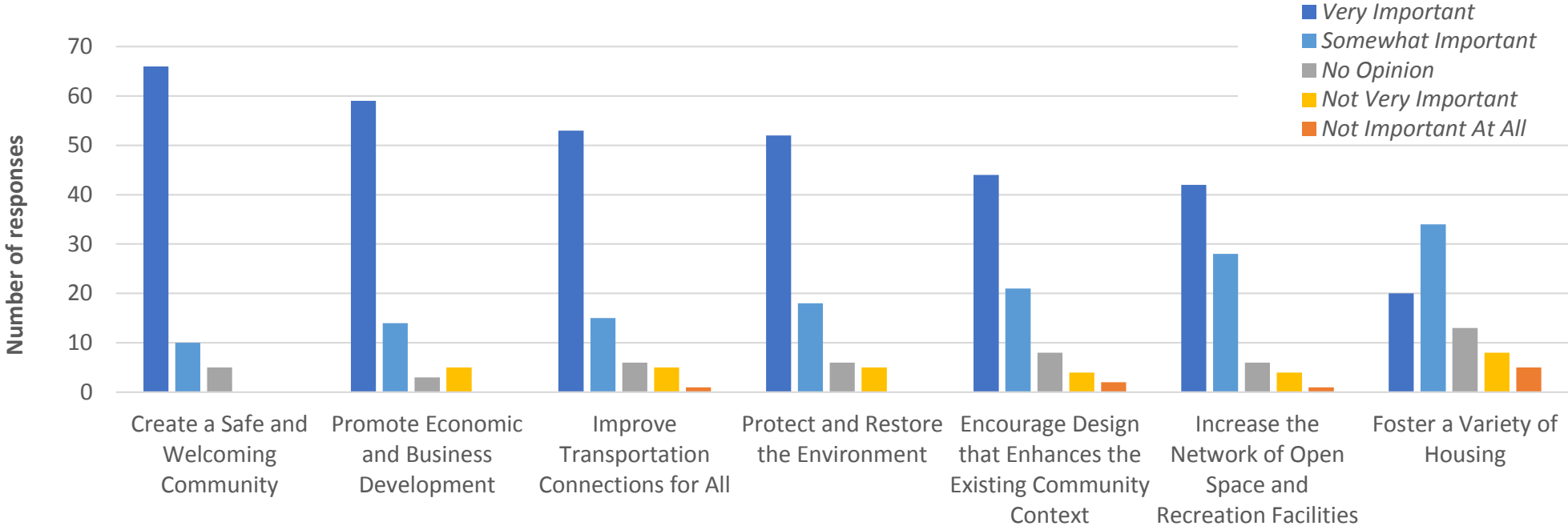


Figure 3-2. Final goals and objectives

ELEMENTS	Land Use and Design		Community and Economic Development		Environment and Open Space		Transportation
GOALS	 <p>Encourage Design that Builds On Community Strengths</p>	 <p>Foster a Variety of Housing</p>	 <p>Promote Economic Development and Expand Job Opportunities</p>	 <p>Create a Safe, Healthy, and Welcoming Community</p>	 <p>Increase the Network of Open Space and Recreation Facilities</p>	 <p>Protect and Restore the Environment</p>	 <p>Improve Local and Regional Multimodal Transportation Connections</p>
OBJECTIVES	<ul style="list-style-type: none"> <li>» Promote an attractive, walkable, transit-oriented environment</li> <li>» Preserve and respect the history of the area</li> <li>» Limit the visibility of surface parking lots and encourage structured parking</li> </ul>	<ul style="list-style-type: none"> <li>» Encourage housing for 55+ and assisted living facilities</li> <li>» Include development of housing for a variety of incomes and in a variety of types, including mixed-use</li> <li>» Plan for new residential areas with views of the waterfront and protect existing views</li> </ul>	<ul style="list-style-type: none"> <li>» Provide job opportunities through support for industry and retail, including small, local businesses</li> <li>» Support job training opportunities (including a potential satellite campus)</li> <li>» Encourage development of a greater variety of restaurants, shops, and entertainment destinations</li> </ul>	<ul style="list-style-type: none"> <li>» Create gateways to the community and improve wayfinding</li> <li>» Enhance safety of existing neighborhoods and ensure safety of newly-developed areas</li> <li>» Buffer existing and new residential, commercial, institutional, and open space areas from industrial areas</li> <li>» Encourage support for family and human development</li> <li>» Expand opportunities for improved community health and wellness</li> </ul>	<ul style="list-style-type: none"> <li>» Provide access to more public open space and recreation facilities, including parks</li> <li>» Designate public access areas on the waterfront</li> <li>» Continue the East Coast Greenway and provide more off-road trails</li> </ul>	<ul style="list-style-type: none"> <li>» Enhance Naamans Creek waterway</li> <li>» Mitigate existing and future air, water, and sound pollution</li> </ul>	<ul style="list-style-type: none"> <li>» Promote safe facilities, particularly facilities that do not conflict with the movement of trucks, for people walking and bicycling</li> <li>» Relocate and design the train station to become a more convenient and appealing facility</li> <li>» Encourage development of a multimodal train/bus/bike/walk hub</li> <li>» Improve bus service within Claymont</li> <li>» Reduce traffic congestion and crashes</li> </ul>

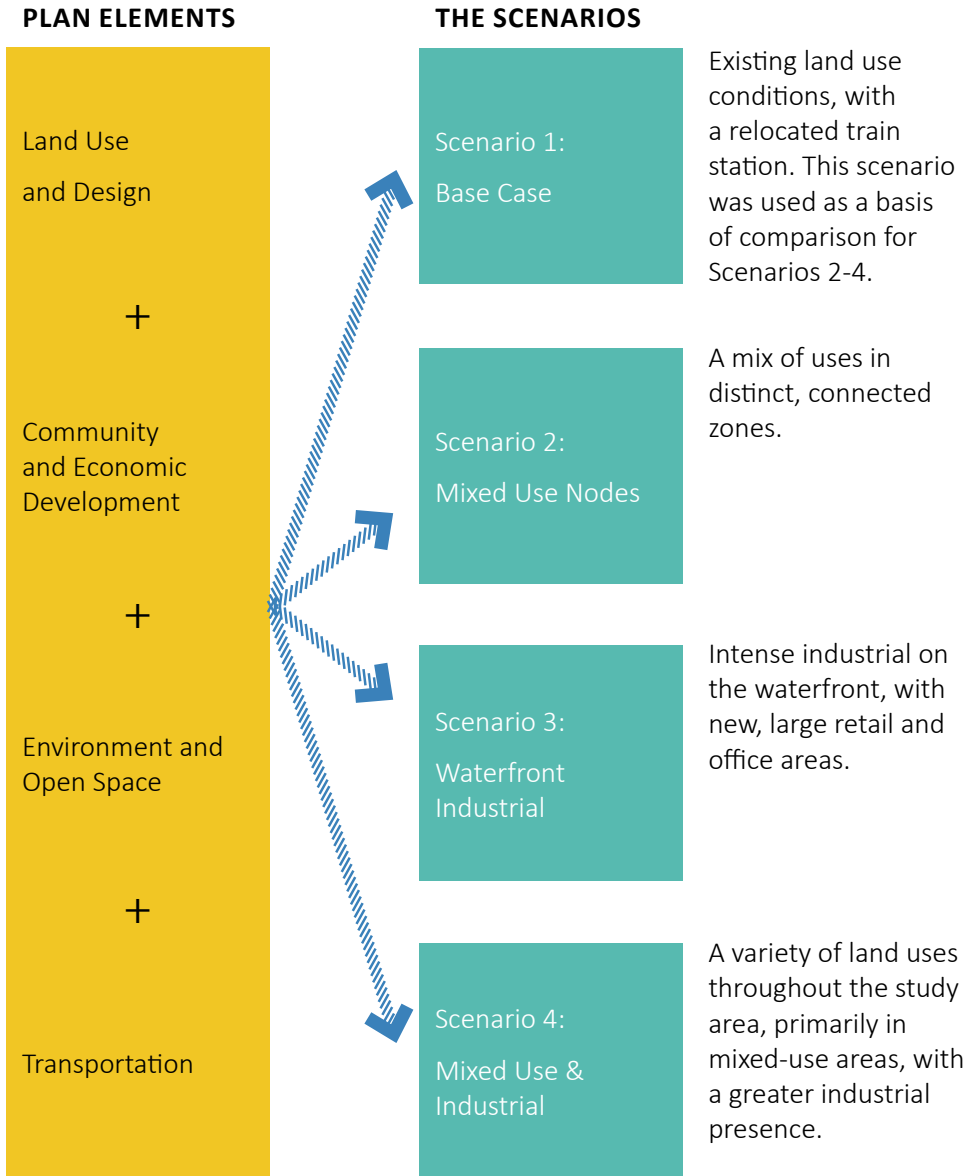


*First community workshop for the project (February 3, 2016)*

# SECTION 4. SCENARIOS

# THE LAND USE SCENARIOS

Scenario planning is used to test out different potential futures - in this case, for land use - to see which seems most likely to best address a set of established needs and goals. Four initial scenarios presented four potential visions for the future of North Claymont. Each addressed the four elements of the Master Plan, in different ways and magnitudes. The areas for which land use changes were proposed were the same for Scenarios 2-4 (Figure 4-1). Preliminary scenarios are described in Sections 4 and 5; the recommended scenario is described in Section 6.



**Scenarios 2-4 all include the following, which the community and other stakeholders deemed to be necessary components of the long-term vision for North Claymont:**

- Waterfront access
- Connectivity, including a new “spine road”
- Facilities for people walking and riding bicycles
- Train station relocation, including a multi-use trail from the old station
- Multimodal train-bus-bike-walk-drive hub
- Environmental protection
- Buffering of neighborhoods and environmental areas
- Recognition of historic sites
- Identification of gateways
- No changes to active waterfront industrial or existing residential areas



Figure 4-1. Land Use Change Areas Map



# WHAT IS IN EACH SCENARIO?

## TYPES OF LAND USES

The following pages show the set of initial scenarios, which include many different types of land uses. The pictures below show examples of the form these land uses might take.

**RETAIL**  
Shops, restaurants



**OFFICE**  
Professional offices and services



**SINGLE FAMILY RESIDENTIAL**  
One household per parcel



**MULTIFAMILY OR MIXED RESIDENTIAL**  
Many households on one parcel



**INSTITUTIONAL**  
Medical campus, educational campus



**LIGHT INDUSTRIAL**  
Warehouse, flex space, light manufacturing, wholesale, repair



**HEAVY INDUSTRIAL**  
Intensive manufacturing



**MIXED USE (RETAIL, OFFICE)**  
Developments that incorporate retail and office, usually with retail at ground level



**MIXED USE (MIXED INDUSTRIAL, OFFICE/FLEX)**  
Office and light industrial uses



**MIXED USE (RETAIL, INSTITUTIONAL, RESIDENTIAL)**  
A walkable, lively commercial center



**VACANT INDUSTRIAL**  
Former Claymont Steel site

**SCENARIO 1: BASE SCENARIO**

The Base Scenario consists of existing land use conditions, with a relocated train station (Figure 4-2). This scenario was used as a basis of comparison for Scenarios 2-4. Circled letters below correspond to the map on the following page.

**A** TRAIN STATION RELOCATION, with a multi-use trail to the new station

**EXAMPLES OF EXISTING CONDITIONS**

1. Multifamily residential



2. Tri-State Mall



3. Naamans Road



4. Robinson House



5. Train station



6. View northeast from mill site

7. Philadelphia Pike (view toward southwest)



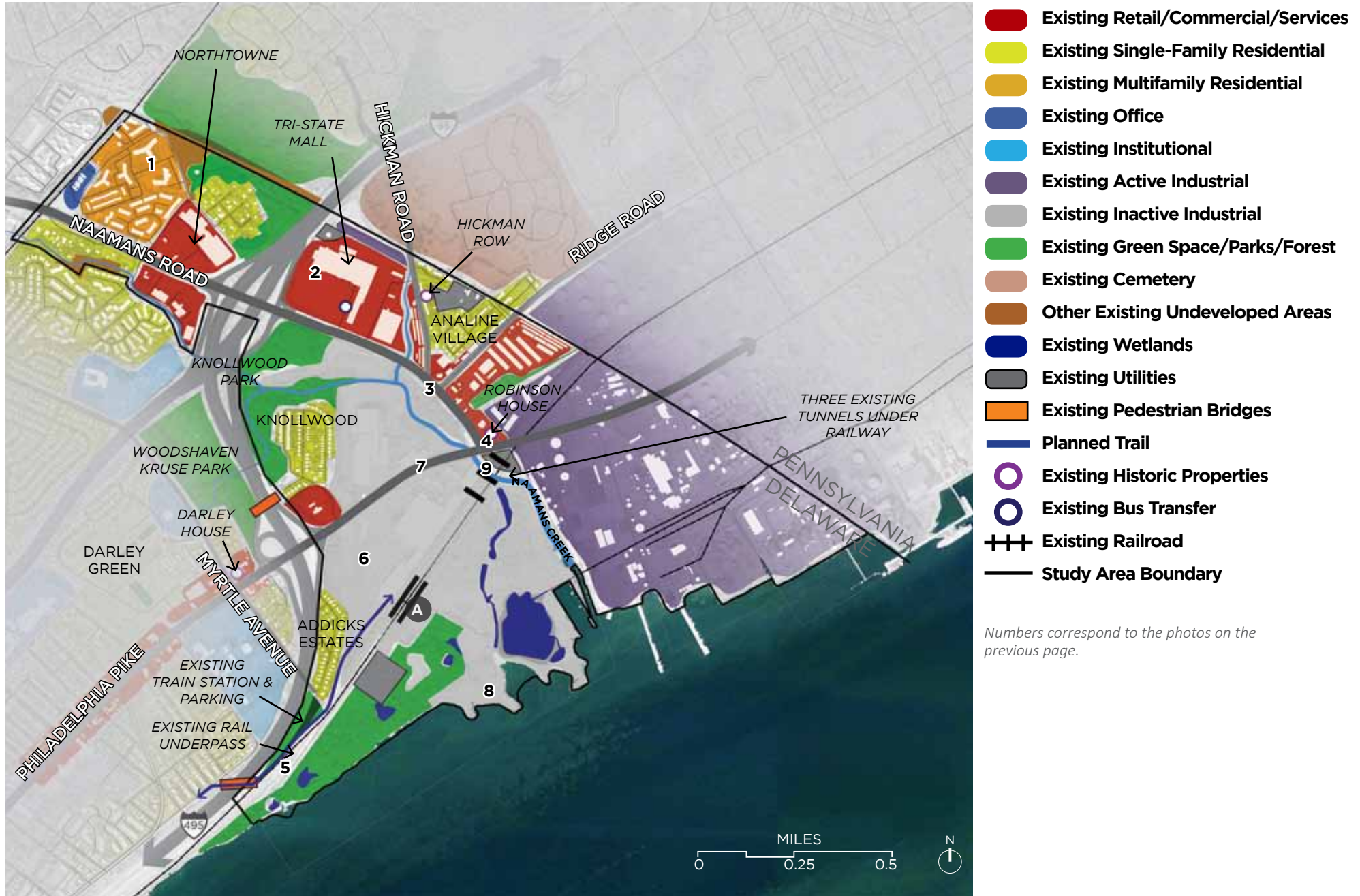
8. River view from mill site



9. Bridge on mill site



Figure 4-2. Scenario 1 Map



## SCENARIO 2: MIXED-USE NODES

Scenario 2 contained a mix of uses in distinct, connected zones (Figure 4-3). Circled letters below correspond to the map on the following page, and square footage and number of units for the concepts are approximate and based on the size of each area.

- A** TRAIN STATION RELOCATION, with a multi-use trail to the new station, and a bus transfer station/multimodal hub
- B** WATERFRONT PARK, potentially with trail to Fox Point State Park
- C** MIXED-USE OFFICE WITH RETAIL
  - C1. Retail/restaurants [7,000 sq. ft.] and office [100,000 sq. ft.] along Philadelphia Pike
  - C2. Office [build-to suit- 500,000 sq. ft. with parking garage] and retail [100,000 sq. ft.]
- D** RETAIL, with shops and services [200,000 sq. ft.]
- E** RESIDENTIAL
  - E1. Apartments [400 units]
  - E2. Townhouses [80 units], apartments [400 units]
  - E3. Apartments [800 units], townhouses [80 units]
- F** TRANSIT-ORIENTED MIXED-USE, with office [300,000 sq. ft.] and retail [5,000 sq. ft.]
- G** INSTITUTIONAL, with medical and/or training facilities [300,000 sq. ft.]
- H** INDUSTRIAL/FLEX [100,000 sq. ft.]
- P** PARKING
  - P1. Parking garage with liner building [700 cars]
  - P2. Parking lot [existing]

## EXAMPLES OF DEVELOPMENT TYPES

*Mixed Use (Office/Retail)*



*Retail*



*Multifamily Residential*



*Multifamily Residential*



*Light Industrial / Flex*



*Light Industrial / Flex*



*Residential Near Train Station*



*Office Near Train Station*



Figure 4-3. Scenario 2 Map



## SCENARIO 3: WATERFRONT INDUSTRIAL

Scenario 3 incorporated intense industrial uses on the waterfront, with new retail, office, and residential areas further to the north (Figure 4-4). Circled letters below correspond to the map on the following page, and square footage and number of units for the concepts are approximate and based on the size of each area.

- A** TRAIN STATION RELOCATION, with a multi-use trail to the new station, and a bus transfer station/multimodal hub
- B** WATERFRONT PARK, potentially with trail to Fox Point State Park
- C** MIXED-USE OFFICE WITH RETAIL, including retail/restaurants [7,000 sq. ft.] and office [100,000 sq. ft.] along Philadelphia Pike
- D** RETAIL
  - D1. Retail, with shops and services [300,000 sq. ft.]
  - D2. Retail, with shops and services [350,000 sq. ft.]
- E** RESIDENTIAL, including townhouses [80 units] and apartments [400 units]
- F** TRANSIT-ORIENTED MIXED-USE
  - F1. Flex industrial [180,000 sq. ft.]
  - F2. Office [75,000 sq. ft.]
- G** OFFICE [build-to suit- 500,000 sq. ft. with parking garage]
- H** INDUSTRIAL
  - H1. Heavy industrial (Manufacturing, logistics, etc) [243 acres, approx.]
  - H2. Industrial [10 acres, approx.]
- P** PARKING
  - P1. Parking garage with liner building [700 cars]
  - P2. Parking lot [existing]

## EXAMPLES OF DEVELOPMENT TYPES

*Residential Near Retail*



*Office*



*Mix of Adjacent Uses (Residential / Retail / Office / Light Industrial / Flex)*



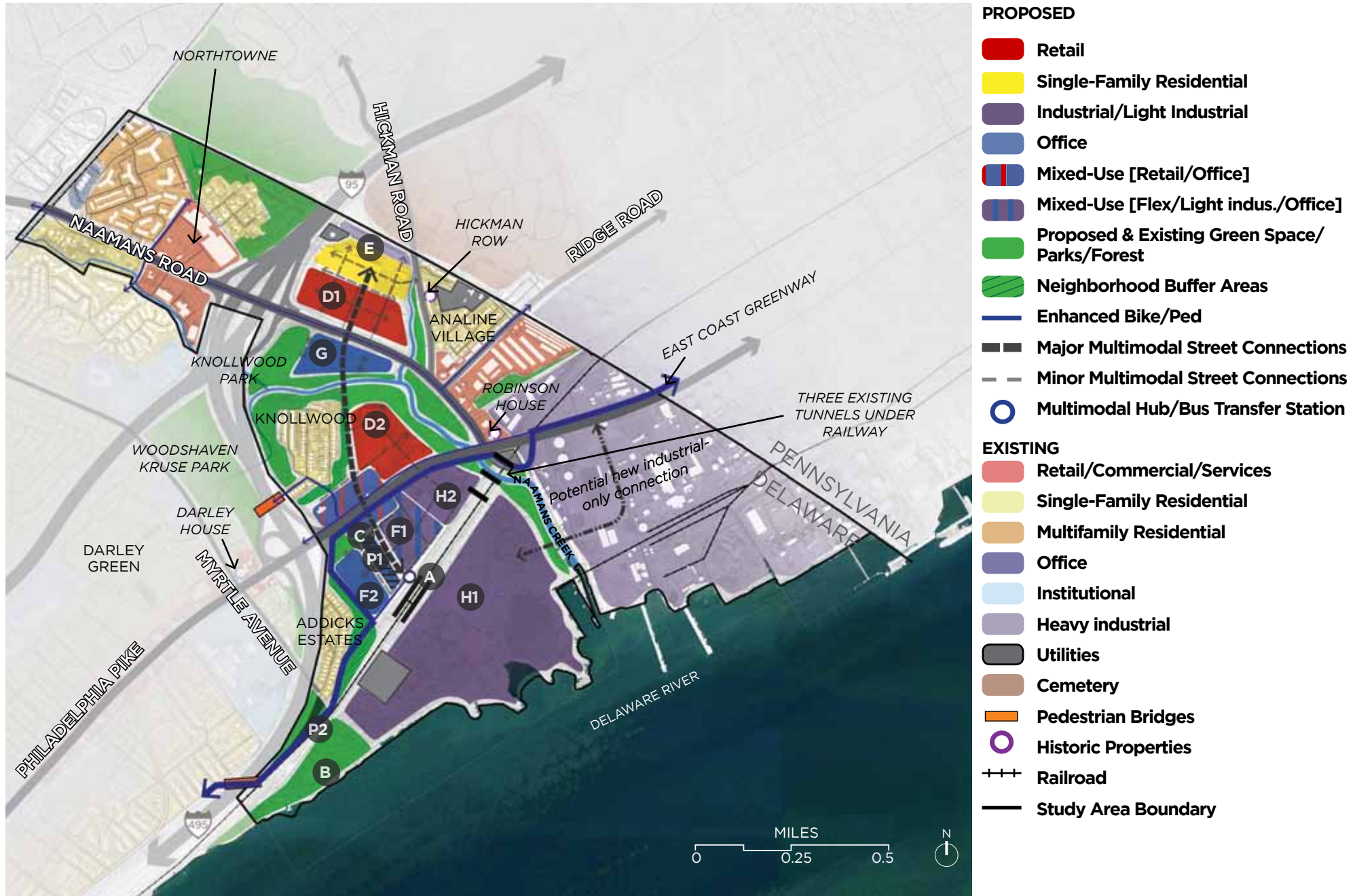
*Office / Light Industrial*



*Light Industrial / Flex With Green Buffer*



Figure 4-4. Scenario 3 Map



## SCENARIO 4: MIXED-USE AND INDUSTRIAL

The final scenario included a balance between industrial, open space, and residential uses near the railway and waterfront, with a cluster of office development near the train station and a mix of uses to the north (Figure 4-5). Circled letters below correspond to the map on the following page, and square footage and number of units for the concepts are approximate and based on the size of each area.

- A** TRAIN STATION RELOCATION, with a multi-use trail to the new station, and a bus transfer station/multimodal hub
- B** WATERFRONT PARK, potentially with trail to Fox Point State Park
- C** MIXED-USE OFFICE WITH RETAIL
  - C1. Retail/restaurants [7,000 sq. ft.] and office [100,000 sq. ft.] along Philadelphia Pike
  - C2. Office [build-to suit- 500,000 sq. ft. with parking garage] and retail [100,000 sq. ft.]
- D** RETAIL, with shops and services [350,000 sq. ft.]
- E** RESIDENTIAL
  - E1. Townhouses [40 units], cottage homes [25 units]
  - E2. Apartments [300 units]
  - E3. Apartments [250 units], townhouses [80 units]
- F** OFFICE [125,000 sq. ft.]
- G** MIXED-USE [LIFESTYLE CENTER], with retail [200,000 sq. ft.], institutional [100,000 sq. ft.], and apartments above retail [180 units]
- H** INDUSTRIAL AND FLEX
  - H1. Heavy industrial [200,000 sq. ft.]
  - H2. Flex/light industrial/R&D [180,000 sq. ft.]
- P** PARKING
  - P1. Parking garage with liner building [700 cars]
  - P2. Parking lot [existing]

## EXAMPLES OF DEVELOPMENT TYPES

*Cottage Homes*



*Residential Above Retail*



*Light Industrial-Flex*



*Office Above Retail*



*Lifestyle Center*

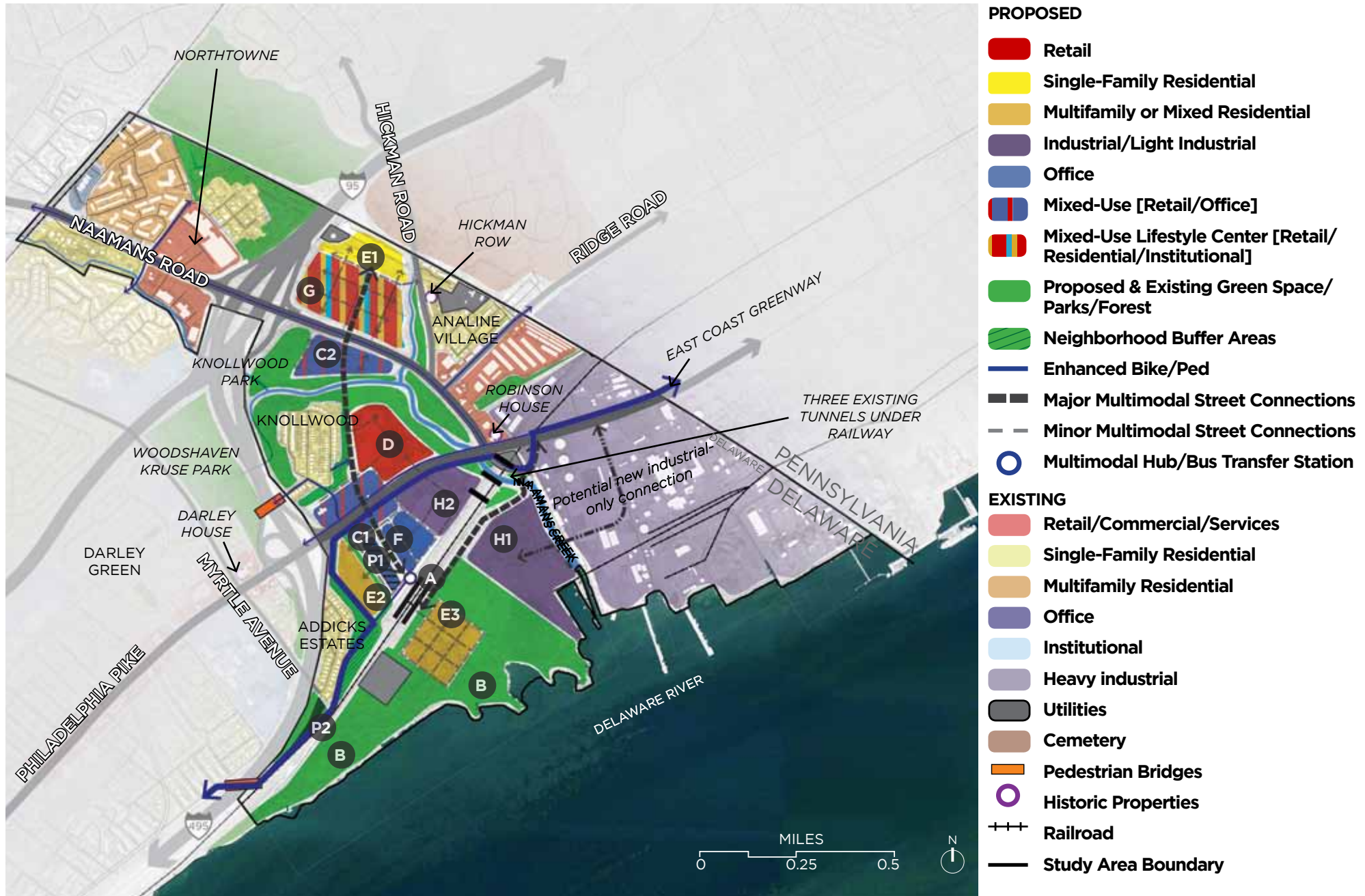


*Lifestyle Center*





Figure 4-5. Scenario 4 Map



# TRANSPORTATION ELEMENTS COMMON TO ALL SCENARIOS

## COMPLETE STREETS

The State of Delaware’s policy is to provide for all travelers, whether they’re driving, walking, bicycling, or riding transit. For that reason, all streets in the NCAMP area, whether new or existing, will be “Complete Streets” that include:

- Driving lanes
- Sidewalks
- Bus stops enhanced with pull-off areas, benches, and shelters, as appropriate
- Bicycle facilities designed for low “traffic stress” so they’re comfortable for most people
  - » The type of facility will depend on the nature of the street. On small, local streets that have low traffic and low speeds, people bicycling may use the same lane as car traffic. Busier and/or faster streets will feature bike lanes or paths separated from traffic.

## WALKABILITY ON THE I-495 AND I-95 CROSSINGS

Redevelopment of North Claymont must support the many years of success that have already been achieved in the historic center of Claymont. Walking between central Claymont and North Claymont requires crossing I-495, which is unpleasant and perceived as dangerous. Potential improvements to increase comfort for people walking include:

- Tightening the curves on the ramps, which will slow traffic but still allow trucks to make necessary turns
- Slowing down traffic speeds
- Shortening crosswalks
- Widening sidewalks
- Improving the existing pedestrian bridge over I-495.

## SHORT-TERM IMPROVEMENTS ON RIDGE ROAD & SOCIETY DRIVE

During the master planning process, many residents expressed concerns related to traffic operations on Society Drive. They also expressed concerns about Ridge Road, particularly where it transitions from four lanes in Pennsylvania to two lanes in Delaware. The scenarios include recommendations for improving both locations.

## EAST COAST GREENWAY CONNECTION

The East Coast Greenway passes through North Claymont. Incorporating a continuous shared use path for the Greenway is a central focus of this plan's transportation network.



Example of a bicycle and pedestrian path separated from the street



Example of a low-speed street, where people riding bicycles would share a lane with vehicles



A concept for improving walkability across I-495 along Philadelphia Pike

# CONNECTIVITY FRAMEWORK

All scenarios included a similar framework for connecting the redevelopment areas and improving circulation within North Claymont (Figure 4-6).

Figure 4-6. Connectivity Framework Map



- PROPOSED**
- Unsignalized intersections (right turn in, right turn out movements only)
  - Signalized Intersections
  - Multi-Use Pathway (East Coast Greenway)
  - Enhanced Walking and Bicycling Network
  - New Streets (Major) - With High Quality Facilities for Walking and Bicycling
  - New Streets (Minor) - With High Quality Facilities for Walking and Bicycling
  - New Industrial Connection
  - Development Node: North of Naamans Rd**
  - Development Node: Between Naamans Rd and Philadelphia Pike**
  - Development Node: Between Philadelphia Pike and SEPTA Rail**
  - Development Node: East of SEPTA Rail**
- EXISTING**
- Streets
  - Signalized Intersections



Exit from the current train station parking lot

# SECTION 5. SCENARIO ANALYSIS

## HOW WELL DO THE SCENARIOS ADDRESS THE GOALS?

Metrics are a method of measuring something. In this case, they measure how well the scenarios address established objectives using two types of metrics:

### Quantitative Metrics (numbers)

For example:

- Land use proportions (% green space, etc)
- Number of potential jobs (based on acreage)

### Qualitative Metrics (descriptions)

For example:

- Does the scenario show an extension of the East Coast Greenway? (Yes/No)
- How high is the potential impact on the waterfront? (High/Medium/Low)

While all of the objectives influenced the final recommendation and implementation strategy, not all were easily measured (Figure 5-1). Where metrics were not used to numerically evaluate how well a scenario addressed an objective, community members weighed in at workshops to indicate how they would like to see goals and objectives addressed. Suggestions were considered for incorporation into the plan.

The metrics analysis results for the four initial scenarios are arranged on the following pages by the four plan elements (Figure 5-2 through Figure 5-7). The recommended scenario is described in Section 6.

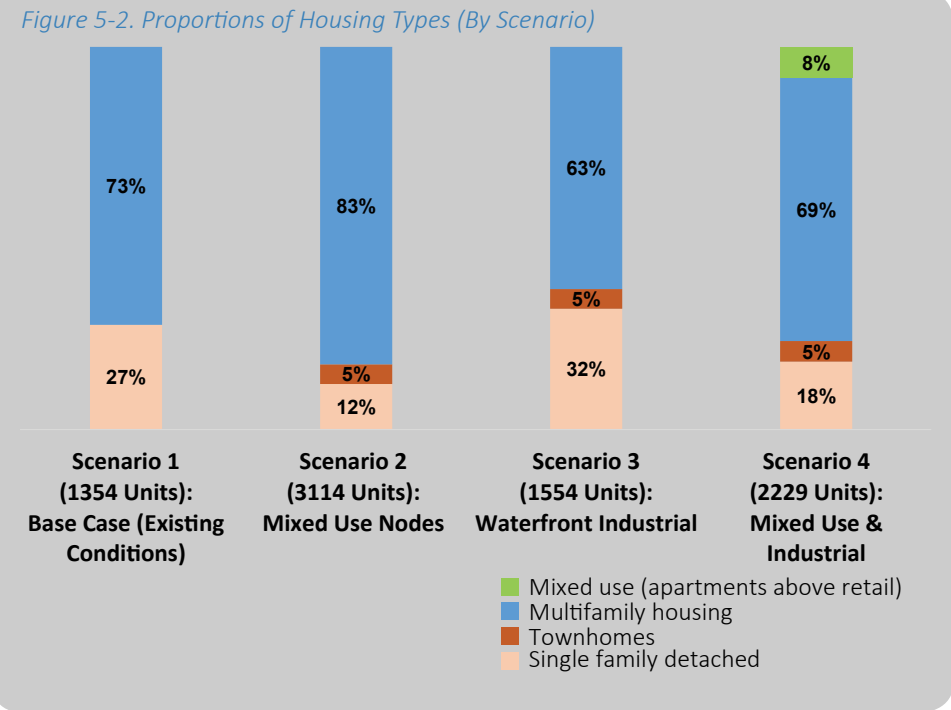
Goals	Objectives	Measured with Metric?
Foster a Variety of Housing	Include development of housing for a variety of incomes and in a variety of types, including mixed-use	Yes
	Plan for new residential areas with views of the waterfront and protect existing views	No
	Encourage housing for 55+ and assisted living facilities	No
Encourage Design that Builds On Community Strengths	Promote an attractive, walkable, transit-oriented environment	Yes
	Preserve and respect the history of the area	No
	Limit the visibility of surface parking lots and encourage structured parking	No
Promote Economic Development and	Provide job opportunities through support for industry and retail, including small, local businesses	Yes
	Support job training opportunities (including a potential satellite campus)	Yes
Expand Job Opportunities	Encourage development of a greater variety of restaurants, shops, and entertainment destinations	Yes
Create a Safe, Healthy, and Welcoming Community	Enhance safety of existing neighborhoods and ensure safety of newly-developed areas	No
	Expand opportunities for improved community health and wellness	Yes
	Buffer existing and new residential, commercial, institutional, and open space areas from industrial areas	Yes
	Encourage support for family and human development	No
	Create gateways to the community and improve wayfinding	No
Increase the Network of Open Space and Recreation Facilities	Provide access to more public open space and recreation facilities, including parks	Yes
	Designate public access areas on the waterfront	Yes
	Continue the East Coast Greenway and provide more off-road trails	Yes
Protect and Restore the Environment	Enhance Naamans Creek waterway	No
	Mitigate existing and future air, water, and sound pollution	Yes
Improve Local and Regional Multimodal Transportation Connections	Reduce traffic congestion and crashes	Yes
	Promote safe facilities, particularly facilities that do not conflict with the movement of trucks, for people walking and bicycling	Yes
	Relocate and design the train station to become a more convenient and appealing facility	Yes
	Encourage development of a multimodal train/bus/bike/walk hub	Yes
	Improve bus service within Claymont	No

Figure 5-1. Objectives Measured with Metrics

# LAND USE & DESIGN

## HOW DO THE SCENARIOS STACK UP?

Goals	Objectives
Foster a Variety of Housing	Include development of housing for a variety of incomes and in a variety of types, including mixed-use
Encourage Design that Builds On Community Strengths	Promote an attractive, walkable, transit-oriented environment



Metric	Scenario 1: Base Case (Existing Conditions)	Scenario 2: Mixed Use Nodes	Scenario 3: Waterfront Industrial	Scenario 4: Mixed Use & Industrial
Does it promote a walkable, transit-oriented environment?	No	Yes - Very well	Yes - Somewhat	Yes - Very well

# COMMUNITY & ECONOMIC DEVELOPMENT

## HOW DO THE SCENARIOS STACK UP?

Goals	Objectives
Promote Economic Development and Expand Job Opportunities	Provide job opportunities through support for industry and retail, including small, local businesses
	Support job training opportunities (including a potential satellite campus)
	Encourage development of a greater variety of restaurants, shops, and entertainment destinations
Create a Safe, Healthy, and Welcoming Community	Expand opportunities for improved community health and wellness
	Buffer existing and new residential, commercial, institutional, and open space areas from industrial areas

Figure 5-4. Job Proportions (By Scenario)

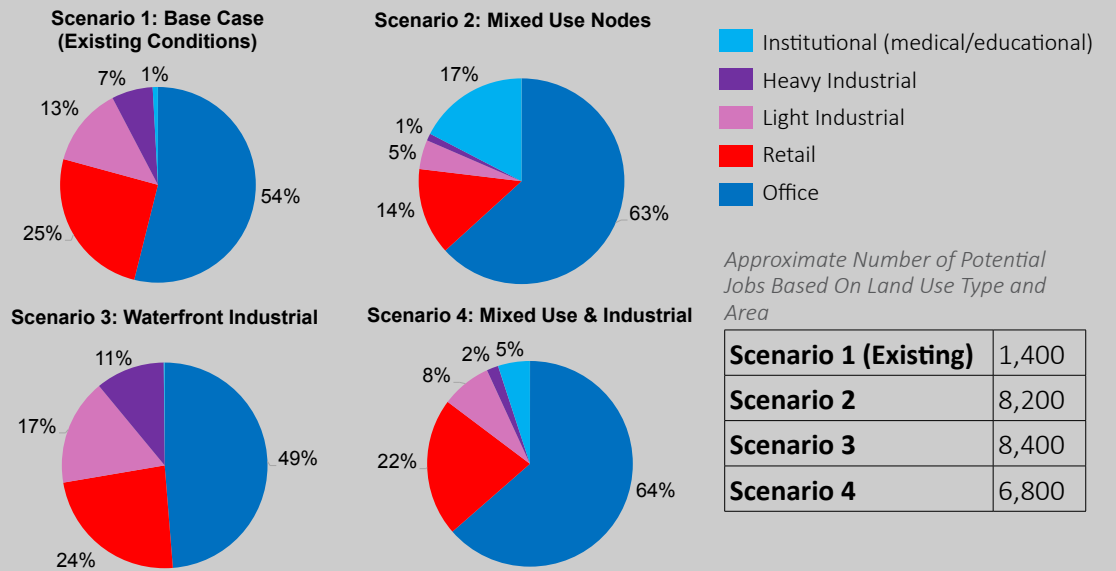
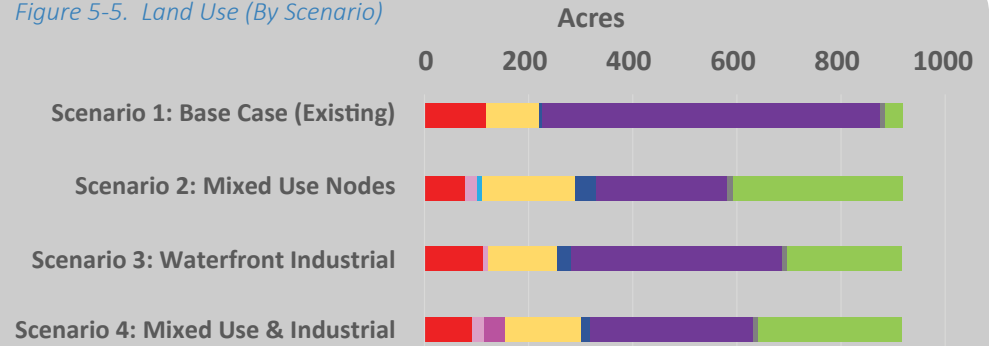
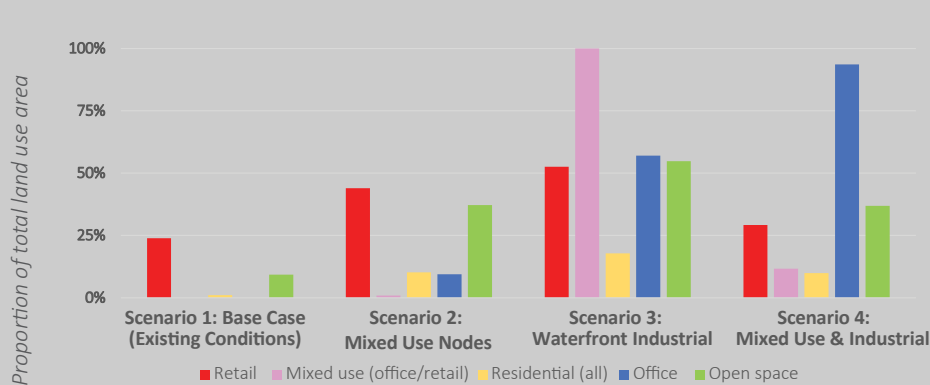


Figure 5-5. Land Use (By Scenario)



- » More retail and mixed-use space = potential for a greater variety of restaurants, shops, and entertainment destinations
- » More institutional space = more job training potential
- » More open space = more potential trails and outdoor activity areas

Figure 5-3. Land Use within 1/4 mile of Heavy Industrial (By Scenario)



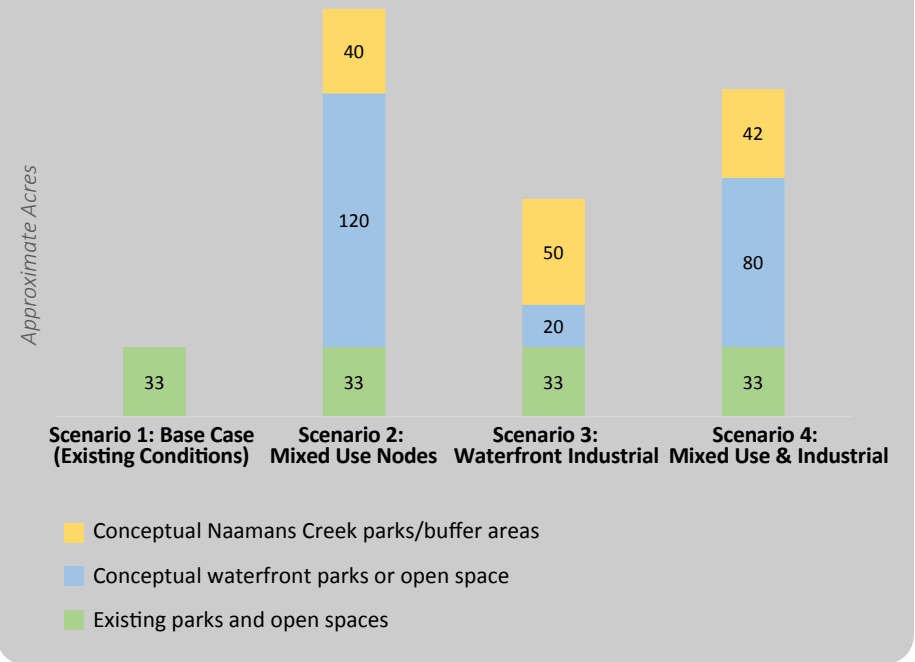


# ENVIRONMENT AND OPEN SPACE

## HOW DO THE SCENARIOS STACK UP?

Goals	Objectives
Increase the Network of Open Space and Recreation Facilities	Provide access to more public open space and recreation facilities, including parks
	Designate public access areas on the waterfront
	Continue the East Coast Greenway and provide more off-road trails
Protect and Restore the Environment	Mitigate existing and future air, water, and sound pollution

Figure 5-6. Parks, Open Space, and Buffer Areas (By Scenario)



Metric	Scenario 1: Base Case (Existing Conditions)	Scenario 2: Mixed Use Nodes	Scenario 3: Waterfront Industrial	Scenario 4: Mixed Use & Industrial
Continuation of East Coast Greenway	No	Yes	Yes	Yes
Potential impact of development on the waterfront	Low 	Low 	High 	Medium 

# TRANSPORTATION

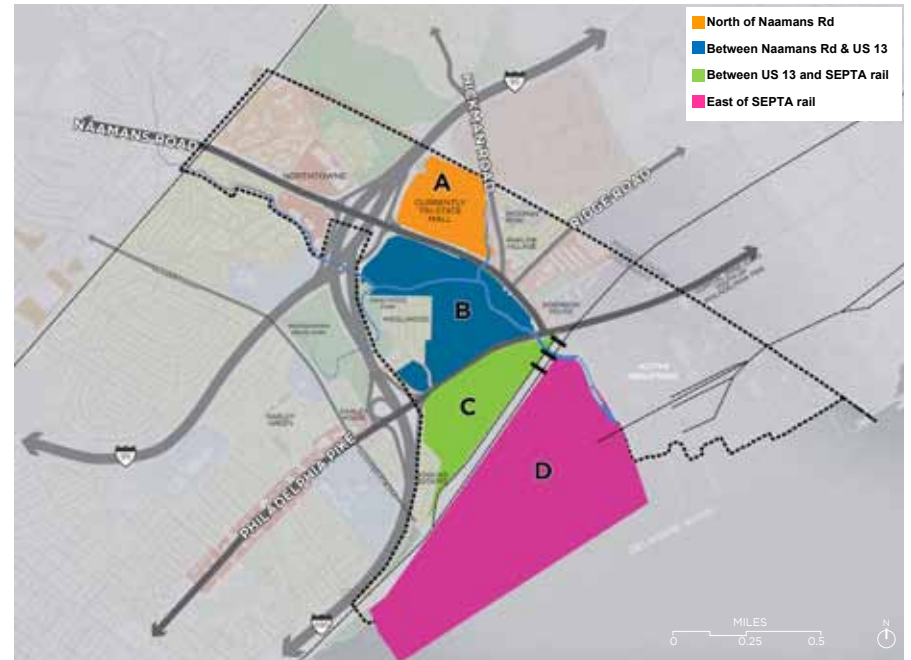
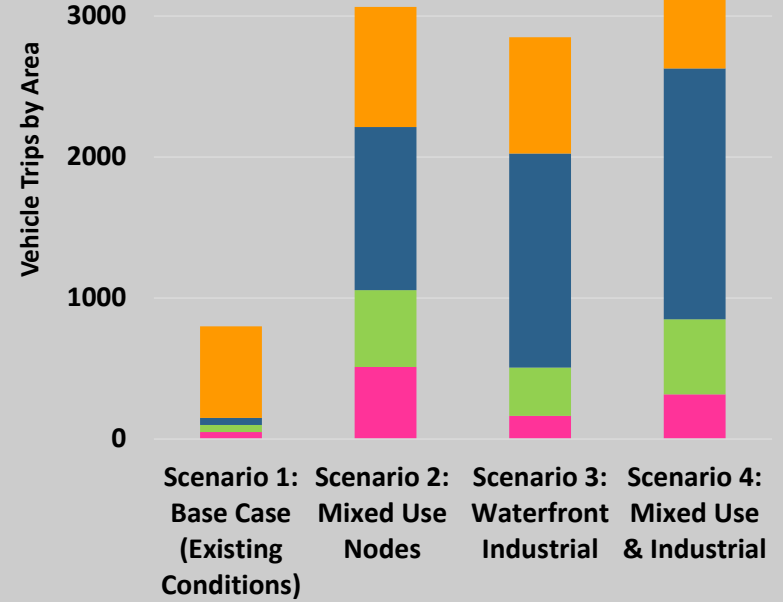
## HOW DO THE SCENARIOS STACK UP?

Goal	Objectives
Improve Local and Regional Multimodal Transportation Connections	Reduce traffic congestion and crashes
	Promote safe facilities, particularly facilities that do not conflict with the movement of trucks, for people walking and bicycling
	Relocate and design the train station to become a more convenient and appealing facility
	Encourage development of a multimodal train/bus/bike/walk hub

Metric	Scenario 1: Base Case (Existing Conditions)	Scenario 2: Mixed Use Nodes	Scenario 3: Waterfront Industrial	Scenario 4: Mixed Use & Industrial
More comfortable bicycle facilities	No	Yes	Yes	Yes
More crossing areas for people walking	No	Yes	Yes	Yes
Train station relocation	Yes	Yes	Yes	Yes
Multimodal train, bus, bike, walk, drive hub	No	Yes	Yes	Yes

See Appendix for more information about the traffic analyses.

Figure 5-7. Traffic Comparison: PM Peak Hour (By Scenario)



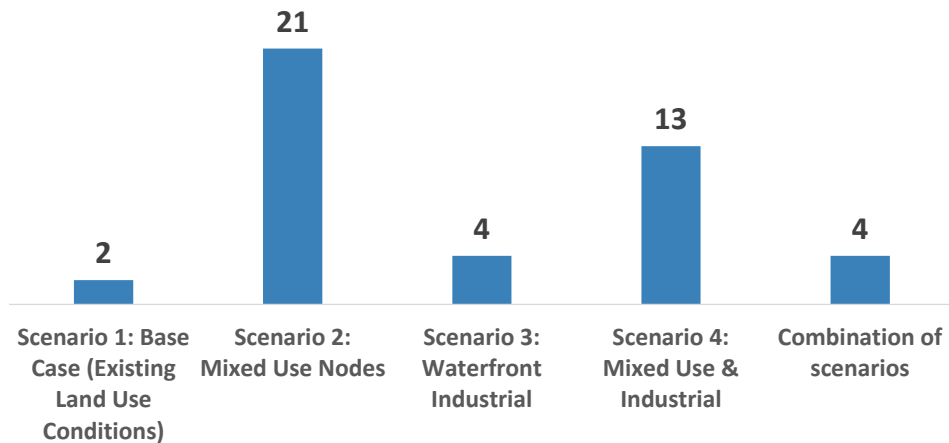
## STAKEHOLDER INPUT ON THE SCENARIOS

The initial scenarios and analysis results were first reviewed with the Project Management Committee and then with the Advisory Committee. Refined scenarios and analysis results were then discussed with the community at the second public workshop (June 6, 2016, at the Claymont Community Center).

At the workshop, which was attended by about 120 people, attendees were asked to fill out a survey. The majority of the community indicated a preference for mixed-use development that incorporates industrial or other job-producing development, while still reserving some of the waterfront space for public access (Figure 5-8). More results from the survey questions can be found on the following page (Figure 5-9 and Figure 5-10).



Figure 5-8. Survey Responses - Scenario Preference



Question: "Each scenario presents a potential long-term vision for North Claymont. Which scenario(s) do you prefer?" Survey respondents were allowed to choose more than one scenario, or to choose "Combination of Scenarios" or "None/Other". There were no responses of "None/Other". Nine people left the question blank.



Community Workshop #2

*Figure 5-9. Survey Responses - What Respondents Liked about the Scenarios*

Question: "What are the top three things that you saw in the meeting material that you liked?" These responses were open-ended. Responses were grouped into the general categories shown below.

Likes (categories based on responses)	Responses
Green space (especially near water)	13
Train station improvements / transit-oriented development	13
Multimodal considerations	10
Mix of uses	4
Scenario options / graphics	4
Job potential	3
Connection to Fox Point Park	2
Less heavy industry	2
Building designs	2
Riverfront and creek restoration	2
Other	9

*Figure 5-10. Survey Responses - What Concerned the Respondents about the Scenarios*

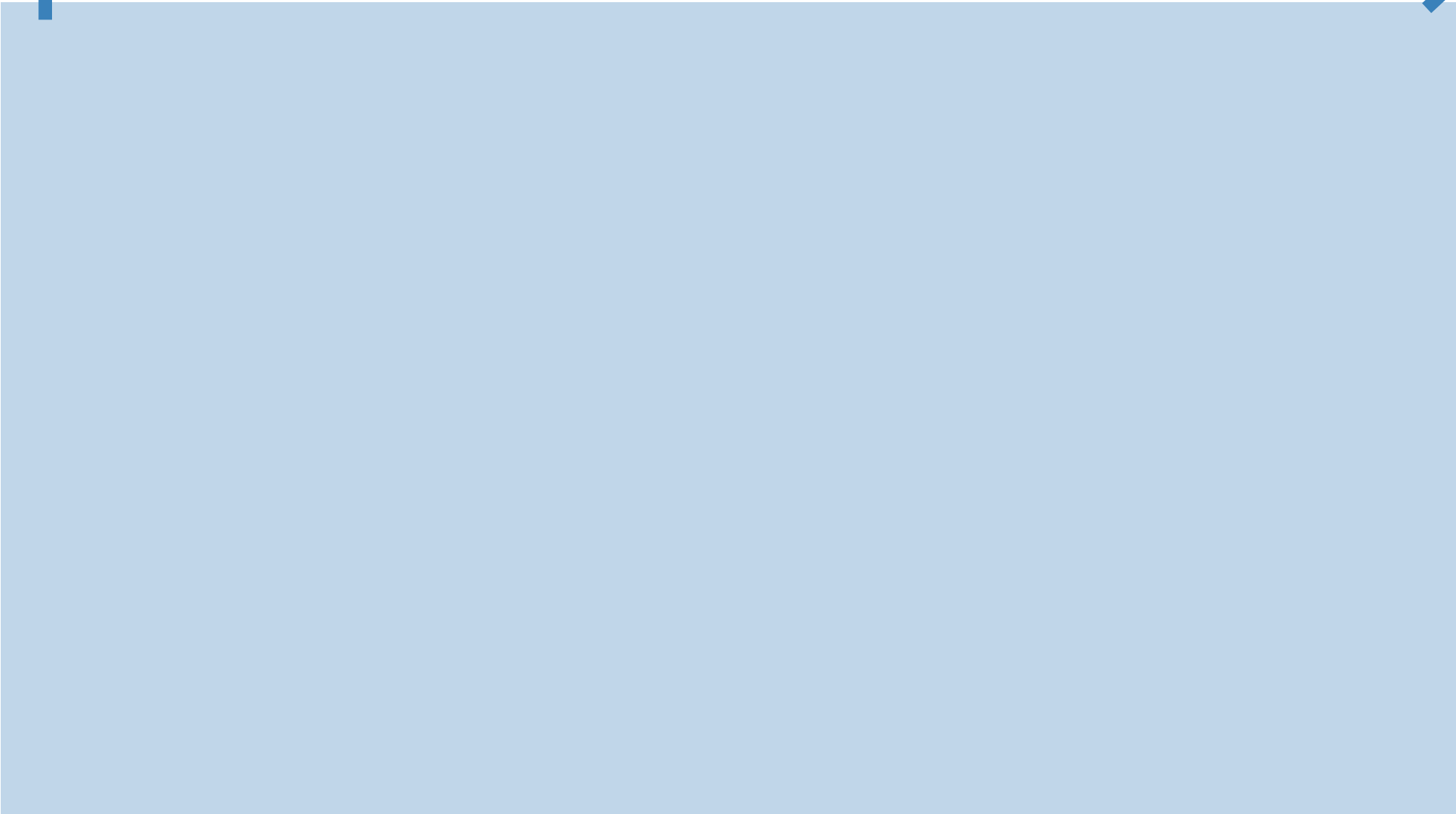
Question: "What are the top three things that you saw in the meeting material that concern you?" These responses were open-ended. Responses were grouped into the general categories shown below.

Concerns (categories based on responses)	Responses
Heavy industry on river / impact of industry	10
Concerns about train station (surface parking; height of parking garage; location)	7
Other transportation / connectivity concerns	5
Traffic	4
Environmental / open space concerns	4
Uncertainty with timing, funding, etc.	3
Historic preservation concerns	2
Other	8



Community Workshop #2

# SECTION 6. RECOMMENDATIONS



## OVERALL VISION

The final vision for North Claymont is one of a future that contains a mix of uses in a multimodal, livable environment. It enhances connectivity both within the NCAMP area and to/from other areas of Claymont. It provides a framework that welcomes growth in the form of new businesses and new residents, while enhancing the environment and quality of life for the people who are already living, working, and providing jobs and amenities in the area. (See Figures 6-1 and 6-2 for some key metrics to compare with the four initial scenarios.)

The framework and development plan are consistent with the Delaware Complete Communities initiative and State spending plans, as well as the Toolkit for a Healthy Delaware and New Castle County's forthcoming Healthy Communities and Placemaking Standards, which include provisions for a mix of uses, transportation options, diversity, civic spaces, access to healthy food, and more. The recommended strategies that follow provide a path toward realizing all elements of the preferred scenario.

Figure 6-1. Estimated Job Potential for the Scenarios

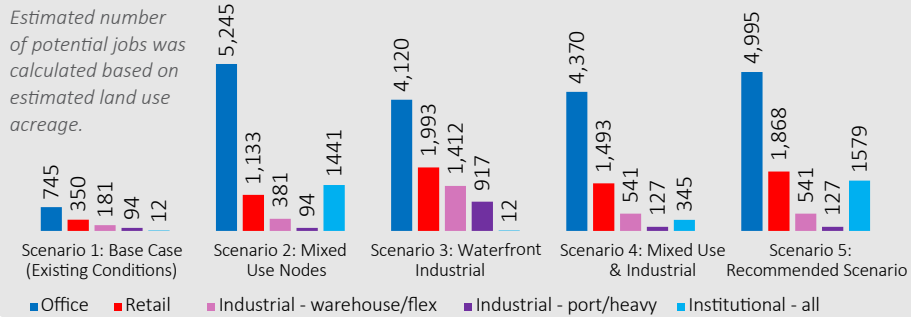
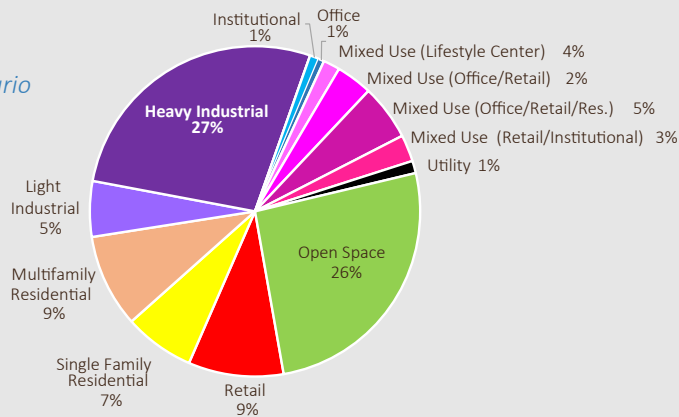


Figure 6-2. Land Use Proportions for the Recommended Scenario

Includes existing land uses, where they are not proposed to change, as well as potential new land uses.

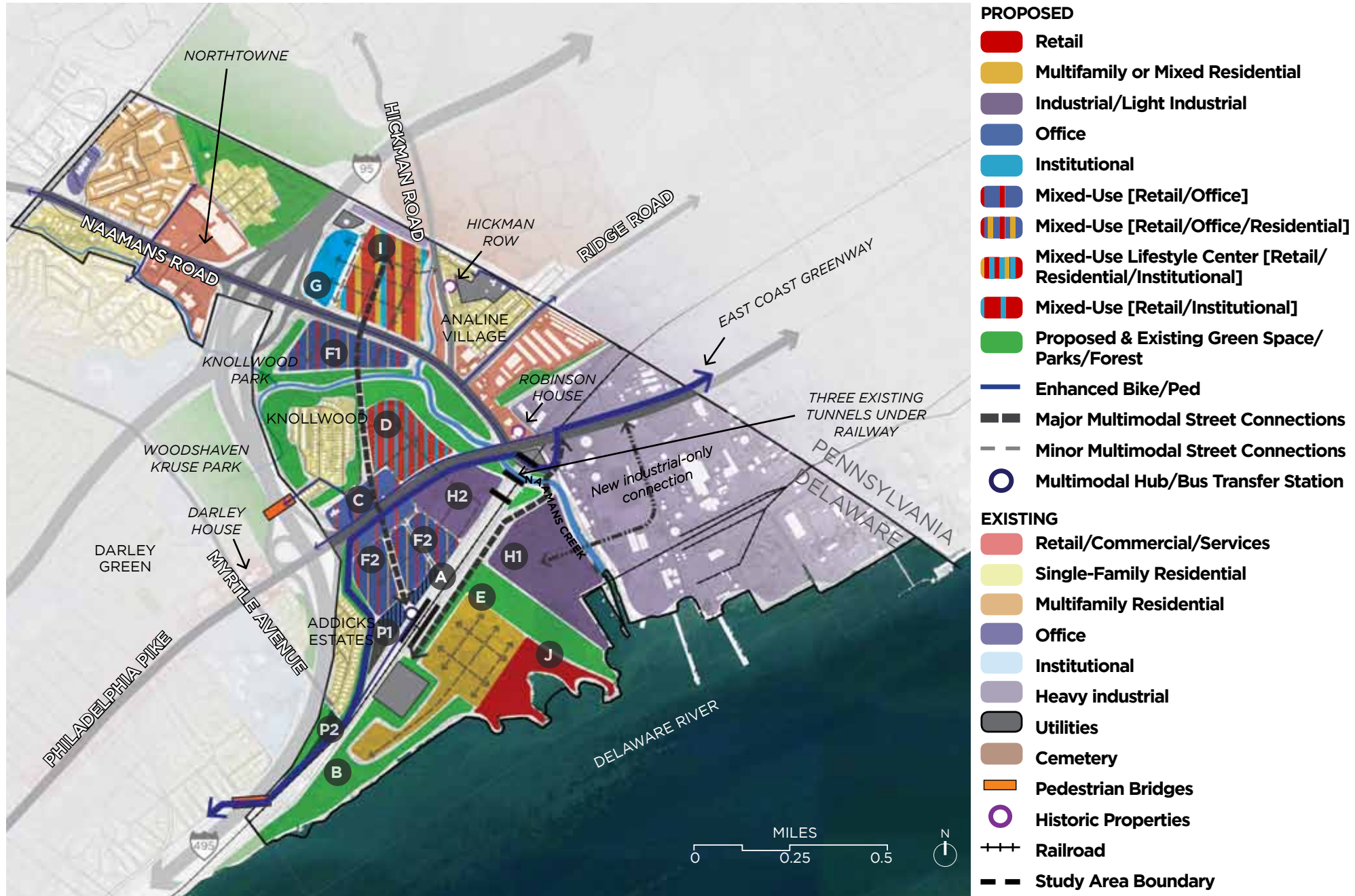


## SCENARIO 5: RECOMMENDED SCENARIO

The recommended scenario incorporates a variety of land uses, largely in mixed-use areas (Figure 6-3). Square footage and number of units are approximate and based on the size of each area.

- A** TRAIN STATION RELOCATION, with a multi-use trail to the new station, and a bus transfer station/multimodal hub
- B** WATERFRONT PARK, potentially with trail to Fox Point State Park
- C** MIXED-USE OFFICE WITH RETAIL, with retail/restaurants [7,000 sq. ft.] and office [100,000 sq. ft.] along Philadelphia Pike
- D** MIXED-USE RETAIL WITH INSTITUTIONAL, with retail [250,000 sq. ft.] and institutional [100,000 sq. ft.]
- E** RESIDENTIAL, with apartments [250 units], townhouses [80 units]
- F** MIXED-USE OFFICE WITH RETAIL AND RESIDENTIAL
  - F1. Office [build-to suit- 500,000 sq. ft. with parking garage], retail [100,000 sq. ft.], and residential [100 units on upper floors]
  - F2. Office [250,000 sq. ft.], retail [50,000 sq. ft.], residential [300 units on upper floors]
- G** INSTITUTIONAL [300,000 sq. ft.], such as medical or educational uses
- H** INDUSTRIAL AND FLEX
  - H1. Heavy industrial / light industrial [200,000 sq. ft.]
  - H2. Light industrial / flex / research & development [180,000 sq. ft.]
- I** MIXED-USE [LIFESTYLE CENTER], with retail [200,000 sq. ft.], institutional [70,000 sq. ft.], and apartments above retail [250 units]
- J** MARINA AND WATERFRONT RETAIL/RECREATION
- P** PARKING
  - P1. Parking garage with liner building [700 cars]
  - P2. Parking lot [existing]

Figure 6-3. Recommended Scenario Map



# LAND USE & DESIGN OF THE BUILT ENVIRONMENT

## IMPLEMENT A NEW FUTURE LAND USE PLAN

The future land use plan for North Claymont emphasizes uses that will encourage positive impacts to community and economic development, and incorporates flexibility that will allow future development to adjust to changing market conditions. Future land use changes are only proposed for transitioning or vacant sites (i.e., Tri-State Mall and the former Claymont Steel site). However, other areas within the Master Plan area have the potential to grow and change in the future. Accordingly, guidelines in this section suggest the form that new development or redevelopment should take throughout North Claymont.

A general description of the intention for each land use type is provided below. Other sections that follow include specific recommendations related to historic properties, housing, design, and potential zoning changes.

## PLAN FOR NEW LAND USES, WHERE NECESSARY

### Residential

- Incorporate relatively dense residential areas near the train station.
- Promote a mix of residential unit types at various price points in order to accommodate residents at a variety of life stages and income levels.
- Focus on 1-2 bedroom apartments and townhouses to diversify the current housing stock within North Claymont and fulfill market opportunities.
- Incorporate universal design features to help ensure that people are able to stay in their residences and neighborhoods as they age.
- Take advantage of topography and height to access views of waterfront.
- Buffer existing single-family neighborhoods and all new residential areas from incompatible uses.

### Office

- Focus on office development near the station (as the station is an asset that will draw Class A and Class B office development, if combined with a vibrant mixed-use land use pattern) and along Naamans Rd, near the I-95 interchange.

### Retail

- Foster a range of shops and entertainment tenants that cater to a variety of visitors and residents throughout the day.
- Require convenient accessibility from both the sidewalk and parking areas, with parking located along the streets and behind buildings.

### Institutional

- Encourage medical uses (such as a hospital or medical offices) or training/educational uses (such as a technical school or satellite campus).

### Mixed-Use Areas

- In the Lifestyle Center, focus on retail and institutional uses, with residential on the upper floors. Allow flex/light industrial or other flexible uses, particularly on the periphery.
- Near the train station, focus on office uses above ground-floor retail. Ideally, the transit-oriented development around the station would also include residential uses.

### Light Industrial / Flex / Research & Development

- Allow for a range of uses focused on manufacturing and innovation, potentially including incubator spaces that help to grow small businesses.

### Heavy Industrial

- Allow heavy industrial operations to build on existing active industrial uses, but require buffering from other non-compatible uses, including sensitive environmental and residential areas.

### Open Space and Recreation

- Provide access to natural resources, including the Delaware River and Naamans Creek.
- Encourage a wide range of parks and open spaces, including passive and active recreation, indoors and outdoors.
- Incorporate plazas and other gathering spaces into developments.

### Parking

- Require structured parking whenever possible, particularly near the train station.
- Place surface lots behind buildings and buffer from roadways, access roads, neighborhoods, and commercial areas with trees and other vegetation.
- Require landscaped stormwater management for all surface parking lots, and incorporate green roofs into parking structures where possible.



## DESIGN FOR LIVABILITY

Design guidelines dictate what form development should take. The future vision for North Claymont encourages mixed-use, compact, universally-accessible development that is designed for a variety of incomes and generations, to allow people to age in place. New developments should also complement the existing style and scale of development throughout Claymont, particularly with regard to historic properties and the style of new developments such as Darley Green.

Existing design requirements in the New Castle County Code, as well as the forthcoming guiding principles for development in New Castle County, generally support these goals, and should be used as guidelines for development within North Claymont. In addition, while the Claymont Community Redevelopment Plan is focused on the Claymont Hometown Overlay area (of which NCAMP is not a part), the associated Manual of Design Guidelines for the Overlay should be considered, particularly when developing or redeveloping areas adjacent to the Overlay area.

## CONSIDER POTENTIAL ZONING CHANGES

While the Master Plan and relevant guidelines put forth recommendations for future development and redevelopment, the zoning code will determine what type of uses can be developed, and where. New Castle County's Unified Development Code may need to be revised to allow for a greater variety of uses within certain areas, or to encourage walkable, mixed-use development. The largest changes to the code will likely need to happen on the Claymont Steel site, which is currently zoned for industrial and heavy industrial uses. Potential changes may include:

- Re-zoning the Claymont Steel site to allow residential (upper story or otherwise) and recreational uses, where permitted by DNREC.
- Encouraging upper-story residential uses on the Tri-State property.
- Long-term provisions for allowing medium-density housing within existing single-family neighborhoods, particularly within the areas near the train station (Addicks Estates and Knollwood).
- Updating design requirements to promote the types of development described in this plan (e.g., design that incorporates parking located behind buildings, mixed-use buildings, etc.).

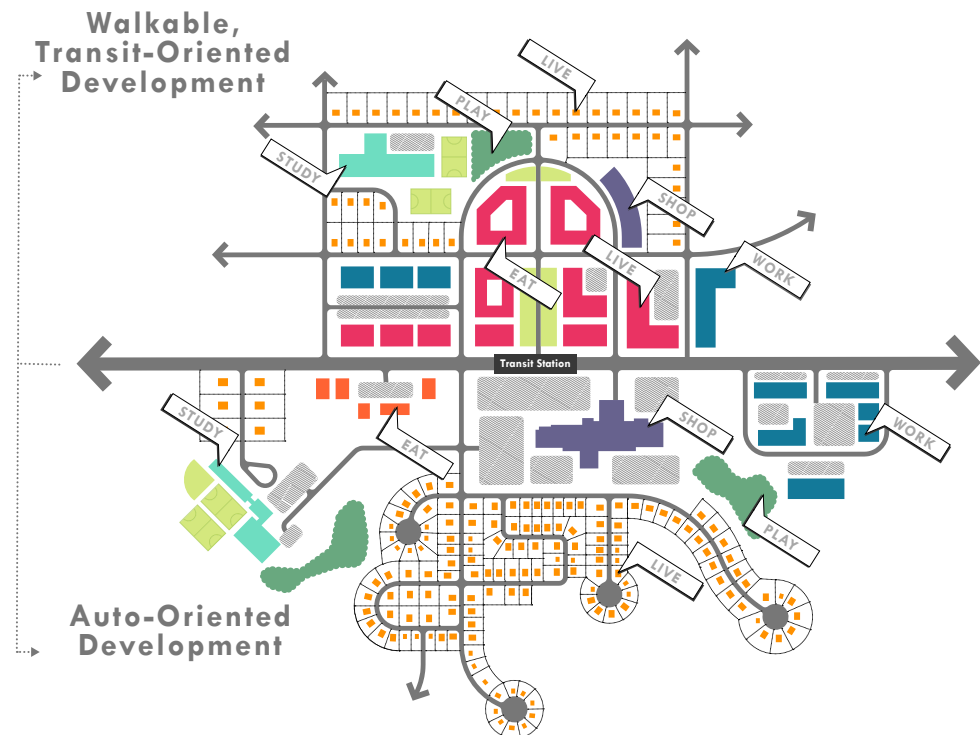


Example of transit-oriented housing above retail in Dallas, Texas



Darley Green townhouses

Zoning can provide support for design that promotes a walkable community



## PROTECT AND CELEBRATE THE HISTORY OF CLAYMONT

North Claymont contains recognized historic buildings, as well as buildings and structures that more informally represent the history of the area. There are also elements of history that are not currently recognized, but could be represented within the study area.

Strategies to celebrate the history of North Claymont may include:

- Requiring any new development or redevelopment within North Claymont to include an evaluation of impacts to historic resources, including the Robinson House and Hickman Row.
- Reconfiguring the right-of-way in front of Robinson House to tighten the turn radius, thereby reducing crossing distance, increasing the green space around the house, and decreasing the site's isolation. This will create a more pleasant experience for visitors to the site and will allow more space for interpretive elements.
- Enhancing recognition for the Washington-Rochambeau Revolutionary Route National Historic Trail along Philadelphia Pike, including a plan for improving the signed and designated route with interpretive elements.
- Incorporation of signage, art, or other informational elements related to early settlers (e.g., Adolf Ulric Wertmüller, a well-known Swedish artist who settled near the Delaware River in Claymont).
- If there is interest from potential developers, encouraging repurposing of structures on the Claymont Steel site or other areas, to preserve elements of North Claymont's historic character within the proposed mixed-use environment. Though current remediation plans do not call for most of structures to remain on the Claymont Steel site, it may be feasible, particularly for smaller structures such as the one pictured to the right.
- Encouraging incorporation of design elements that recall the industrial history of Claymont.
- Considering using space near the new train station to celebrate local history.



Current signage for the W3R route



World War II Memorial in Knollwood



Building remaining on the Claymont Steel site

## SEEK OPPORTUNITIES TO PROVIDE A RANGE OF HOUSING OPTIONS

The future land use plan calls for apartments above retail on the Tri-State Mall property, and includes a long-term vision for residential uses on the waterfront. Residential uses are not currently allowed to be built on the rest of the Claymont Steel site, according to DNREC remediation agreements, but future developers are able to seek remediation plans that would allow for residential uses. Because housing is critical to the viability of mixed-use development near the train station, upper-story uses above retail and office have been included in the recommended scenario. There is also a long-term opportunity to increase housing options by providing more density of housing within existing neighborhoods.

Strategies for expanding housing options may include:

- Building on the train station as an asset by including residential development within a comfortable walking distance of the station. The benefits of including residential development in redevelopment of the Claymont Steel site include the potential for enhanced train ridership, and the potential for more around-the-clock activity on the site, which would benefit safety and encourage a wider variety of retail and entertainment options. This should include a mix of housing options, encompassing both market rate and affordable units. Examples of mixed-income housing can be found near other SEPTA stations, including the Paseo Verde development near the Temple University Station.
- Incorporating housing into mixed-use redevelopment on the Tri-State property.
- Including residential uses within the mixed-use retail and office development south of Naamans Road. While not currently allowed on that site (due to DNREC remediation agreements) residential uses on the upper floors of the mixed-use buildings would take advantage of stunning views, and would give residents easy access to both the train station and redevelopment on Tri-State Mall, as well as quick access to the interstate. DNREC remediation agreements can be revisited in the future to examine the potential to allow residential uses.
- Considering slightly higher densities within single-family neighborhoods. If and when single-family homes or neighborhoods redevelop, there may be an opportunity to allow for higher residential densities within neighborhoods. Agencies should ensure that new developments are consistent with design guidelines.



*Paseo Verde, near SEPTA's Temple University Station*



*Example of a four-unit building that could easily blend into a single-family neighborhood*

# TRANSPORTATION

## IMPROVE CONDITIONS FOR ALL TRAVELERS

North Claymont must become a safe and accessible multimodal area, and streets within North Claymont must serve the needs of all users and comply with DelDOT’s Complete Streets Policy.

- **People walking and bicycling** should have safe and comfortable facilities that are well-lit and buffered from traffic.
- **People riding transit** should have comfortable and dignified places to wait for their buses or trains.
- **People driving vehicles** should have efficient and clear routes that allow them straightforward access to destinations within North Claymont.
- **People moving freight** should be able to easily access industrial areas and interstates.

The central focus of all transportation recommendations in the Master Plan is to provide a dense, varied transportation network that provides a range of travel choices for people living in, working in, or visiting the North Claymont area. A new roadway, in this report called the “spine road,” is proposed to connect the Tri-State Mall property with the Claymont Regional Transportation Center. The spine road serves as an organizing principle for all of the transportation recommendations and will provide accommodations for all modes of travel: walking, bicycling, riding transit, and secondarily, driving. The spine road allows existing highways—Naamans Road and Philadelphia Pike—to continue to serve important industrial access functions.

The following recommendations relate to various transportation modes. The table that follows (Figure 6-4) contains specific projects that address key improvements along certain corridors. Because most projects would improve conditions for more than one mode, the table provides a breakdown of which modes are addressed. The priority projects in the table should be considered for inclusion in the Regional Transportation Plan and Transportation Improvement Plan.



### RECOMMENDATIONS RELATED TO WALKING

- Wide, buffered sidewalks on both sides of streets throughout the study area.
- Safe, comfortable crosswalks at signalized intersections.
- Comfortable interstate crossings.
- Shared-use paths.
  - » Continuation of the East Coast Greenway through North Claymont.
  - » Trails along the creek and to Fox Point Park.
- Well-lit, well-signed walking routes.
- Further evaluation of options for physical access to the waterfront area, through discussions with Amtrak and industrial land owners.
  - » Potential opportunities include use of tunnels near the intersection of Philadelphia Pike and Naamans Road, and/or use of the tunnel leading to the east-bound train station platform.



### RECOMMENDATIONS RELATED TO BICYCLING

- Separated bicycle facilities or shared off-road facilities on all main roadways to provide safe, comfortable, and convenient opportunities for all riders. (On-road bike lanes are not sufficient to make bicycling comfortable for a wide variety of people.)
- Secure all-day bicycle parking at the train station, commercial areas, and at public recreation areas.



### RECOMMENDATIONS RELATED TO DRIVING

- A strategy to monitor traffic safety and operations and trigger specific road improvements once a threshold has been reached. (See box on next page.)
- Evaluation of speed limits to ensure they are appropriate for a walking environment.
- Potential new street connections through active industrial areas.
- Parallel on-street parking in front of retail uses, with other parking available behind buildings.

### EAST COAST GREENWAY CONNECTION

The current routing for the Greenway through Claymont is on-road, utilizing Governor Printz Boulevard and Philadelphia Pike. The path recommended in this plan deviates to create more opportunities for off-road connections. From the southeast, the Greenway would follow Governor Printz and cross I-495 on the existing walking and bicycling bridge. The route would pass through the existing train station parking lot, cross Myrtle Avenue, and extend into the former Claymont Steel site. The path would be placed behind Addicks Estates (with an appropriate buffer from the homes) and extend north to Philadelphia Pike, which would be reconfigured to accommodate walking and bicycling facilities. After crossing the creek, the Greenway would turn to the right down the hill and would pass under the Northeast Corridor rail line through an existing tunnel/underpass. (Initial review indicates that the path can be constructed at a grade of less than five percent, meeting accessibility requirements.) The Greenway would then turn north through the adjacent property, joining the proposed access road to the riverfront development area, and follow Philadelphia Pike to the state line.



## RECOMMENDATIONS RELATED TO RIDING TRANSIT

- A train station that is visible and comfortably walkable from major access roads, particularly Philadelphia Pike and Myrtle Avenue.
- Bus stops and circulation designed to link present residential and commercial land uses and future development.
  - » On major existing roads and the proposed "spine road," provide bus pull offs, bus shelters, and other amenities that encourage the use of public transit (where space is available).
  - » Integrate bus circulation into the concept for the Claymont Regional Transportation Center.
- Improved sidewalk connections and crossings near stations and bus stops.
- Examination of the feasibility of altering the present bus route structure and scheduled service in Claymont and northeastern New Castle County. Considerations should include:
  - » Whether the bus transfer station at Tri-State Mall might be better sited at the train station, or whether an additional transfer station is warranted.
  - » The feasibility of a private or public bus route direct to Philadelphia International Airport from the train station (likely an on-demand service or flexible route).



## RECOMMENDATIONS RELATED TO DELIVERING FREIGHT

- Roadway reconfigurations on Philadelphia Pike and Naamans Road that support continued success of surrounding industrial and commercial development while creating a walkable environment.
- Designated truck routes that direct/encourage truck traffic to avoid neighborhoods while accommodating deliveries.

## MONITORING THE NEED FOR TRAFFIC SAFETY AND OPERATIONS IMPROVEMENTS

The transportation recommendations address conditions that will result from projected development over the next 25 years. Implementation of the Master Plan should include a "monitoring and triggering" process to ensure that all recommendations are implemented as needed: neither prior to the anticipated need nor subject to unnecessary delay after need is identified. The monitoring process should involve a committee (composed similarly to the Master Plan's PMC) which would meet roughly annually to review changing conditions in the North Claymont area. The committee would consider:

- Land development
- Traffic conditions
- Right-of-way preservation
- Highway safety
- Transit service and ridership
- Regional highway and transit projects
- Status of projects in design
- Status/impact of implemented projects

The committee's assessment of these conditions would form the basis for the triggering process. For example:

- Major land development activity would trigger immediate review of transportation needs: level of service implications/strategy, transit service needs/opportunities, safety concerns, and walking or bicycling needs.
- Steady deterioration in level of service to D or worse would trigger a response in the form of strategies to stabilize/reduce traffic demand (i.e., through





travel demand management measures or transit improvements) or increase capacity.

- Safety improvements recommended by DelDOT's Hazard Elimination Program review team would trigger an evaluation of the compatibility of the proposed improvements with the Master Plan and of the need to make adjustments to the Plan.
- Transit service changes proposed by DTC or SEPTA would trigger an evaluation of improvements needed to complement the service changes, such as sidewalks or shelters, that should be advanced through the Master Plan's implementation.
- Transportation improvements that are not part of the Master Plan but that impact the area and are proposed for implementation would trigger an evaluation. The evaluation would focus on compatibility of the proposed improvements with the Plan and the need to make adjustments to the Plan.

Assessment of these potential changes may trigger one of the following options to best respond to the new conditions:





- Continue with projects as currently scheduled in the Transportation Improvement Program (TIP) / Capital Transportation Program (CTP).
- Move project(s) forward in the TIP/CTP schedule and determine appropriate level of effort for design activities.
- Move project(s) back into the out years of the TIP/CTP schedule.

Figure 6-4. Transportation Recommendations

Transportation Recommendations	Travel Mode(s) Improved			
	Walking 	Bicycling 	Riding transit 	Driving (cars & trucks) 
Construct spine road connecting Naamans Road and Philadelphia Pike, with: a bridge over Naaman’s Creek, one vehicle lane in each direction with parking on the east (development) side, turn lanes added approaching signals at Naamans Road and Philadelphia Pike, and a protected bicycle facility or shared use path	X	X	X	X
Widen eastbound Naamans Road from three lanes to five lanes approaching the spine road (2 left turn, 2 through, 1 right turn)				X
When necessary, install a Diverging Diamond Interchange (DDI) at I-95 and Naamans Road with dedicated space for walking and bicycling	X	X	X	X
Improve I-95 southbound off-ramp by widening and signaling ramp right turn	X	X		X
Tighten I-95 northbound off-ramp radius	X	X		X
Ensure all new internal streets are complete streets	X	X	X	X
Rethink access management on Naamans Road and on Philadelphia Pike (e.g., new signals at the spine road intersections; improvements to signal spacing by converting Alcott Avenue to right-in, right-out)	X	X		X
Install new road connection from Alcott Avenue to spine road for left turn access to Knollwood	X	X		X
Reduce corner radii and improve crossings at Philadelphia Pike/Naamans Road intersection	X	X		X
Improve I-495 ramp terminal for crossing by people walking and riding bicycles (e.g., tighten radii and signalize northbound off ramp right turn)	X	X		
Add ramp lanes to I-495 northbound ramp				X
Improve Ridge Road by changing free right turn from Naamans Road to a yield, and improving eastbound Ridge Road lane merge approaching Analine Village using signs and pavement markings	X	X		X
Improve Society Drive with an all way stop or a roundabout at the Northtowne Plaza driveway/bus stop crossing	X	X		X

View south along Philadelphia Pike



Transportation Recommendations	Travel Mode(s) Improved			
	Walking 	Bicycling 	Riding transit 	Driving (cars & trucks) 
Plan the East Coast Greenway alignment throughout project area as a two-way shared use path along south side of Philadelphia Pike, crossing under Northeast Corridor via existing tunnel and crossing over I-495 via pedestrian bridge from the old/current Claymont train station	X	X		
Install a shared use path along the south side of Naamans Road, or investigate other sidewalk/shared use path combinations or other protected bike facilities for Naamans Road	X	X		
Improve the existing I-495 pedestrian bridge, and improve and light the path leading to Philadelphia Pike from the west	X	X		
Install a new I-495 pedestrian bridge next to Philadelphia Pike.	X	X		
Install street lighting, especially in neighborhoods and along Hickman Road.	X	X	X	X
Complete other sidewalk upgrades: <ul style="list-style-type: none"> <li>Extend sidewalk on Hickman Road 200 feet to Woodfield Drive for access to Tri-State Mall area development.</li> <li>Provide new access to redevelopment area from Analine Village by creating a multi-use path from Parkway Avenue to Woodfield Drive</li> <li>Connect the missing link of sidewalk on Darley Road along the frontage of Darley Plaza (out of study area)</li> <li>Extend Myrtle Avenue sidewalk to proposed East Coast Greenway and path to new train station</li> </ul>	X	X		
Construct the Claymont Regional Transportation Center			X	
Enhance bus service to station and Tri-State Mall site			X	
Continue connection to SEPTA bus services			X	
Build industrial access road to future industry east of Northeast Corridor rail with new bridge over Naamans Creek				X
Explore access to future residential/marina east of Northeast Corridor rail through adjacent Linde property				X

*Pedestrian bridge across I-495 to Knollwood*



## ADHERE TO STREETSCAPE DESIGN GUIDELINES

All streets within North Claymont should adhere to general multimodal design guidelines, including DeIDOT's Complete Streets policy and the NACTO Urban Street Design Guide, to provide safe facilities for all users. This Master Plan includes recommended cross sections for all major streets within the NCAMP area (Figures 6-5 through 6-10). The street sections assume land uses that are consistent with the Master Plan; street design may change based on future land uses. For example, if some of the land along Philadelphia Pike develops as industrial instead of office/retail, wide sidewalks to support sidewalk cafés in those areas would not be appropriate.

Cross sections include several common elements:

- On-street parking is important for activating street-fronting buildings, but should only be included in front of active retail areas. To minimize delays to people driving, treatments (such as striping out every third space) can be used to make parallel parking easy and quick.
- All new roads should have buried utilities, when possible. On major existing roads (Philadelphia Pike and Naamans Road), utilities should be moved behind buildings when possible, to declutter the streetscape. Bus stops and amenities should be provided where appropriate.
- Not all of the street section needs to be in public right of way. For example, the public right of way for Naamans Road might only be 80 feet, with the shared use paths and sidewalks in easements located on private property.

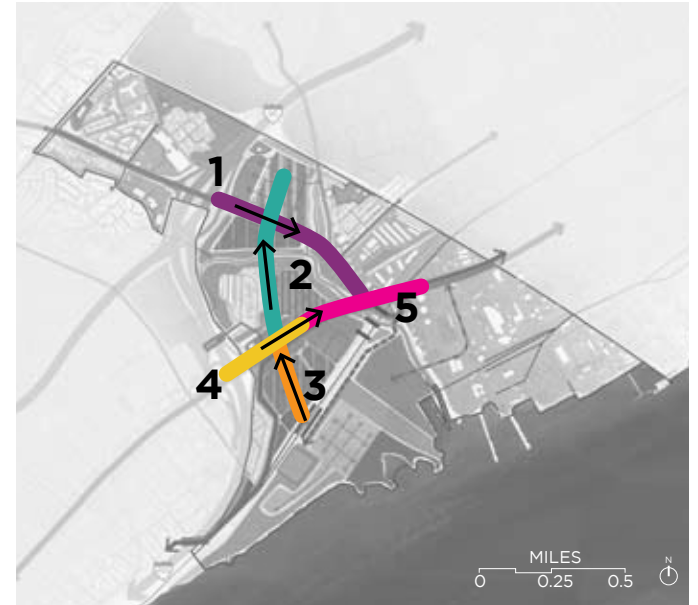


Figure 6-5. Key map for cross sections, showing corridor and direction of view

Figure 6-6. Naamans Road Cross Section

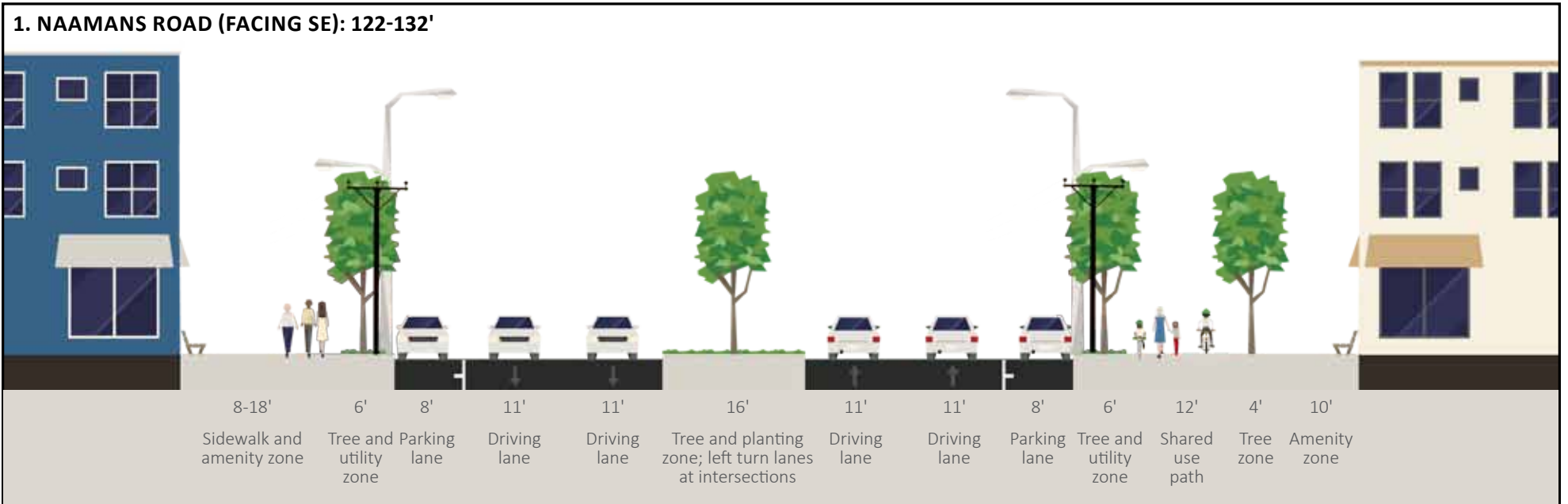
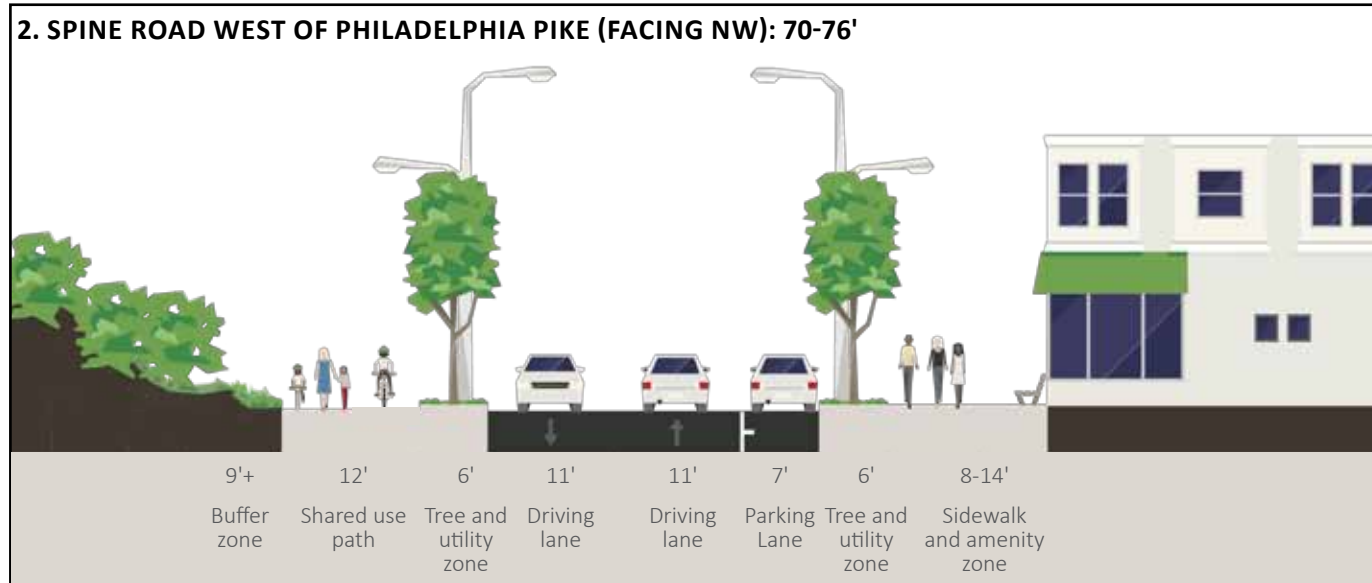




Figure 6-7. Spine Road Cross Section - West of Philadelphia Pike

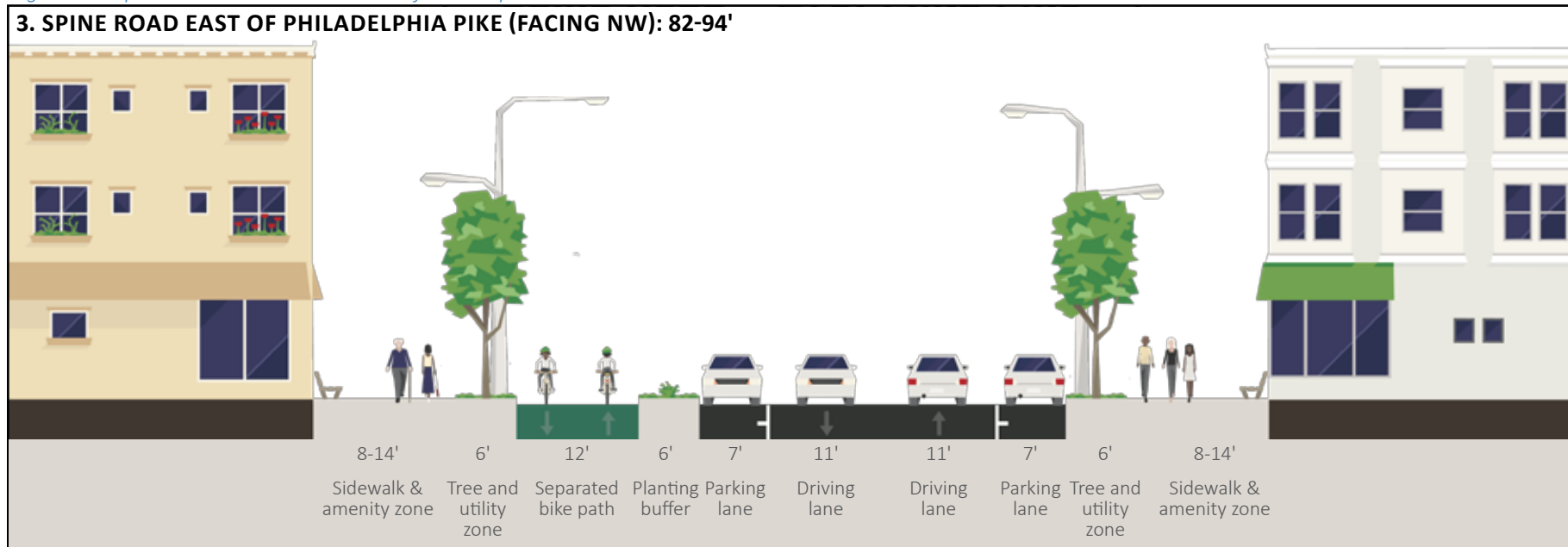


Note that where the "spine road" approaches signalized intersections, additional lanes will need to be provided for turning movements.



Examples of a shared-use path (top) and separated bike path (bottom)

Figure 6-8. Spine Road Cross Section - East of Philadelphia Pike



See the graphic on page 71 for more details about the concept for the spine road near the train station.

Figure 6-9. Philadelphia Pike Cross Section - Retail Areas

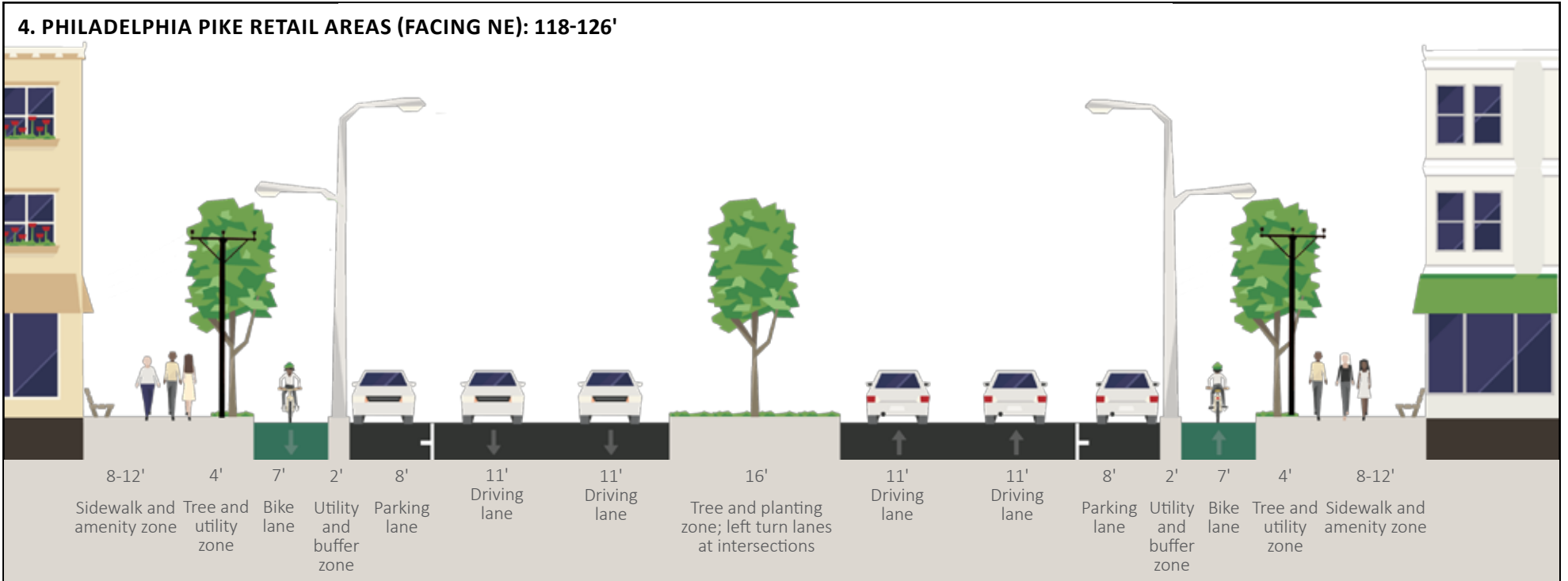
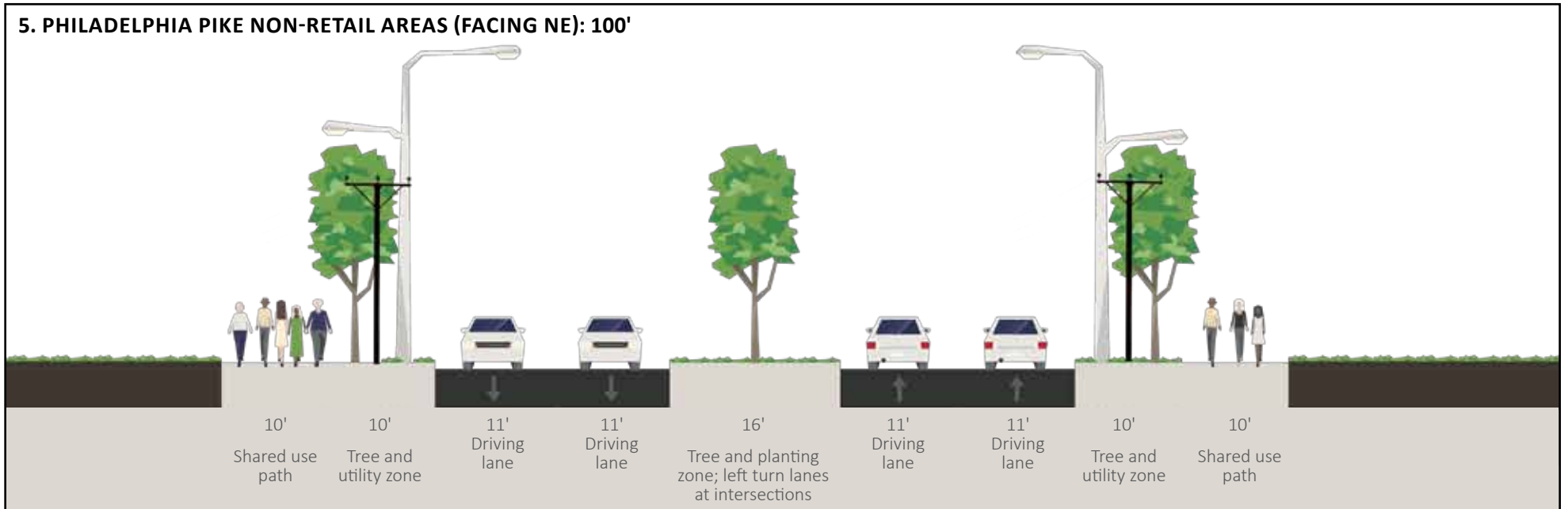


Figure 6-10. Philadelphia Pike Cross Section - Non-Retail Areas



## COMMUNITY & ECONOMIC DEVELOPMENT

While it is clear that new visions for land use and transportation are vital to North Claymont, there must be a simultaneous, cohesive strategy for improving the economic conditions within the study area, particularly in light of the community impacts resulting from the closing of the Claymont Steel site. There is also a need to address other community needs, and to improve the reputation and image of Claymont as a desirable place to live, work, shop, and play.

### CRAFT AN ECONOMIC DEVELOPMENT STRATEGY FOR CLAYMONT

Any plan that addresses economic development in Claymont must focus not only on bringing in new development, but also on ensuring that residents have the resources that they need to train for new jobs in existing and emerging fields.

#### **INVEST IN LOCAL RESIDENTS, BUSINESSES, AND ORGANIZATIONS**

- Support existing, successful businesses in Claymont.
  - » Promote local businesses through festivals, coordinated marketing, and small business incentives.
- Initiate workforce development and job training programs.
  - » Encourage development of a training facility or satellite campus in North Claymont.
  - » Evaluate the feasibility of a small business or manufacturing incubator space within light industrial/flex development areas.
  - » Work with existing and future industrial/manufacturing entities to provide incentives for on-the-job training.
- Continue to support and build on efforts by Claymont Renaissance Development Corporation (CRDC), which has been a driving force for many previous and ongoing community and economic development initiatives.

#### **INVEST IN PUBLIC REALM IMPROVEMENTS**

- Demonstrate County and State buy-in by making commitments to fund transportation infrastructure and other improvements.
- Develop public-private partnerships to fund necessary infrastructure improvements as development progresses.

#### **ENCOURAGE OTHERS TO INVEST IN THE AREA**

- Work with the community to refine a brand or identity for all of Claymont, particularly in light of ongoing and future developments that may evolve the character of the community.
- Gather land owners, developers, elected officials, and others to discuss opportunities and priorities for North Claymont. This also provides a chance to discuss barriers to redevelopment, and potential solutions.

- Streamline the development process while still providing adequate protection for communities.
  - » Work with New Castle County to assess the viability of an Economic Empowerment District for all or part of the NCAMP area.
  - » Explore community benefit agreements.
- Develop an economic development outreach website and/or document that includes a description of any available incentives and properties.
- Consider convening business organizations to form a strategic partnership (e.g., Delaware Community Development Corporation; New Castle County Chamber of Commerce).
- While acknowledging that the market will likely dictate the type of commercial and entertainment destinations that locate within the study area, work with developers to foster a variety of tenants that cater to both local and regional communities. Use the Master Plan as a recruitment tool.
  - » Encourage the development of a variety of healthcare facilities, particularly those serving both families and aging populations.
  - » If desired by the property owner, actively recruit development of a medical facility on the Tri-State property.
  - » Recruit the development of indoor and outdoor recreation facilities.

### ENHANCE SAFETY FOR EXISTING NEIGHBORHOODS AND (RE)DEVELOPING AREAS

One resounding message from the community is that safety needs to be a top priority, both in terms of the needs of current residents and preparing for a changing social dynamic with more people living and working in the area.

#### **ENSURE THAT CURRENT SAFETY CONCERNS ARE ADDRESSED**

- Establish a public safety advisory group for Claymont to ensure that community needs are heard and addressed. This group could meet monthly with representatives from local public safety agencies, and could potentially utilize leadership networks from existing groups, such as neighborhood associations.
- Ensure that walking paths are well-lit, especially when they provide vital connections, such as the pedestrian bridge and other routes to the train station.

#### **MITIGATE POTENTIAL FUTURE SAFETY ISSUES**

- Periodically evaluate the need for additional police, fire, or other emergency services (e.g., a new substation) as the area develops and changes. Generally, having more people working, living, shopping, and playing within Claymont will mean more “eyes on the street,” which could enhance safety. However, it will be necessary to track and address any changes in service needs driven by future development.

## BEAUTIFY CLAYMONT

### **ENCOURAGE PROPERTY UPKEEP**

- Continue enforcement of property maintenance violations, and communication of requirements.
- Ensure that State- and County-owned properties are properly maintained.
- Incentivize property improvements and increased owner-occupied housing within existing neighborhoods, including through enhanced marketing or existing programs.
- Provide assistance and guidelines for Hickman Row property owners and others to restore and maintain historic facades to the extent possible.

### **MAINTAIN THE STREETScape**

- Increase streetscape maintenance for improved safety and aesthetics.

### **CREATE GATEWAYS AND ENHANCE WAYFINDING**

- Ensure that there are welcoming, clear gateways into Claymont, particularly from the interstates, train station, and at the Delaware border.
  - » Similar treatments could be used outside of the study area at entrances into Claymont along Philadelphia Pike or other major roadways. Gateway and directional signage was also recommended in the 2003 Claymont Transportation Plan.
- Design and install a coordinated wayfinding system in Claymont, including enhancements to the National Park Service's Washington-Rochambeau Revolutionary Route National Historic Trail route.
- Create visible signage to direct motorists from the interstates to amenities throughout Claymont, and particularly to areas where they can park their cars once and walk to many destinations.
- Use the water tower next to Tri-State Mall, already an area landmark, as a branding opportunity for Claymont.



*Overgrown vegetation along Naamans Road*

## PROMOTE COMMUNITY HEALTH AND WELLNESS

### **REQUIRE COMPLIANCE WITH FORTHCOMING COUNTY STANDARDS FOR HEALTHY COMMUNITIES AND PLACEMAKING**

- Encourage active living through design.
  - » Install directional signs that provide mileage and time distances to destinations for people who are walking and riding bicycles.
  - » Develop walking trails/routes with excellent streetscaping and minimal intersection disruptions. These routes could lead through different areas of Claymont, including parks, neighborhoods, and retail areas. They should incorporate water fountains, shaded areas, and benches.
- Encourage development of active indoor and outdoor recreation opportunities for children, teens, and adults. Investigate and improve healthy food access.
  - » Facilitate development of a permanent or seasonal farmers market. This could potentially take place in the parking lot of the Tri-State Mall property.
  - » Explore integration of community gardens in parks and neighborhood open space.

### **FACILITATE THE DEVELOPMENT OF SUPPORT SERVICES**

- Facilitate the development of family support, training centers, and other similar facilities, particularly within institutional areas, and in mixed-use, transit-accessible, and walkable settings for easy access by residents.



*Example of wayfinding signage*

## ENVIRONMENT & OPEN SPACE

There are parks within and near North Claymont, but they do not meet the neighborhood-scale needs of most users due to lack of accessibility and lack of park programming. As the community changes and grows, it will be necessary to enhance existing parks and create new passive and active spaces for a variety of users.

One of Claymont's greatest assets is its proximity to the Delaware River, and the community has made it clear that access to the waterfront is a top priority. This plan allows for a mix of uses on the waterfront property east of the Northeast Corridor, while still encouraging a waterfront park area that can be used for active and passive recreation. Naamans Creek, another valuable environmental feature, has been degraded by years of proximity to heavy industrial uses. Like the river, the creek presents an excellent opportunity for active and passive recreation, including trails. Areas along the creek and river should be buffered from more intense development and made accessible for open space and recreational uses. Restoration of the waterfront and creek would allow an opportunity to increase community access to natural areas while improving stormwater management, improving water quality, and preventing future degradation.

Air quality is also a concern for residents, given the large industrial presence. Likewise, noise pollution has been noted as an issue from neighborhoods, particularly those near the interstates. While there are existing concerns, the redevelopment within this area may cause additional issues, both during the construction process and after development is completed. Negative environmental factors should be mitigated to the extent possible.



*Example of a creek park with a pedestrian crossing and overlook area*

## IMPROVE AND ADD RECREATION, PARKS, AND GREEN SPACES

### **DEVELOP NEW PUBLIC PARKS AND OPEN SPACE**

- Plan for a public open space on the Delaware River. This should include trails and other passive and active recreation areas.
- Incorporate a public park and trail into the buffer area around the creek, coordinated with creek restoration efforts.
- Ensure that new privately-developed public open spaces have adequate management plans.

### **UPGRADE EXISTING PARKS AND OPEN SPACES**

- Improve facilities at existing parks and plazas.
- Provide access to green spaces within and near existing neighborhoods.

### **DEVELOP A TRAIL SYSTEM**

- Incorporate recommended trails and related guidelines into Delaware's First State Trails and Pathway Plan and WILMAPCO's New Castle County Greenways Plan.
- Amend the proposed East Coast Greenway route and support development of the East Coast Greenway through Claymont. Discuss potential route modifications with Marcus Hook.
- Provide trails within all existing and new public green spaces and park areas, particularly near the river and creek.
- Incorporate exercise stations for a range of abilities along recreational trails.
- Study the feasibility of a trail connection from North Claymont to Fox Point State Park.

## MITIGATE AIR, WATER, AND NOISE POLLUTION

### **SHARE INFORMATION**

- Continue to provide information to the community regarding the results of soil and air quality testing and how to mitigate any impacts, particularly related to the Claymont Steel site and active industrial areas.

### **REQUIRE BUFFERING OF INCOMPATIBLE USES AND NUISANCE AREAS**

- Buffer industrial uses from those with which they are incompatible, particularly where there are noise and/or air quality concerns.
- Buffer residential areas from interstates.

### **PROTECT THE DELAWARE RIVER AND NAAMANS CREEK**

- Require advanced stormwater management strategies for new developments near the creek and river. Ideally, these areas should be park-like and accessible to the public via trails.

## FOCUS AREAS

In order to elaborate on how these recommendations will impact North Claymont, the study area is broken up into seven focus areas (Figure 6-11). Four of these areas incorporate significant changes in land use and are therefore labeled “Redevelopment Focus Areas.” The other three areas (called “Focus Areas”) do not contain significant land use changes, but are impacted by other recommendations in the Master Plan.

Focus Areas:

1. Train Station
2. Waterfront
3. Central Node
4. Tri-State Mall Area
5. Naamans Road from Hickman to US-13
6. West of I-95
7. Existing Active Industrial

Figure 6-11. Focus Areas Map

## REDEVELOPMENT FOCUS AREA: TRAIN STATION

The train station redevelopment area is a focal point within North Claymont (Figure 6-12). The station is currently a hub for activity during commuting hours at the beginning and end of the day, but a relocated train station provides the opportunity for a mixed-use, transit-oriented hub that would be lively throughout the day (Figure 6-13). Key elements of this focus area include:

- Relatively dense development on the west side of the Northeast Corridor. This would be the densest area of development within North Claymont.
- Development that is mixed-use, including office, retail, and light industrial/flex/R&D space. Ideally, residential uses will be incorporated near the relocated train station, as housing will be key to creating the vibrant, livable, transit-oriented environment that will attract high-quality office and businesses to the area.
- Train station parking that is largely provided in structures, with other parking areas located behind the buildings lining the spine road.
- A comfortable walking and bicycling environment, both within the focus area and along key routes to/from the focus area from nearby neighborhoods and the existing Claymont commercial area along Philadelphia Pike south of I-495.
- A street grid that will both increase walkability/bikeability and disperse traffic.
- Protection for existing residents within the focus area, including buffering Addicks Estates from new development with green spaces.

Figure 6-12. Train Station Focus Area: Conceptual Redevelopment Diagram



- A: Train Station Relocation
- B: Waterfront Park
- C: Mixed-Use- Retail/Restaurants [7,000 sq. ft.], Office [100,000 sq. ft.]
- D: Mixed-Use- Retail [250,000 sq. ft.], Institutional [100,000 sq. ft.]
- E: Residential [250 Apts/80 Townhouses]
- G: Transit-Oriented Mixed-Use : Office [250,000 sq. ft.], Retail [50,000 sq. ft.], Residential [300 Units On The 3rd/4th Floors Above Office/Retail]
- H: Industrial
  - H1: Heavy Industrial [200,000 sq. ft.]
  - H2: Light Industrial/Flex/R&D [180,000 sq. ft.]
- K: Marina & Waterfront Retail/Recreation
- P: Parking
  - P1: Parking Garage
  - P2: Parking Lots

Former conditions near proposed train station site (facing south)



Proposed concept for spine road approach to train station (facing south)



Figure 6-13. Transit-Oriented Development: Conceptual Graphics



Proposed train station site with transit-oriented development concept (facing south)

## REDEVELOPMENT FOCUS AREA: WATERFRONT

The waterfront area between the Northeast Corridor and the Delaware River will likely develop on the longest timeline of all Master Plan improvements, due to issues of access and environmental remediation. However, it presents a very exciting and unique opportunity to provide a variety of new waterfront amenities. There is a large amount of community support for access to the waterfront. There is also potential for new residential, commercial, and industrial development to coexist along the water. Because the expense of a roadway connection to the waterfront area will likely be high, any development will need to be valuable enough to justify a developer making the investment. High-end, high-density residential may be a logical development in the long term.



*Though the Delaware River waterfront area (the area between the river and the Northeast Corridor) is in need of rehabilitation, it could provide an area ideal for commerce and recreation, and enjoying views of the water and the Commodore Barry Bridge*

The First State Crossing Plan, put forth by the current owner of the Claymont Steel site (Commercial Development Company) proposes a more robust industrial presence on the waterfront than is proposed here. The North Claymont Area Master Plan recognizes the benefits of continuing industrial uses on the site, and does not preclude a substantial industrial presence east of the Northeast Corridor. There is flexibility in the Master Plan to allow for shifting non-industrial uses (e.g., the park, retail, and potential future residential) further to the south to allow for more industrial development while still addressing other Master Plan goals. While any industrial presence will need to be buffered from incompatible uses, the waterfront area is spacious and allows for many types of uses to take advantage of opportunities afforded by this unique location.

Key elements of this focus area include:

- A waterfront park, including public access to the Delaware River, and potentially a connection to Fox Point State Park.
- A marina entertainment area, which would provide the general public with a place to access the river, with the potential for riverfront dining, recreation, and other opportunities.
- Waterfront residential development uses, which were not explored as part of the Market Assessment, but would likely be very feasible in the long-term. While initial DNREC reports may not allow residential on the property, remediation requirements are based on the types of uses currently expected on the property. If residential uses are desired, a developer would likely be able to renegotiate agreements with DNREC. Depending on the amount of contamination, remediation costs may be substantial. However, developers may find the rare opportunity to create more waterfront development and access in this area to be worth the cost.
- An industrial area that could build on active and growing industrial development to the east.
- A buffer area between industrial and residential/commercial developments.
- A new connection to the waterfront area between the Northeast Corridor and the Delaware River, such as:
  - » Access via tunnels and connections from the train station bridge.
  - » Roadway connection through Linde property, taking advantage of an existing bridge over Naamans Creek.
  - » Roadway connection through Oceanport property, requiring a new bridge over Naamans Creek.



## REDEVELOPMENT FOCUS AREA: CENTRAL NODE

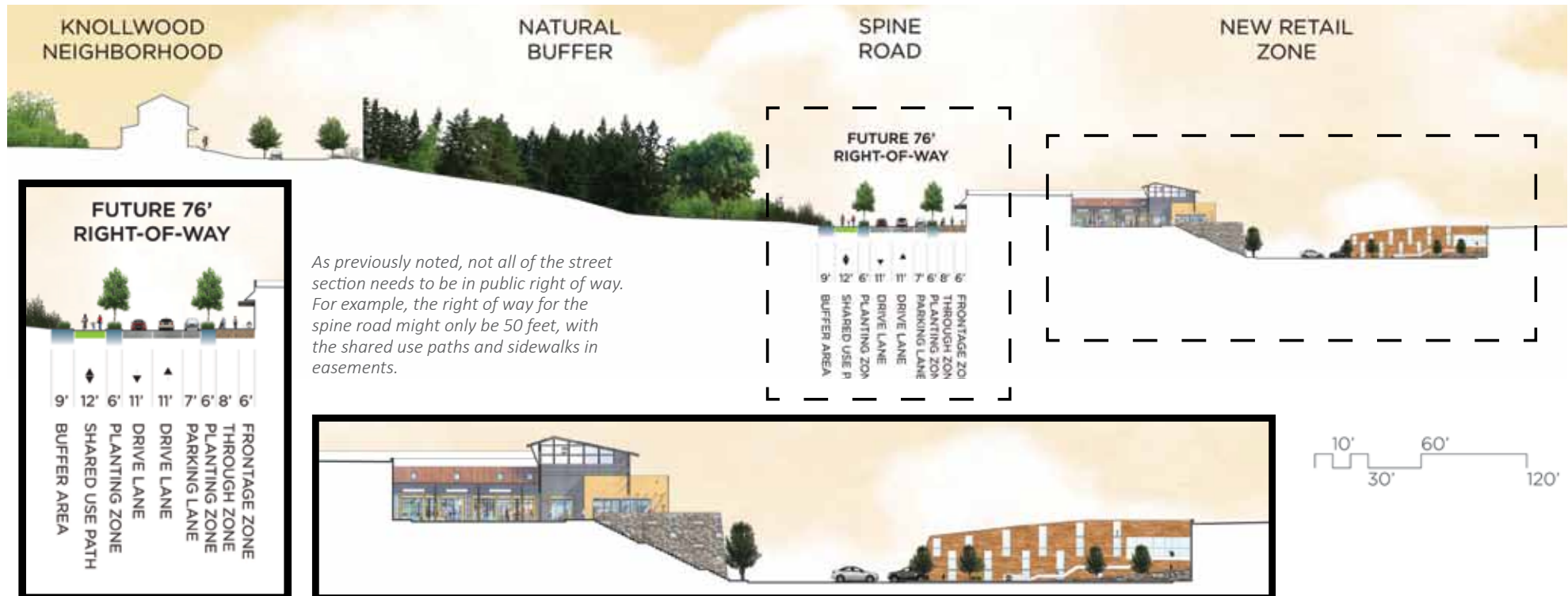
The central node is envisioned as a lower-density retail and institutional area built along the new spine road (Figure 6-14). This area also includes the Knollwood neighborhood and portions of Naamans Creek, which should be embraced and enhanced as a community asset.

Key elements of this focus area include:

- Buildings pulled up to the sidewalks along Philadelphia Pike, to provide a comfortable walking environment. Parking lots behind buildings will be accessible from the spine road and from Philadelphia Pike.
- A new multimodal road- the "spine road" - that connects development areas to the train station.

- A connection to the spine road from Knollwood. Alcott Drive will remain an access option, but only right turns into and out of the community will be allowed, for traffic operations reasons. The existing pedestrian bridge across I-495 and related paths connecting to Philadelphia Pike should be enhanced for safety.
- Retail that will likely include "big box" stores with a relatively condensed size, mixed with smaller shops and educational institutional areas. The main access to this new development area will be via the spine road, though there should be direct access from Philadelphia Pike.
- An office/retail development where Naamans Road meets the spine road, to take advantage of the access to the interstate and relative proximity to the train station. It is recommended that developments in this area incorporate residential uses (which would require remediation beyond current plans).
- Enhancements to Naamans Creek, including a buffer and a park area. The East Coast Greenway can extend under Philadelphia Pike and merge with the sidepath along Naamans Road within the buffer area. Options for a floodable park should be examined.

Figure 6-14. Proposed Spine Road Cross Section at Knollwood (Facing North)



## REDEVELOPMENT FOCUS AREA: TRI-STATE MALL AREA

The final redevelopment focus area re-envision the currently Tri-State Mall as a mixed-use lifestyle center that incorporates residential, retail, and institutional uses in a walkable, comfortable environment (Figure 6-15). It would connect into the spine road, giving residents and visitors easy access to and from the train station, about ¼ mile away.

The community has expressed a need for more healthcare facilities in the vicinity. With an aging population, those facilities (especially in a transit-accessible location) will become even more necessary. Other institutional uses, such as a satellite educational campus, could also thrive in this mixed-use environment. The addition of institutional uses (such as a medical or educational facility) should be considered to take advantage of the site's location at an interchange on I-95, which makes the site very visible and easily accessible.

Key elements of this focus area include:

- A direct connection to the train station via the spine road, with safe and comfortable crossings for Naamans Road.
- Buildings pulled up to the sidewalk along Naamans Road, for a comfortable experience for people who are walking, and to visually narrow the roadway.
- A mix of small and large retail uses mixed with entertainment, dining, and institutional uses.
- A larger institutional anchor.
- Apartments located above retail uses.
- A central square for community gathering. This may be an ideal location for a seasonal farmers market or other community festivals.
- A small park located along the creek.
- An opportunity to continue the light industrial uses currently functioning north of Tri-State Mall, which would be compatible next to a lifestyle center development. This area could also redevelop along with the Tri-State Mall site.
- Accommodation of the movement of full-sized transit buses and incorporation of other elements described in the guidelines produced by SEPTA and the Delaware Valley Regional Planning Commission (see <http://septa.org/strategic-plan/reports/SEPTA-Bus-Stop-Design-Guidelines-2012>).

*Existing conditions near Tri-State Mall (facing east on Naamans Road)*



Figure 6-15. Tri-State Mall Redevelopment: Conceptual Graphic



Recommended improvements near the current Tri-State Mall site (facing east on Naamans Road)

## FOCUS AREA: NAAMANS ROAD FROM HICKMAN TO US-13

While there are no land use changes proposed for the area surrounding the eastern portion of Naamans Road, several other improvements could improve the character of the area's historic assets and create a much more comfortable multimodal environment.

Key elements of this focus area include:

- A roadway reconfiguration at the intersection of Naamans Road and Philadelphia Pike (Figure 6-16), to provide more comfort for people who are walking and establish a gateway for the historic Robinson House.
- A public park within the creek buffer area.
- Ridge Road traffic operations improvements.
- Potential to consolidate curb cuts on the north side of Naamans Road.
- Assisting community members with upgrading their properties, particularly for historic properties on Hickman Row, but also for properties in Analine Village.
- Potential for a new park on a former railway north of Robinson House.

*Existing conditions at Philadelphia Pike and Naamans Road*



Figure 6-16. Intersection Improvements: Conceptual Graphic



Philadelphia Pike and Naamans Road intersection, with recommended improvements (facing south on Philadelphia Pike)

## FOCUS AREA: WEST OF I-95

The area to the west of the I-95/I-495 interchange is a mixed-use area that contains single-family, multi-family, retail, and office uses. As with the previous focus area, there are no land use changes proposed here, but a variety of improvements would impact quality of life and transportation operations in this area.

Key elements of this focus area include:

- Construction of a diverging diamond interchange (DDI) at I-95 and Naamans Road to accommodate anticipate future traffic. This interchange type carries traffic more efficiently than a conventional diamond interchange, which means that the bridges over I-95 and the I-495 ramp will not need to be widened. A DDI also provides a wide, physically protected path in the center of the interchange for people walking and bicycling across I-95. Unlike the current diamond interchange, all crosswalks would be signalized.
- Streetscape improvements along Naamans Road. Sidepath should continue west of the interchange, if possible.
- Traffic operations improvements for Society Drive.
- Potential to formalize the green space area to the northeast of the interchange.
- Examination of long-term plans for the retail/commercial areas. While currently operating successfully, the retail strip mall in this area may evolve or grow, as may retail/office on the south side of Naamans Road.

*Diverging diamond interchange examples*



## FOCUS AREA: EXISTING ACTIVE INDUSTRIAL

There are no land use changes recommended for the active industrial sites in the southeast portion of the study area. However, new connections through the area – including the East Coast Greenway and potential new roadway connections to the waterfront – could greatly enhance the rest of the area with little impact on industrial operations. It will be necessary to ensure that current industrial uses continue to have efficient freight access and circulation as North Claymont becomes a more livable community that fosters a greater mix of uses.

Key elements of this focus area include:

- A new roadway connection to the waterfront area east of the Northeast Corridor.
- Vital connections to extend the East Coast Greenway along Philadelphia Pike.



# SECTION 7. IMPLEMENTING THE PLAN

## OVERVIEW

Implementation of the North Claymont Area Master Plan will require coordination between a number of people and groups over many years. It will not happen overnight. However, it is clear that development is imminent: remediation of the Claymont Steel site is underway, agencies are involved in planning for the relocated train station (with construction slated to start in 2018), several areas within NCAMP are ripe for redevelopment, and the community has made it clear that improvements are needed and supported.

This section presents a set of implementation strategies and actions that will help to ensure that the community vision for North Claymont is incorporated into ongoing and future plans and developments (Figure 7-1). Each action notes a time frame for implementation, which goals are addressed by each action, and which agencies and/or organizations are most likely to act as implementing parties. More information about strategies and actions can be found in Section 6.

*View toward the Delaware River from Naamans Road west of I-95*



## PRIORITY ACTIONS

- Incorporate the future land use plan, transportation improvements, and other recommendations into County, regional, and State planning documents. (Action 1.1)
- Update the Claymont Community Redevelopment Plan to incorporate the NCAMP area. (Action 1.2)
- Continue to participate in the Claymont Regional Transportation Center development process, and encourage and facilitate the development of a mixed-use, walkable transit hub in a manner that is consistent with the Master Plan recommendations. (Action 2.3)
- Incorporate recommended transportation projects into the Regional Transportation Plan and prioritize for inclusion in the Transportation Improvement Program. (Action 2.4)
- Convene a forum of developers and elected officials to discuss priorities, opportunities, and constraints for development in Claymont. (Action 3.1)
- Establish a public safety advisory group for Claymont, utilizing existing neighborhood and business leadership networks. (Action 4.1)
- Work with neighborhoods to identify areas with a need for enhanced streetlights, and secure funding for installation. (Action 4.3)
- Seek designations that allow entities within Claymont to seek additional funding assistance. (Action 5.1)
- Create a community assistance program to fund community-led property upgrades and small-scale projects, increase outreach related to existing opportunities, and support local organizations in seeking grant opportunities to make community improvements. (Action 5.3)
- Ensure that developments in Claymont meet new County development standards for placemaking and healthy communities. (Action 6.1)
- Allot funds for parks and recreation enhancements and maintenance. (Action 7.2)
- Continue to monitor for air, water, and noise pollution that might trigger protective actions, and report regularly on findings. (Action 8.1)



## GOAL REFERENCE NUMBERS FOR ACTIONS TABLES

- (1) Foster a Variety of Housing Options
- (2) Encourage Design that Builds On Community Strengths
- (3) Promote Economic Development and Expand Job Opportunities
- (4) Create a Safe, Healthy, and Welcoming Community
- (5) Increase the Network of Open Space and Recreation Facilities
- (6) Protect and Restore the Environment
- (7) Improve Local and Regional Multimodal Transportation Connections

## ABBREVIATIONS FOR ACTIONS TABLES

CRDC	Claymont Renaissance Development Corporation
DEDO	Delaware Economic Development Office
DelDOT	Delaware Department of Transportation
DHSS	Delaware Department of Health and Social Services
DTC	Delaware Transit Corporation (operating as DART First State)
ECGA	East Coast Greenway Alliance
NCC	New Castle County
OSPC	Office of State Planning Coordination
SEPTA	Southeastern Pennsylvania Transportation Authority
TID	Transportation Improvement District
TIP	Transportation Improvement Program
WILMAPCO	Wilmington Area Planning Council



Entrance to Knollwood Park

**STRATEGY 1: IMPLEMENT A NEW FUTURE LAND USE PLAN FOR NORTH CLAYMONT**

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 1.1: Incorporate the future land use plan, transportation improvements, and other recommendations into the County’s Comprehensive Plan and relevant state and MPO planning documents.	NCC, WILMAPCO, DelDOT, OSPC	X			All
Action 1.2: Update the Claymont Community Plan to incorporate the NCAMP area.	CRDC, NCC	X			2
Action 1.3: Approve changes to the Unified Development Code, as necessary, when they conform to the future land use plans.	NCC	X			1,2
Action 1.4: Monitor the North Claymont Area Master Plan on a yearly basis to make updates as necessary.	WILMAPCO, NCC, DelDOT		X	X	All

*Figure 7-1. Implementation Actions  
(continues on the following pages)*

## STRATEGY 2: IMPROVE CONDITIONS FOR ALL TRANSPORTATION MODES

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 2.1: Monitor progress on the Claymont Transportation Plan and NCAMP transportation recommendations. To ensure effective traffic operations, institute a “monitoring and triggering” policy to ensure major investments such as the I-95/ Naamans Road interchange improvements are built only when traffic operation conditions dictate that they are necessary.	WILMAPCO, DelDOT, NCC	X			4,5,7
Action 2.2: Continue to require transportation impact studies of development in the NCAMP area, and share studies with other agencies involved in NCAMP transportation improvements.	NCC, DelDOT, DTC	X			7
Action 2.3: Continue to participate in the Claymont Regional Transportation Center development process, and encourage and facilitate the development of a mixed-use, walkable transit hub in a manner that is consistent with the Master Plan recommendations.	WILMAPCO, DTC	X			7
Action 2.4: Incorporate recommended transportation projects into the Regional Transportation Plan and prioritize for inclusion in the Transportation Improvement Program.	WILMAPCO	X	X		4,5,7
Action 2.5: Begin developing a framework for public-private partnerships that make structured parking more economically feasible and attractive to developers, particularly near the train station.	NCC, DTC		X		7
Action 2.6: Add NCAMP bicycle network recommendations to the DelDOT Bicycle Master Plan	DelDOT		X		7
Action 2.7: Update NCC zoning and land development regulations to require provisions for all modes of travel – sidewalks, access to transit stops, provisions for bicycle travel and parking	NCC		X		7
Action 2.8: Promote completion of the East Coast Greenway through the NCAMP area.	WILMAPCO, ECGA, DelDOT, NCC			X	7
Action 2.9: When development begins to progress, consider creation of a Transportation Improvement District (TID) to distribute infrastructure improvement costs between major property owners within North Claymont on a “fair-share” basis.	DelDOT, NCC, WILMAPCO			X	7
Action 2.10: Consider changes to transit services (route changes, bus stop changes, consideration of new service) during the bi-annual service change reviews, particularly as development progresses. If necessary, consider contracted shuttle/circulator services to meet demand.	DTC, WILMAPCO, SEPTA		X	X	7

### STRATEGY 3: CRAFT AN ECONOMIC DEVELOPMENT STRATEGY FOR CLAYMONT

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 3.1: Convene a forum of developers and elected officials to discuss priorities, opportunities, and constraints for development in Claymont.	CRDC, DEDO, NCC, elected officials		X		3
Action 3.2: Explore partnerships that incentivize hiring and training local community members in local industry and manufacturing.	DEDO, elected officials		X		3
Action 3.3: If/when an ordinance is finalized, consider seeking an Economic Empowerment District designation for North Claymont.	NCC		X	X	3

### STRATEGY 4: ENHANCE SAFETY FOR EXISTING NEIGHBORHOODS AND (RE)DEVELOPING AREAS

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 4.1: Establish a public safety advisory group for Claymont, utilizing existing neighborhood and business leadership networks.	NCC; elected officials; local and state safety officials	X			4
Action 4.2: Monitor implementation of the Master Plan and build out of the area to help ensure that emergency services pace with growth.	NCC	X			4
Action 4.3: Work with neighborhoods within NCAMP to identify areas with a need for enhanced street-lights, and secure funding for installation.	Elected officials		X		4

### STRATEGY 5: BEAUTIFY CLAYMONT

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 5.1: Seek designations that allow entities within Claymont to seek additional funding assistance. For example, seek a Downtown Development District designation for the Philadelphia Pike area, including land on both sides of 495.	CRDC, NCC	X			4
Action 5.2: Ensure consistent and frequent enforcement of property maintenance violations.	NCC	X			2,4
Action 5.3: Create a community assistance program to fund community-led property upgrades and small-scale community projects (e.g., façade improvements, community gardens), increase outreach related to existing opportunities, and support local organizations in seeking grant opportunities to make community improvements.	NCC Comm. Dev. and Housing, CRDC	X			4
Action 5.4: Establish visual gateways to Claymont, with an aesthetic that matches other directional sign-age and the results of any “re-branding” efforts.	DeIDOT, NCC, CRDC		X	X	4
Action 5.5: Design and install a coordinated wayfinding system in Claymont, including enhancements to the National Park Service’s Washington-Rochambeau Revolutionary Route National Historic Trail (W3R) route.	DeIDOT, NCC, CRDC		X	X	4,5

## STRATEGY 6: PROMOTE COMMUNITY HEALTH AND WELLNESS

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 6.1: Ensure that developments in Claymont meet the new County development standards for placemaking and healthy communities.	NCC	X			4
Action 6.2: Install directional walking signage along walking routes to encourage walking as a transportation option, particularly as development increases and densifies. Explore the Transportation Alternatives Program (TAP) as a potential funding source.	DelDOT, NCC, CRDC		X	X	4,5
Action 6.3: If desired by land owners, assist with actively recruiting development of indoor and/or outdoor recreational facilities.	NCC, CRDC		X	X	4,5
Action 6.4: Encourage the development of family support, training centers, and other similar facilities within institutional areas.	NCC Department of Community Services, CRDC, DHSS		X	X	4

## STRATEGY 7: IMPROVE AND ADD RECREATION, PARKS, AND GREEN SPACES

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 7.1: Continue to monitor and require a management plan for open spaces required to be allotted within new developments.	NCC	X			4,5,6
Action 7.2: Allot funds for parks and recreation enhancements and maintenance.	NCC, DNREC		X		4,5,6

## STRATEGY 8: MITIGATE AIR, WATER, AND NOISE POLLUTION

Actions	Implementing Parties	Time Frame			Goal(s) Addressed
		Now/Ongoing	1-5 years	6-10 years	
Action 8.1: Continue to monitor for air, water, and noise pollution concerns that might trigger protective actions, and report regularly to the public and elected officials on findings.	DNREC, NCC	X			6

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# APPENDICES



There is a separate document containing:

- Task 1 Report
- Market Assessment
- Transportation Technical Report
- Community Meeting Summaries