

A Vision for Center Point Village



A Vision for Center Point Village

Acknowledgements

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A Vision for Center Point Village

Introduction

The purpose of this master plan is to assist Worcester Township as it considers how to shape the future of Center Point Village. The historic crossroads of Skippack Pike and Valley Forge Road marks the very center of Montgomery County, once a hub of rural village life in the region. Worcester Township initiated a process to build on that tradition and ensure future development is consistent with a village character. The Center Point Village Master Plan will serve as a guide for township decisions about land use, traffic planning, pedestrian access, and conservation.

Kennedy & Associates, LLC (K&A) was engaged by Worcester Township to lead a planning process in collaboration with the Montgomery County Planning Commission (MCPC) that would be shaped by community input and grounded in the current challenges and opportunities facing the township. The master plan presented in this document includes background on Center Point, details about the research and public input process, a summary of findings, and recommended actions.

The crossroads at Center Point as it exists today.

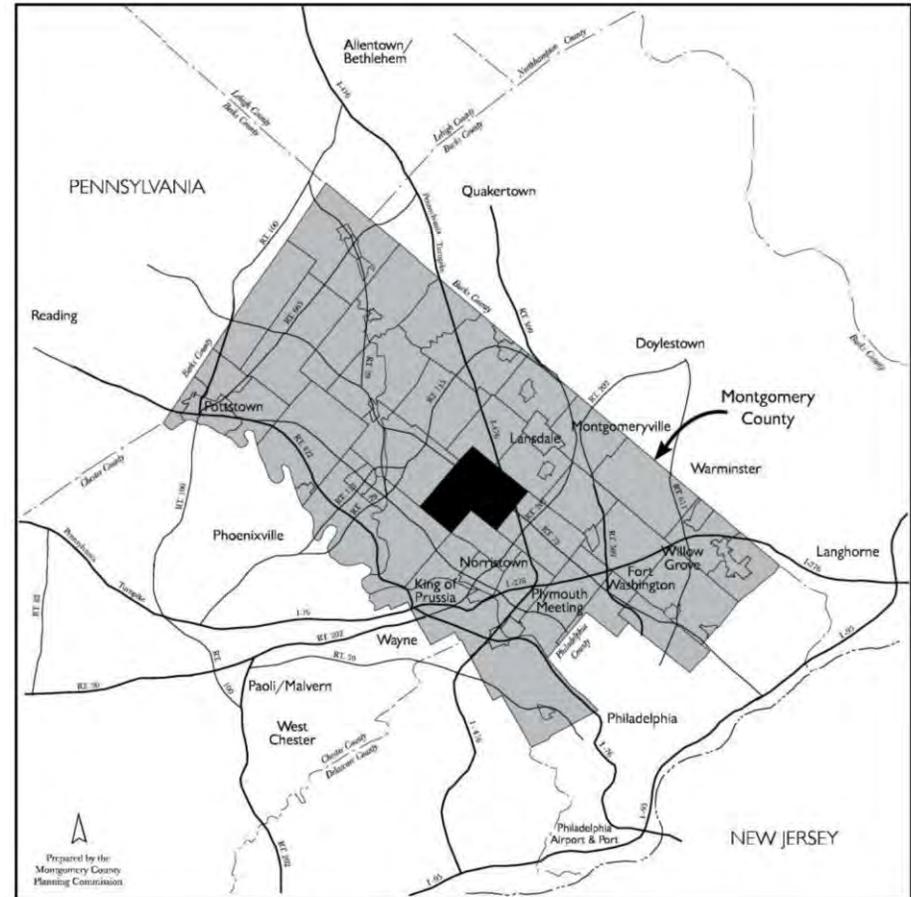
Source: Google

Then and now

A brief history of Center Point Village

Skippack Pike is one of the oldest east-west highways in Montgomery County. In 1713, settlers living in the Skippack Creek watershed petitioned for a road from the Skippack area to a mill along the Wissahickon Creek in Whitemarsh Township. The road enabled trade with Philadelphia and promoted further growth. A tavern situated near the intersection of Skippack Pike and Valley Forge Road provided food and shelter to travelers. The first inn in Center Point was in operation before the Revolution. As the geographical center of Montgomery County, Center Point became the place where political meetings and military musters were held. Over time the village grew into a rural commercial center.

Through the late 19th and early 20th centuries Center Point was home to a variety of businesses, including a granary and grist mill, dairy farm, general store, doctors' offices, the Farmer's Union Hall, a telephone exchange and electric plant, iron and brick works, blacksmith shop, and a carriage works. By the end of the 20th century, however, village commercial and agricultural uses disappeared. While other crossroads developed into commercial destinations, Skippack Pike and Valley Forge Road accommodated pass-through traffic. Now, Center Point no longer serves as a local gathering place for township residents.



Center Point takes its name from its central location in the county.

Source: MCPC



Center Point has a rich history preserved in buildings throughout the village. The Farmer's Union Hall is now the Worcester Township Museum and an old farm house and outbuilding serve modern business needs.

Source: MCPC

Evolution of a Master Plan

Project scope and process

Goals

Based on the area's history and a desire to restore Center Point Village to its core position in the community, the project team established the following set of goals to direct the Master Plan process.

1. Create a clear, documented and shared vision for the future of the Center Point Village that "sets the stage" for new development, retention/attraction of area businesses, preservation of natural and historic resources, and infrastructure planning and improvements.
2. Establish a framework for daily decision-making and future changes to land use and development regulations that encourages a mix of uses and a compact, walkable development pattern consistent with a village character.
3. Provide an action plan that will help Worcester Township carry out the master plan recommendations in a timely manner.

Research and analysis guided the process

K&A and MCPC started the Center Point Village Master Plan process by reviewing township plans, ordinances, and other available resources.

Key documents included:

- 2008 Worcester Township Comprehensive Plan
- Worcester Township Zoning Map
- 2006 Worcester Township Open Space Plan
- Worcester Township Zoning Ordinance, including Growing Greener and TDR ordinances
- Worcester Township Subdivision and Land Development Ordinance
- Friends of Worcester
- Worcester Historical Society

The planning team then assembled a series of maps of Center Point and analyzed the data. Maps showing existing land uses, zoning, parcel lines, open space, and natural features were reviewed in detail, along with standard and aerial photography.

Separate interviews with each Worcester Township Supervisor and the chair of the Planning Commission provided feedback on land use, density, traffic, access, and other issues. Meetings with key landowners were coordinated to learn more about their properties and bring them into the planning process.

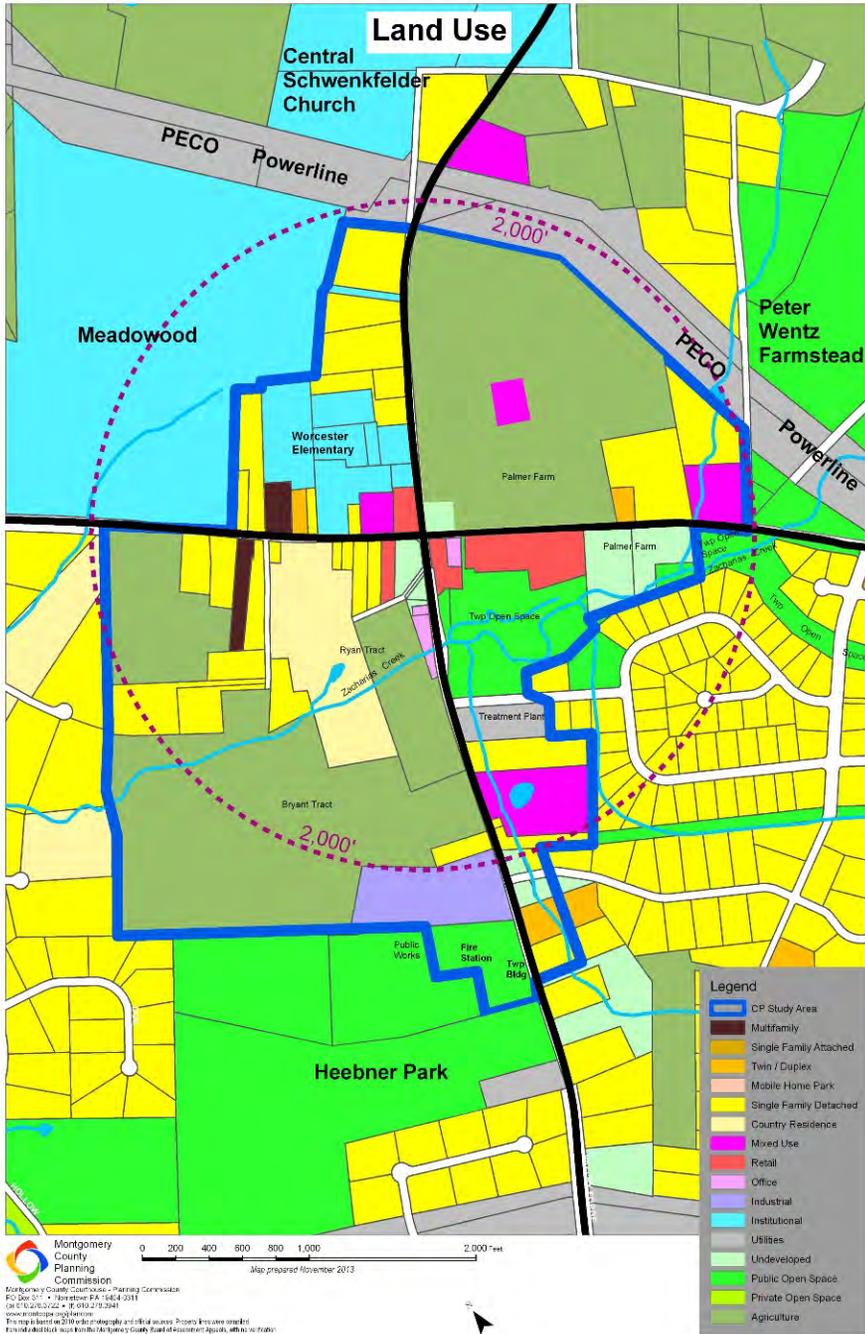
The Planning Process

1. Review existing plans and ordinances
2. Assemble maps of village area
3. Interview township officials and tour village
4. Meet with landowners
5. Establish preliminary study area
6. Visual preference survey – Public Session 1
7. Land Use Bubble Plan – Public Session 2
8. Building Types – Public Session 3
9. Draft Master Plan
10. Final Master Plan

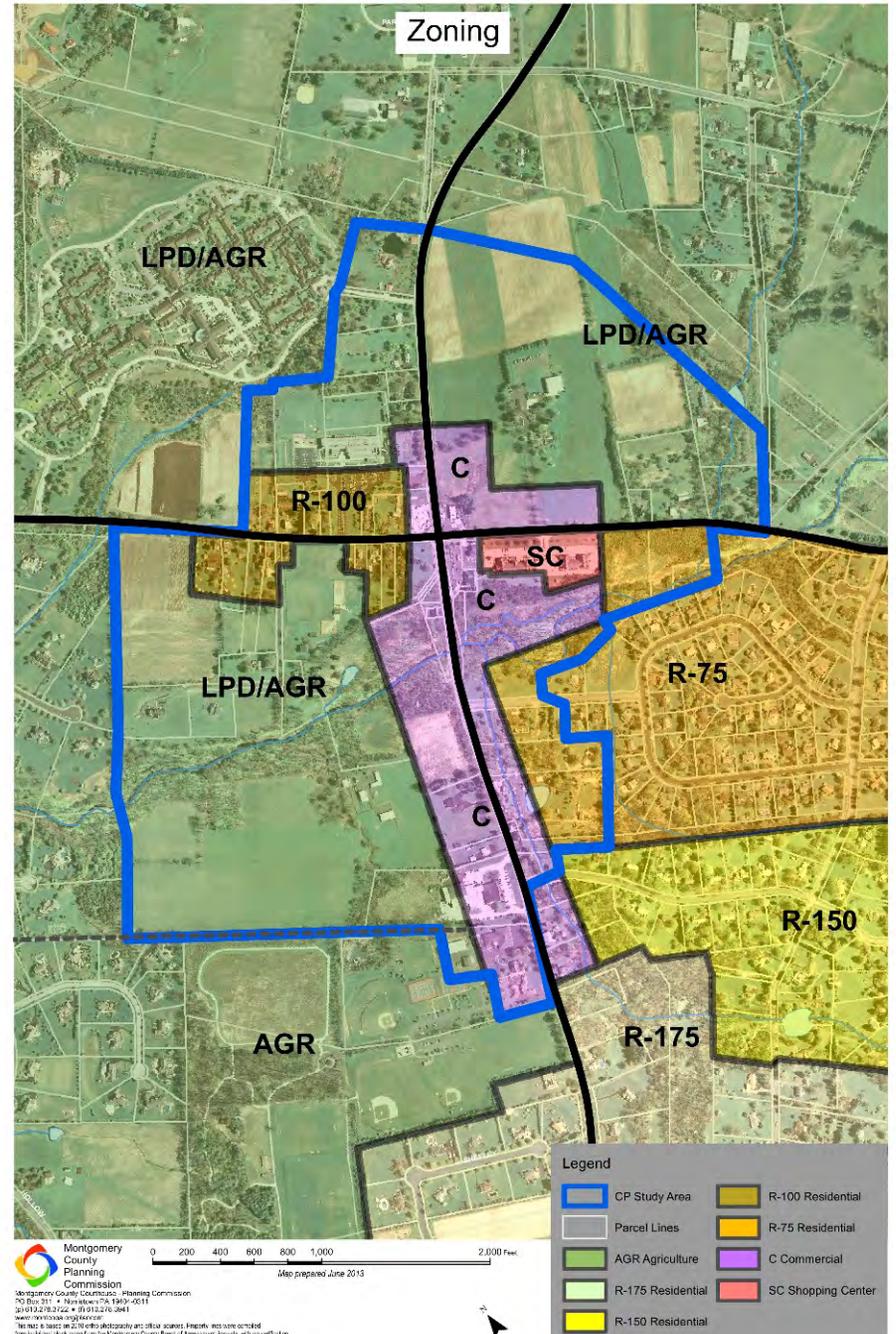
The research, mapped data, and interview responses were used to define a preliminary study area – the area to be included in the Center Point Village Master Plan – and to frame the public discussion about village development. Three sessions were organized to gather input from the general public – a visual preference survey, the land use bubble plan, and an interactive session on building types. Two special sessions were also held to supplement the public input process: one at the Worcester Elementary School and the other at Meadowood.

In the final stage of the process, the project team pulled all of the information and feedback together into a draft Master Plan for review by the township, resulting in this final plan.

Center Point Village



Center Point Village



Center Point Village Today

Current planning, zoning, and existing features

The study area for Center Point Village is approximately 262 acres centered on the intersection of Skippack Pike and Valley Forge Road. Currently, this area includes a mix of agricultural, residential, commercial and institutional uses, as well as undeveloped land. Ownership ranges from small lots less than one acre in size to large tracts of farmland. The three most significant parcels are the Palmer Farm, the Ryan Tract, and the Bryant Tract.

Uses and Zoning

While more than half of the area is now in agricultural use, the Center Point Village Master Plan Area is currently comprised of seven zoning districts, which allow for a substantial amount of commercial growth and residential development ranging in lot sizes from 80,000 to 20,000 square feet.

The zoning table shows the types of dwelling units and lot sizes permitted in each residential district in the village area. The existing zoning regulations do not provide for the compact, walkable development patterns and building types that are typically found in a village setting.

Zoning Table		
District	Dwelling Type	Minimum Lot
LPD/AGR	Single family detached	80,000 sf
R-150	Single family detached	50,000 sf
R-100	Single family detached	30,000 sf
R-75	Single family detached	40,000 or 20,000*
C	n/a	25,000 sf
SC	n/a	5 acres

* Public sewer required.

The map at far left shows existing land uses in the village area. The map left shows current zoning districts.

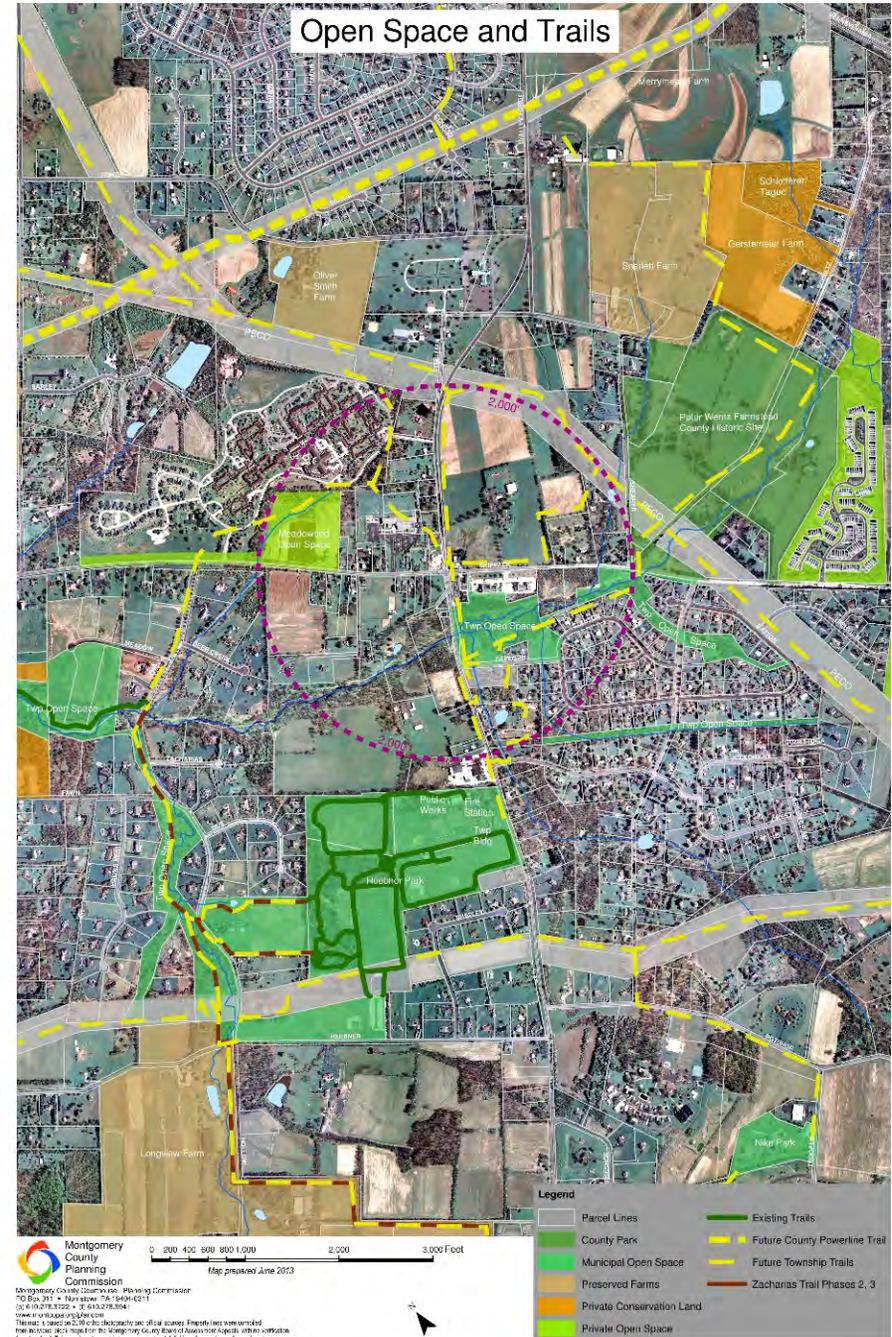
Source: MCPC

Center Point Village

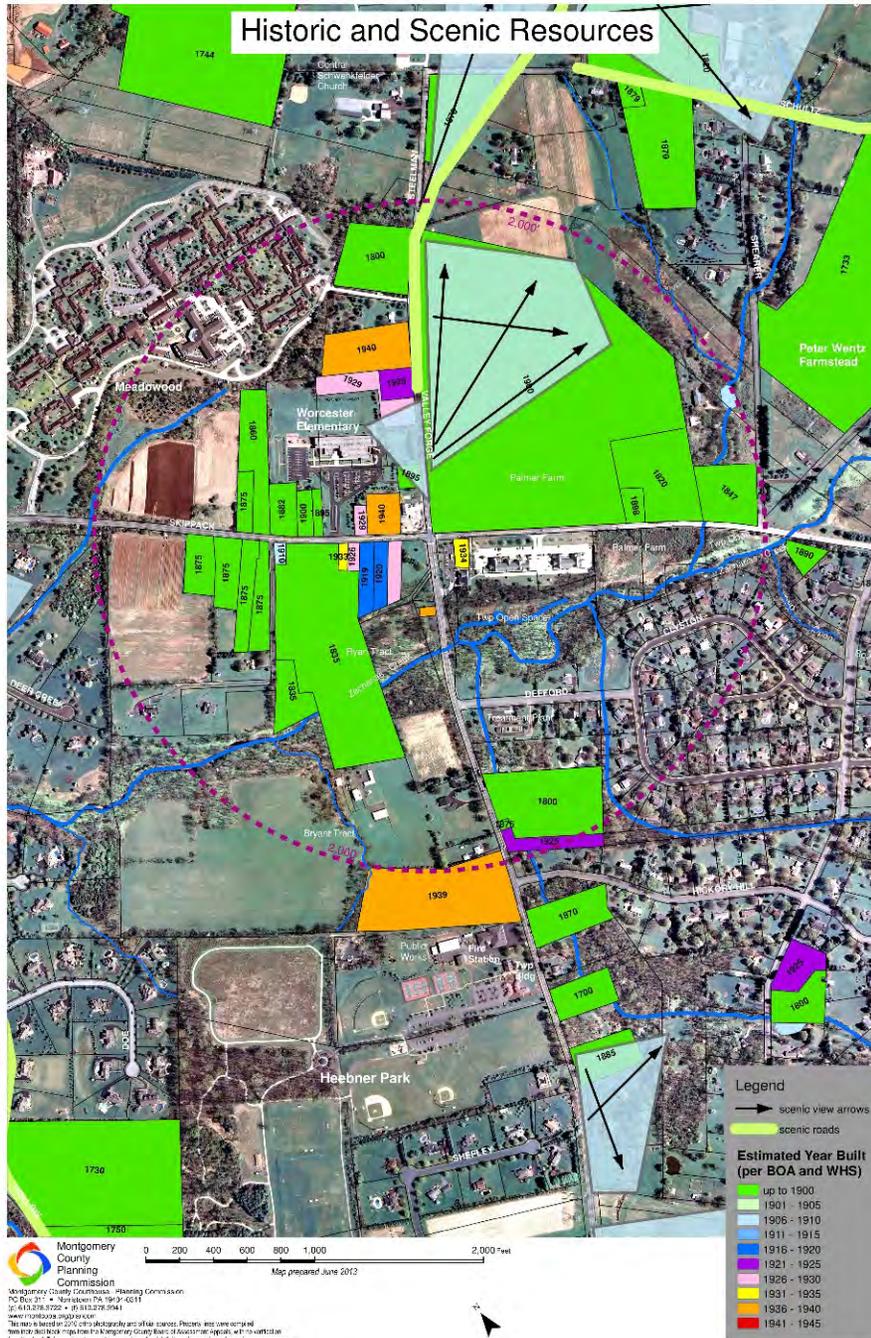
Open Space and Trails

Public Green Space

Existing open lands and sensitive natural features, such as Zacharias Creek, traverse the Master Plan Study Area and provide opportunities for integrating public open space and trails into the heart of the village. Future zoning would need to create incentives for preserving natural areas and larger areas of open space by allowing more compact forms of development.

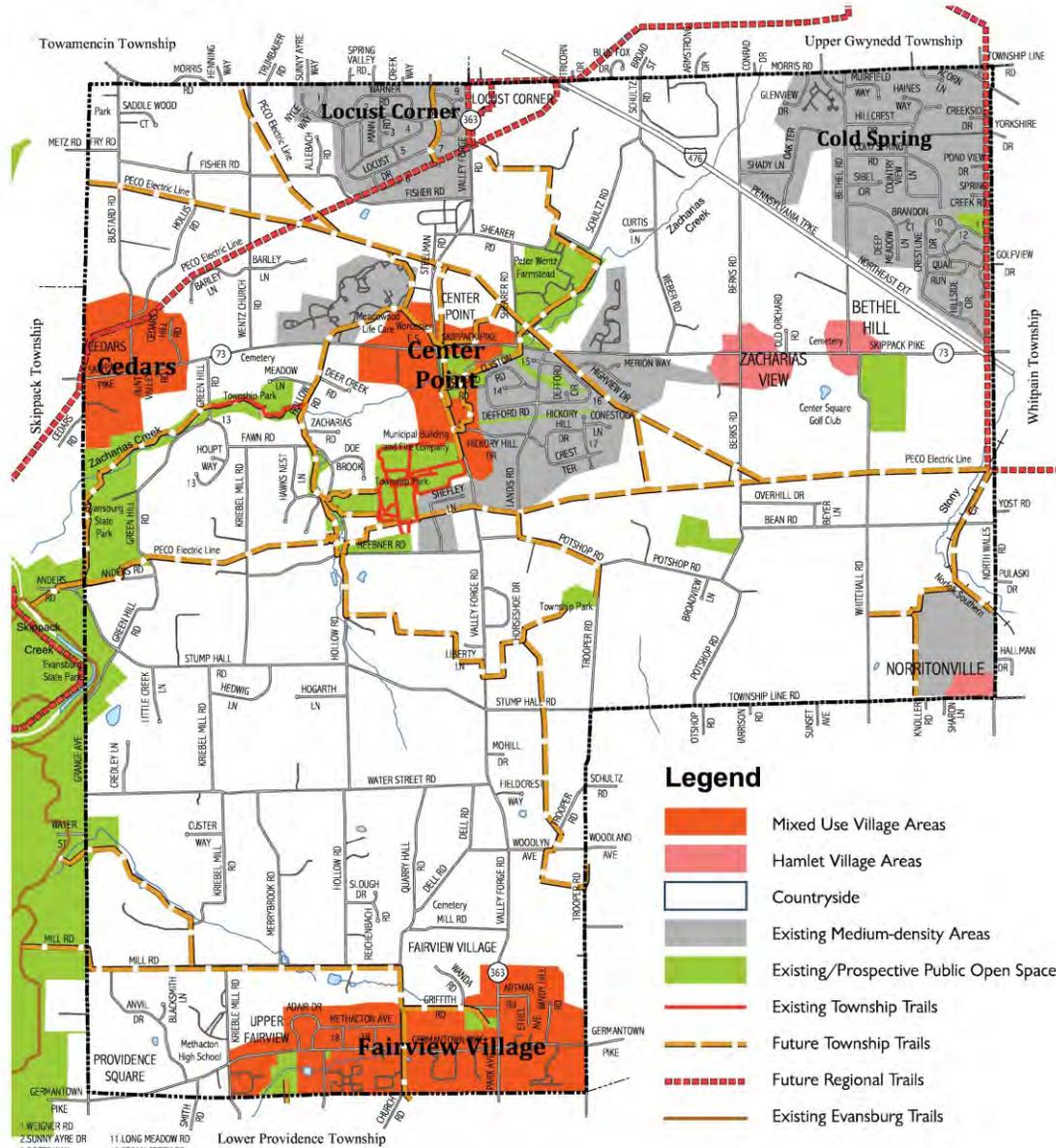


Center Point Village



Historic Buildings and Scenic Views

Center Point Village includes a significant number of historic and scenic resources, which help identify Worcester as a rural community. These buildings and viewsheds could be preserved and protected with village-friendly zoning that allows for more concentrated development and a broader range of home occupations, conversions, and additional uses.



- 1. WEAVER RD
- 2. SONNY AYRE DR
- 3. OTTS WAY
- 4. AYRESHIRE DR
- 5. DRAKE RD
- 6. SCHEID WAY
- 7. CONRAD WAY
- 8. PARKING FORD WAY
- 9. STUART WAY
- 10. PREBLE CR
- 11. LONG MEADOW RD
- 12. STONY CREEK RD
- 13. WOOD BRIDGE LN
- 14. CLYSTON CR
- 15. BAYTON CR
- 16. BAYTON RD
- 17. GREEN BRASS DR
- 18. PLUMLYN AVE
- 19. MARKLEY AVE

- Legend**
- Mixed Use Village Areas
 - Hamlet Village Areas
 - Countryside
 - Existing Medium-density Areas
 - Existing/Prospective Public Open Space
 - Existing Township Trails
 - Future Township Trails
 - Future Regional Trails
 - Existing Evansburg Trails

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0 1,600 3,200 6,400 Feet
 Base map prepared May 2007

U.S. Interstate Route 76
 Pennsylvania Route 73

This map is based on 2005 ortho photography and official sources. Property lines were compiled from individual block maps from the Montgomery County Board of Assessment Appeals, with no verification from the deed. This map is not meant to be used as a legal definition of properties or for engineering purposes.

Planning

Since Worcester Township has a long history of community planning, K&A and MCPC relied on existing plans and ordinances to serve as a foundation for setting master plan goals. The 2008 Comprehensive Plan included detailed objectives for growth in the village areas of the township. According to the plan, Center Point is envisioned to be one of Worcester's three walkable, mixed use village areas.

Developing the villages is viewed as a means to:

- reduce conflicts between agricultural and suburban development
- facilitate provision of infrastructure to concentrated development
- create a sense of place and community where shopping, recreation, institutions, and housing are close by
- maintain the rural character of the township, and to reduce development pressures on the rural and the preservation areas of the township.

In order to carry out these objectives, existing zoning regulations must be updated to allow for a greater variety of uses and encourage compact development patterns. In addition, a strategy for traffic management is essential. Vehicles traveling through the township must be slowed in order to create a safer walking environment.

The future land use plan from the 2008 Worcester Township Comprehensive Plan.

Source: MCPC

“Almost all new development should occur in the villages and not in the rural or preservation areas.”

Worcester Township Comprehensive Plan

A Look Ahead

The public weighs in



K&A and MCPC held several public involvement sessions, each designed to gather input on a different aspect of the master plan for Center Point.

1. Visual Preference

The first session was a visual preference survey held on October 3, 2013. Participants were shown images of existing streetscapes, commercial developments, single family and multifamily housing, and transportation improvements and asked to rate and provide comments on each image. The goal of this session was to determine what scale and character of development is most appropriate for Center Point, according to participants. The survey was posted online to allow all residents of Worcester an opportunity to provide input.

The images with the highest rankings included trails, open space, adaptive reuse, streetscape improvements, and mixed use buildings. The lowest ranked images included a current photo of the intersection of Skippack Pike and Valley Forge Road and a mixed-use building with a Staples and parking in front. The majority of comments indicated that any new commercial development should maintain a rural village character, residential development should not appear to be too dense or urban, open space should be preserved wherever possible, options for biking and walking should be provided, and traffic should be controlled. See the appendix for a complete analysis of the visual preference survey results.

Results of October 2013 Visual Preference Survey (Meeting and Online)

(Average Rating Based on 5 Point Scale)

	4.36			2.79
	4.05			2.78
		>4.0		
	3.94			2.75
	3.71			2.69
	3.62			2.67
	3.54		<2.5	
	3.51			2.46
		>3.5		2.42
	3.42			2.41
	3.40			2.07
	3.17			2.05
	3.08			2.01
	3.03		<2.0	
		>3.0		1.89
		<3.0		1.76
	2.96			
	2.94			

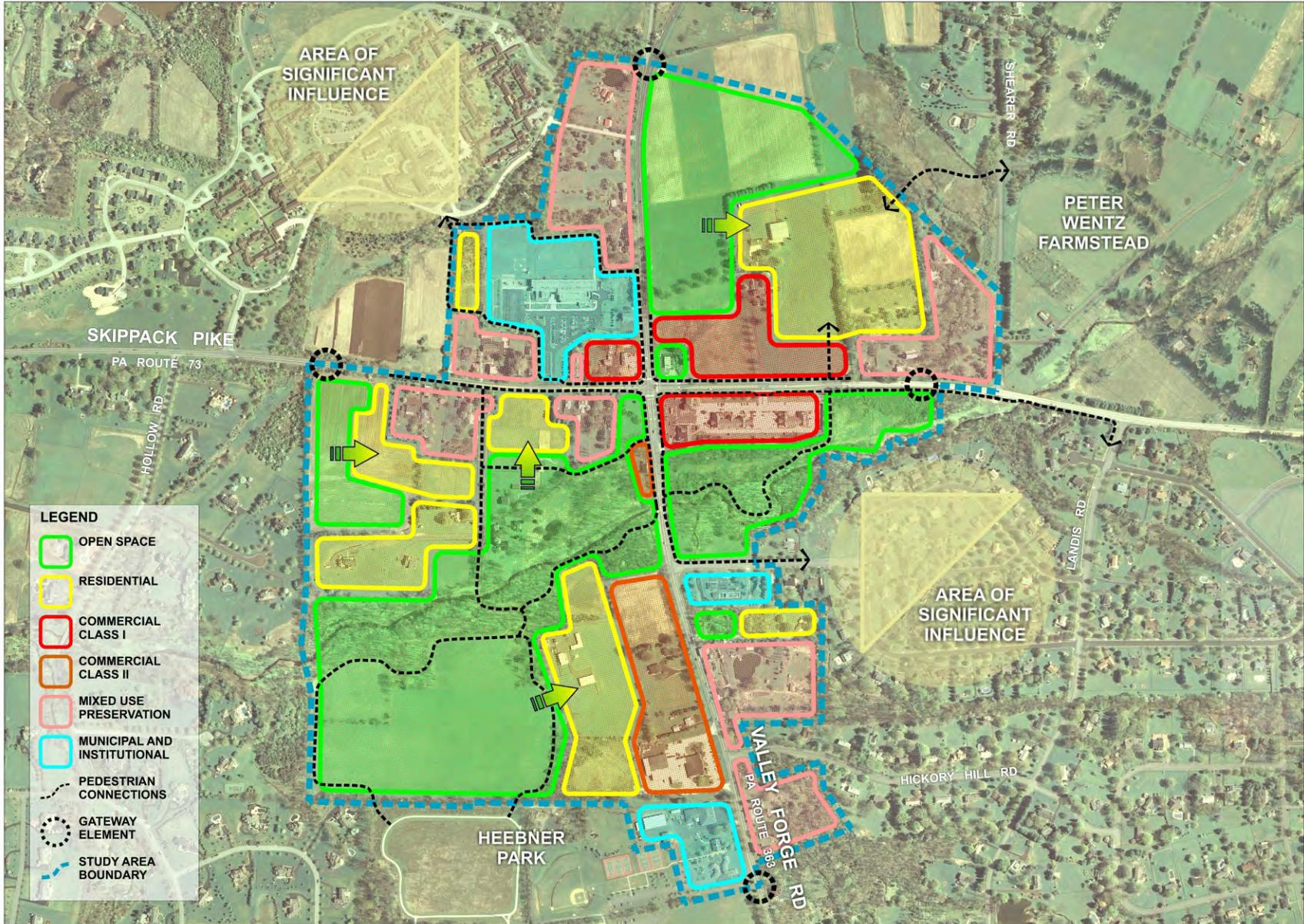
2. Land Use Concept



The second public session was held on November 7, 2013 to discuss the topic of land use in Center Point Village. The session included a summary of results from the visual preference survey, a brief presentation on the township's comprehensive plan and existing zoning, and a description of a proposed land use concept for the village area presented in bubble plan form. The planning team prepared the bubble plan based on an analysis of existing properties and ownership; natural features; needed infrastructure improvements; and township goals and objectives. The purpose of the bubble plan is to delineate areas of development and determine which uses are best suited for any particular area.

The Land Use Bubble Plan presented at the November 2013 session identifies areas for residential, two classes of commercial, institutional, mixed use, and open space, along with locations for trail and sidewalk connections and visual gateways. At the end of the session, participants were given a copy of the bubble plan and a questionnaire to gauge reaction to the bubble plan and suggest modifications. The presentation and questionnaire were also posted online to provide all residents access and opportunity to comment. The results of the bubble plan questionnaire are summarized in the appendix.

November 2013 Land Use Bubble Plan



CENTER POINT VILLAGE

LAND USE BUBBLE PLAN
WORCESTER TOWNSHIP, PA



3. Building Type



The final public input session on January 30, 2014 was an interactive session for residents and landowners to help with programming – determining what building types are appropriate in a particular location. Each participant received a handout of sheets depicting building types in three main categories: residential, commercial, and mixed-use. Within those categories were footprints and illustrations representing the kinds of homes and businesses typically found in small towns and villages. Each building type was identified by an abbreviation in a colored circle, which corresponded to a supply of round stickers included in the handout. Participants were asked to select a building type sticker and place it on the bubble map(s) where he/she thought that particular type of building is appropriate.

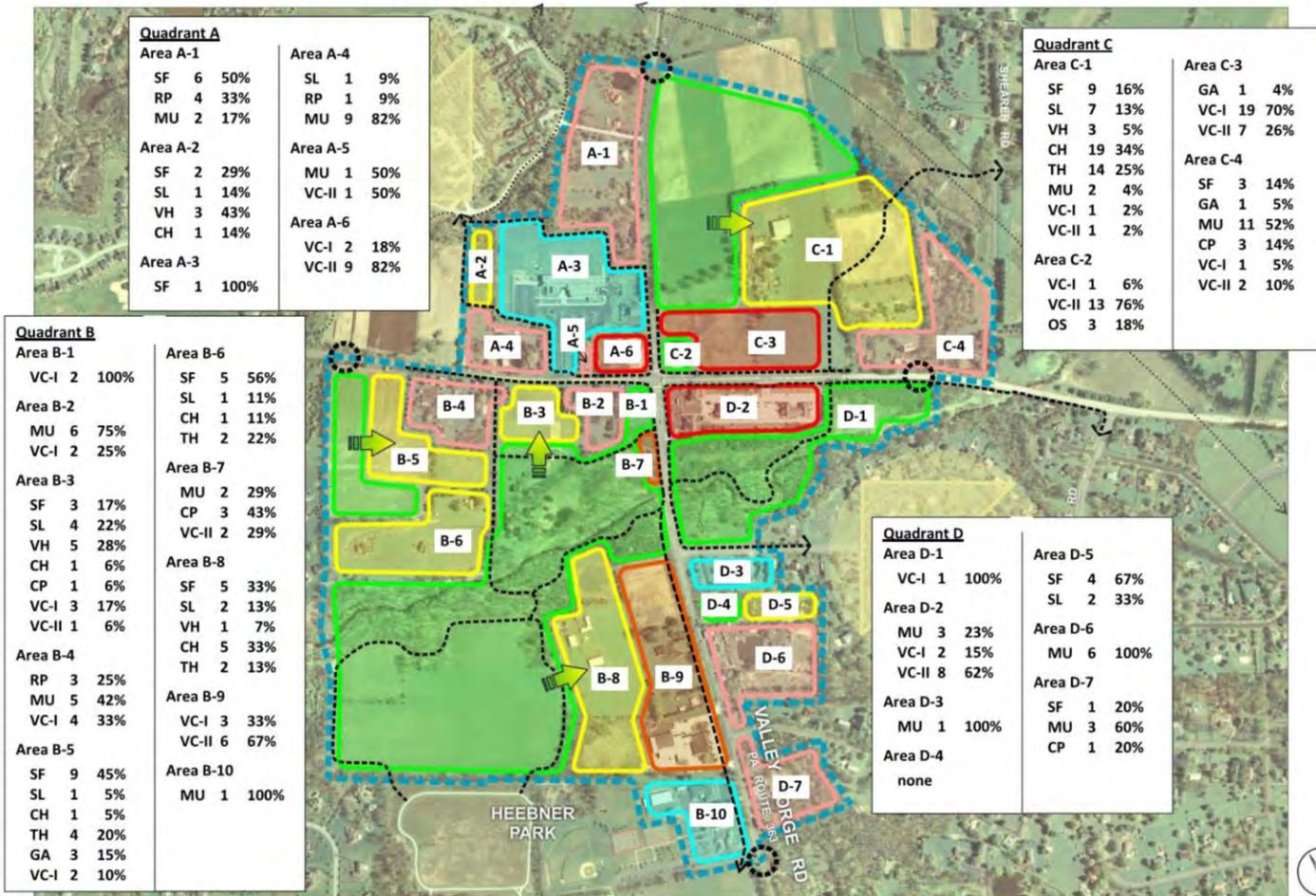
The group was fairly consistent in locating more compact types of housing in the village center, with the goal of preserving larger areas of open space further out. The session benefited from the input provided by a number of key landowners with developable properties in the study area. The session allowed these landowners to express their expectations for future development. The full results of the session are included in the appendix.

Tabulation of the results for the building types survey at the final public input session.

Results of the Building Type Survey at the January 30, 2014 Public Meeting

LEGEND

- SF = Single Family
SINGLE FAMILY DETACHED HOME
- SL = Small Lot Single Family
SINGLE FAMILY DETACHED HOME
- VH = Village Home
SINGLE FAMILY DETACHED HOME
- CH = Carriage Home
SINGLE FAMILY ATTACHED HOME OF MIN. WIDTH 40 FT. MAX. PER BUILDING
- TH = Town Home
SINGLE FAMILY ATTACHED HOME OF MIN. WIDTH 40 FT. MAX. PER BUILDING
- GA = Garden Apartment
MULTIFAMILY HOME WITH MAX. BUILDING LENGTH OF 100 FT. MAX. PER BUILDING. MUST CONTAIN BUILDING BREAKS
- RP = Residential Preservation
EXISTING BUILDING FOR RESIDENTIAL USE



LEGEND

- MU = Mixed Use Preservation
EXISTING BUILDING COMMERCIAL AND RESIDENTIAL USE
- CP = Commercial Preservation
EXISTING BUILDING ALL COMMERCIAL USE
- VC-I = Village Commercial I
COMMERCIAL USE 100 FT. MAX. BUILDING USE MUST CONTAIN BUILDING BREAKS
- VC-II = Village Commercial II
COMMERCIAL USE 100 FT. MAX. BUILDING USE
- OS = Open Space

CENTER POINT VILLAGE LAND USE BUBBLE PLAN WORCESTER TOWNSHIP, PA



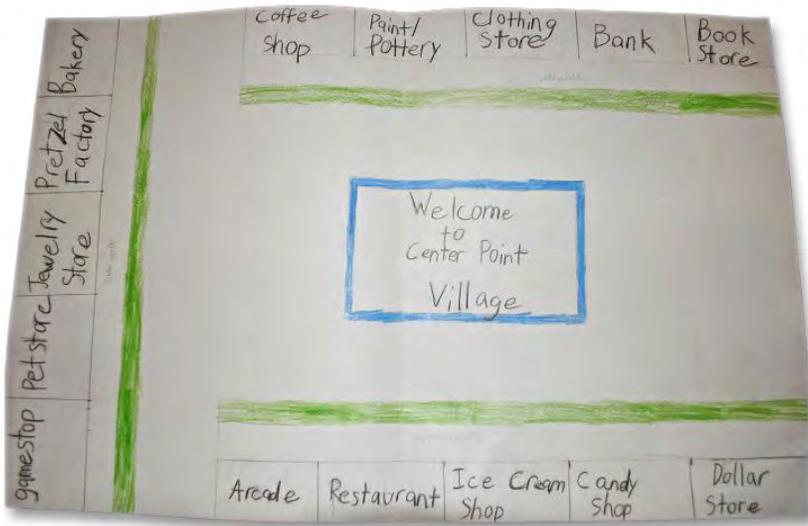
4. Worcester Elementary School

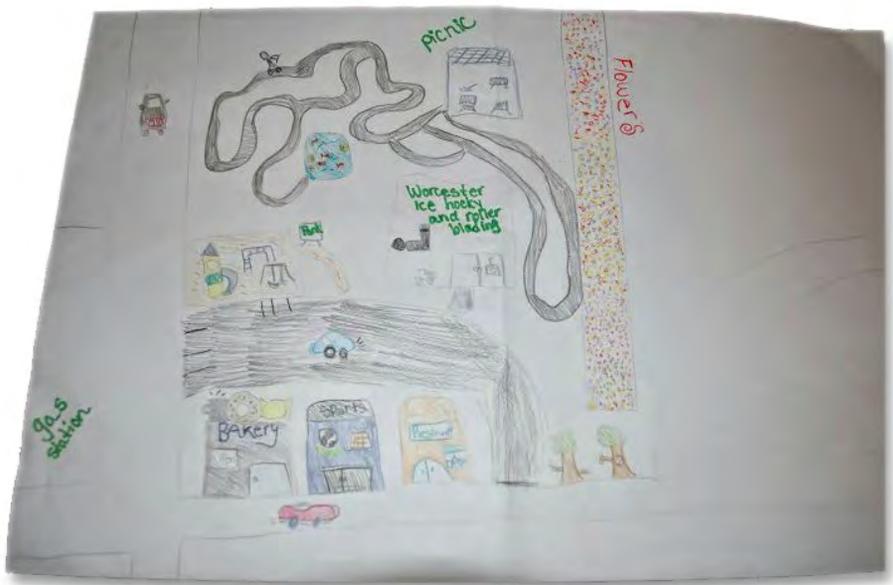
Third and fourth grade students at Worcester Elementary School became involved in the Center Point Village Master Plan as they were learning about planning and the built environment.

On November 1, 2013, K&A was invited to the classroom to describe “what planners do.” As part of the presentation, the students learned what Worcester Township wants to do in Center Point. The students were interested and engaged in the discussion about what they would like to see built in their own community.

After the session, students were given an assignment to design their own village. Samples of the students’ ideas are displayed on these pages.

A vision for Center Point Village as seen in the eyes of third and fourth grade students at Worcester Elementary School.





5. Meadowood



The project team was invited by the Meadowood retirement community to make a presentation on the project on April 17, 2014. Meadowood is immediately adjacent to the project study area and comprises a large group of residents who would benefit from changes to the village, especially improved walkability and the addition of shops and services.

At this session, MCPC outlined the project scope, described the village's special conditions and factors, and asked the group to help determine what building types are appropriate in various areas of the village. The interactive process was identical to that used for the general public session held on January 30 using stickers placed on the bubble maps.

For those who participated, most of the Meadowood results aligned with the results of January 30 with minor adjustments. At Meadowood, there were more votes for village homes, residential preservation, and open space. The full results of the session are included in the appendix.

Center Point Village Building Types Surveys: Combined Results of the January 30 Town Hall Meeting and the April 17 Meadowood Meeting

☐ = area previously without a number and previously not voted on

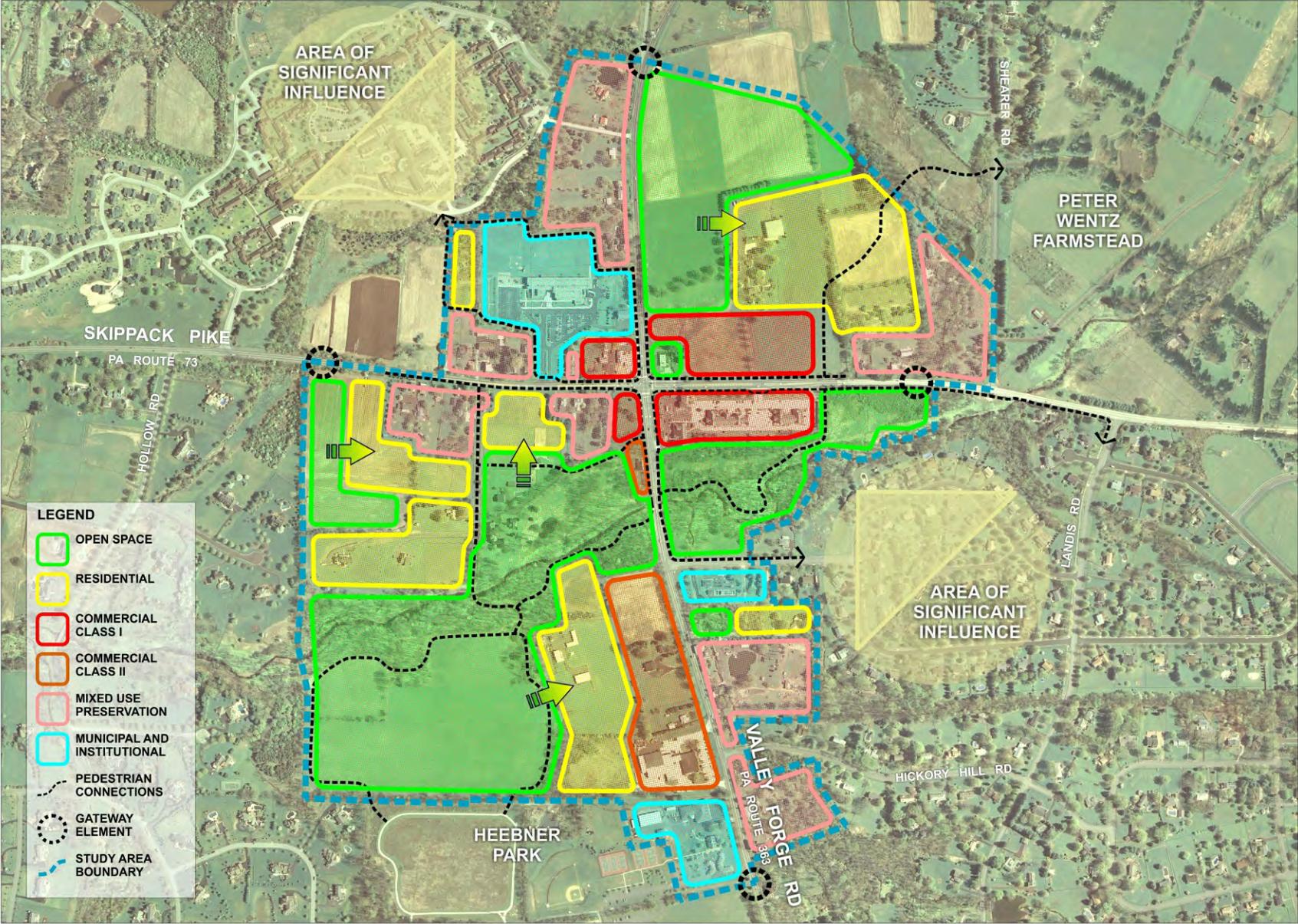
🟠 = most significant changes due to Meadowood Meeting

	SF		SL		VH		CH		TH		GA		RP		MU		CP		VC-I		VC-II		OS		Total votes	Jan30	Change
A-1	6	35%		0%	4	24%		0%		0%		0%	5	29%	2	12%		0%		0%		0%		0%	17	12	42%
A-2	2	20%	1	10%	5	50%	2	20%		0%		0%		0%		0%		0%		0%		0%		0%	10	7	43%
A-3	1	50%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	50%		0%	2	1	100%
A-4		0%	1	7%		0%		0%		0%		0%	3	21%	10	71%		0%		0%		0%		0%	14	11	27%
A-5		0%		0%		0%		0%		0%		0%		0%	1	50%		0%		0%	1	50%		0%	2	2	0%
A-6		0%		0%		0%		0%		0%		0%		0%		0%		0%	2	15%	11	85%		0%	13	11	18%
B-1		0%		0%		0%		0%		0%		0%		0%		0%		0%	2	67%		0%	1	33%	3	2	50%
B-2		0%		0%		0%		0%		0%		0%		0%	7	70%	1	10%	2	20%		0%		0%	10	8	25%
B-3	3	14%	4	19%	8	38%	1	5%		0%		0%		0%		0%	1	5%	3	14%	1	5%		0%	21	18	17%
B-4		0%		0%		0%		0%		0%		0%	4	29%	6	43%		0%	4	29%		0%		0%	14	12	17%
B-5	9	41%	1	5%	1	5%	2	9%	4	18%	3	14%		0%		0%		0%	2	9%		0%		0%	22	20	10%
B-5.5		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	100%	1		100%
B-6	6	55%	1	9%		0%	2	18%	2	18%		0%		0%		0%		0%		0%		0%		0%	11	9	23%
B-6.5		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	100%	1		100%
B-7		0%		0%		0%		0%		0%		0%		0%	2	29%	3	43%		0%	2	29%		0%	7	7	0%
B-7.5		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	100%	1		100%
B-8	6	33%	2	11%	2	11%	6	33%	2	11%		0%		0%		0%		0%		0%		0%		0%	18	15	20%
B-9		0%		0%		0%		0%		0%		0%		0%		0%		0%	4	36%	7	64%		0%	11	9	22%
B-10		0%		0%		0%		0%		0%		0%		0%	1	100%		0%		0%		0%		0%	1	1	0%
C-0		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	100%	1		100%
C-1	13	20%	7	11%	6	9%	19	30%	15	23%		0%		0%	2	3%		0%	1	2%	1	2%		0%	64	56	14%
C-2		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	6%	14	78%	3	17%	18	17	6%
C-3		0%		0%	1	3%		0%		0%	1	3%		0%		0%		0%	22	63%	10	29%	1	3%	35	27	30%
C-4	4	17%		0%		0%		0%		0%	1	4%		0%	12	52%	3	13%	1	4%	2	9%		0%	23	21	10%
D-1		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	50%		0%	1	50%	2	1	100%
D-2		0%		0%		0%		0%		0%		0%		0%	3	18%		0%	3	18%	11	65%		0%	17	13	31%
D-3		0%		0%		0%		0%		0%		0%		0%	1	100%		0%		0%		0%		0%	1	1	0%
D-4		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	1	100%	1	0	100%
D-5	4	50%	4	50%		0%		0%		0%		0%		0%		0%		0%		0%		0%		0%	8	8	33%
D-6		0%		0%		0%		0%		0%		0%		0%	9	100%		0%		0%		0%		0%	9	6	50%
D-7	1	14%		0%		0%		0%		0%		0%		0%	4	57%	2	29%		0%		0%		0%	7	5	40%

298

	55	15%	21	6%	27	7%	32	9%	23	6%	5	1%	12	3%	60	16%	10	3%	48	13%	61	17%	11	3%	365		
Jan 30	48	16%	19	6%	17	4%	18	9%	22	7%	5	2%	8	3%	57	17%	8	3%	42	14%	50	17%	3	1%	298		
Change	19%		11%		125%		14%		5%		0%		50%		15%		15%		12%		22%		267%		22%		

Final Land Use Bubble Plan



LEGEND

- OPEN SPACE
- RESIDENTIAL
- COMMERCIAL CLASS I
- COMMERCIAL CLASS II
- MIXED USE PRESERVATION
- MUNICIPAL AND INSTITUTIONAL
- PEDESTRIAN CONNECTIONS
- GATEWAY ELEMENT
- STUDY AREA BOUNDARY

CENTER POINT VILLAGE

LAND USE BUBBLE PLAN
WORCESTER TOWNSHIP, PA



SCALE: 1"=200' DATE: 4/15/2014

Kennedy & Associates
Planners and Land Use Consultants

The Master Plan Takes Shape

A Vision for Center Point Village

K&A and MCPC compiled the information gathered during the research and public input phases to begin the final master planning process. The objectives from the 2008 Comprehensive Plan and feedback from residents, landowners and elected officials are integrated into a set of goals and a final Land Use Bubble Plan. Together they form the basis for the master plan - A Vision for Center Point Village. The vision includes a concept plan for future development, a set of recommendations, and an plan for action.

The final Land Use Bubble Plan was revised in response to landowners input. The plan shows general areas of residential, commercial and mixed use development and the preservation of large areas of open space.

Goals

- Create a sense of place, restoring Center Point to the destination and local gathering place it once was.
- Maintain the village character, ensuring architecture of new buildings is compatible with older, existing buildings.
- Preserve existing buildings for new and additional uses.
- Direct development into this area and provide public sewers for residential and commercial uses in the village.
- Allow a variety of housing types to help establish a village character and create markets to support local businesses.
- Limit commercial development to that serving local needs and providing neighborhood convenience shopping.
- Integrate open space into the village and develop a network of parks and trails for access.
- Calm traffic and improve safety by encouraging common driveways and interconnected parking lots.
- Improve the visual quality of the streetscape.
- Eliminate split zoning of individual parcels and promote better and more village-friendly zoning.



1 East-west gateway, highway median



2 North-south gateway, landscape element



3 Landscaped streetscape



4 Decorative sign and traffic light poles



5 Encourage adaptive reuse



6 Smaller-scale commercial



7 Break up larger-scale commercial buildings



8 Small lot singles/Village homes



9 Town homes/Carriage homes



10 Village green at crossroads



11 Trails link village and neighborhoods



12 Open space network throughout village



CENTER POINT VILLAGE

MASTER PLAN
WORCESTER TOWNSHIP, PA

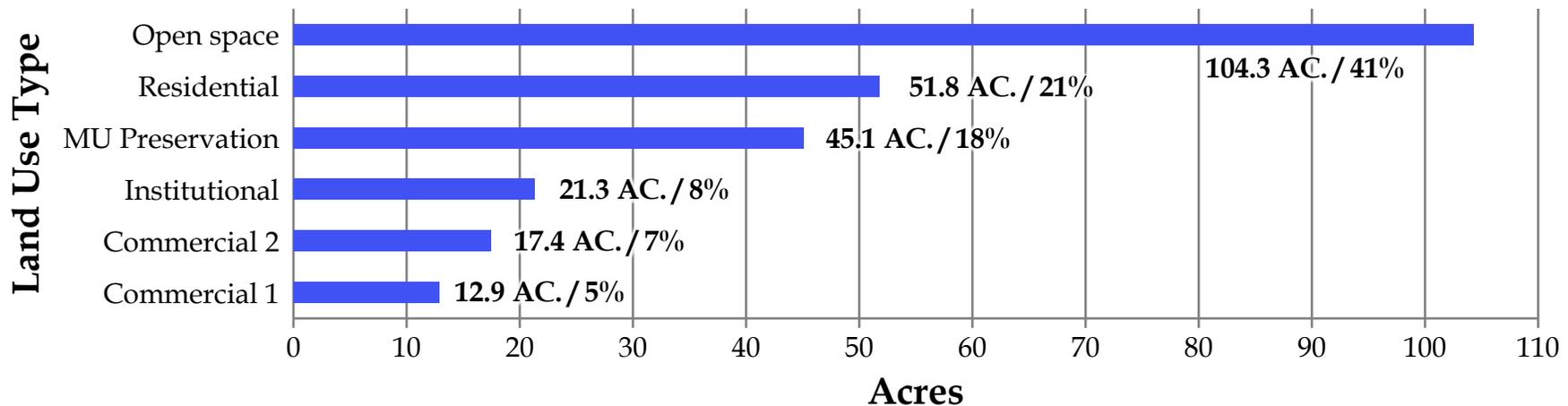


The plan on page 21 includes existing buildings in Center Point Village and a concept for new development. The locations and kinds of buildings proposed are based on the land use bubble plan and feedback on building types. All of the plan elements are designed to recreate a sense of place in Center Point Village and to renew it as a local meeting spot and destination.

- Gateways are located at the approaches to the village in all directions to indicate a change in land use and calm traffic.
- Along the eastern end of Skippack Pike, new commercial buildings are sited close to the road.
- Existing buildings on the western end of Skippack Pike and north and south on Valley Forge Road are preserved for a broader range of residential and commercial uses that will make the properties more economically viable.
- A wider variety of dwelling types are proposed to increase housing opportunities and support businesses in the village.

- Streetscape improvements are proposed for the center of the village area at the intersection of Skippack Pike and Valley Forge Road, including sidewalks, street lamps, pedestrian crossings, and landscaping.
- Curb cuts are minimized and interconnections maximized throughout the village area to mitigate traffic impacts.
- New residential development is deliberately located to conceal buildings and protect scenic views as much as possible.
- Open space is preserved wherever possible by concentrating development closer to major roadways and clustering proposed homes to create large areas of open space adjacent to township and county lands.
- Walkability is enhanced with a trail network that connects surrounding neighborhoods and leverages a natural stream corridor to tie Heebner Park to Peter Wentz Farm.

VILLAGE LAND USE AREAS



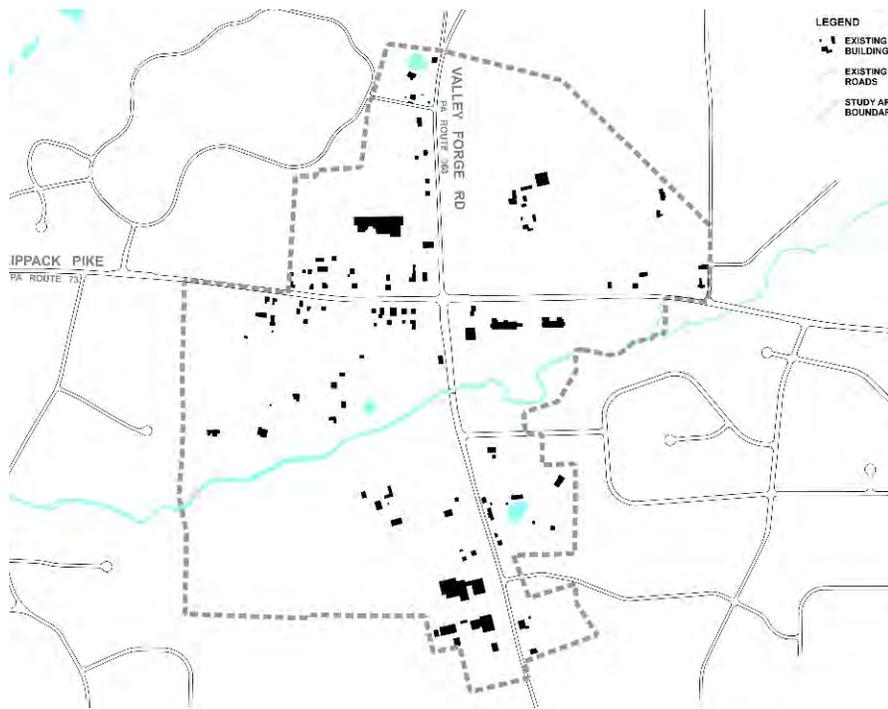
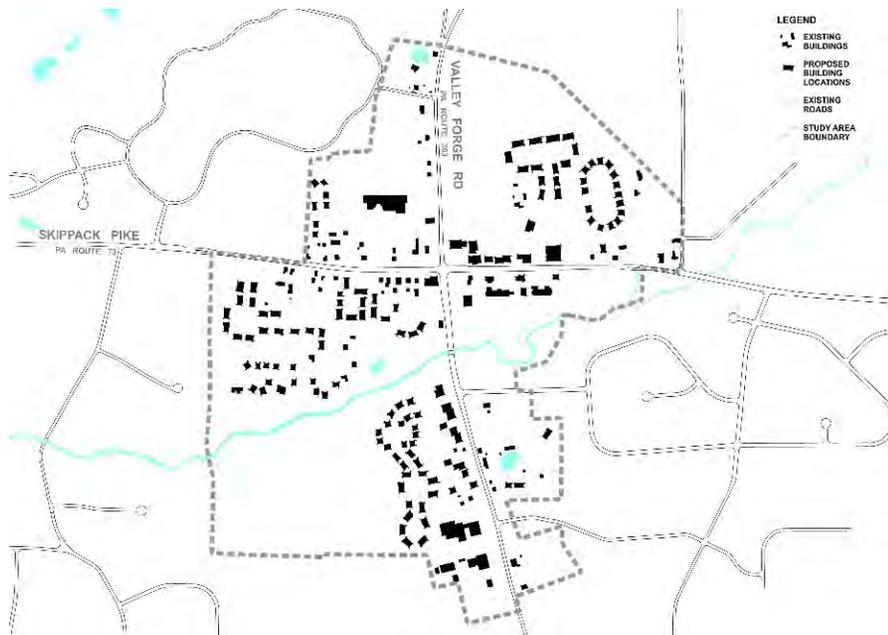


Figure ground studies are used to compare built areas to open lands. This gives a quick visual depiction of density. The upper figure ground study shows the existing development pattern in Center Point. There is currently no central core area to define the village and no pedestrian connections.



The master plan places additional residential and commercial uses in this lower figure ground study, creating a focus at the historic crossroads while preserving a significant amount of open space.

Recommendations

Best policies and practices for Center Point Village

1. Create a mapped Center Point Village zoning district.
2. Include an institutional zoning designation within the village zoning district to better manage the future of lands currently used by the school district and township.
3. Allow a wider range of residential and nonresidential uses within the village zoning district.
4. Permit a base density of 2-3 dwelling units per acre on land designated for residential uses.
5. Establish density bonuses and incentives that are tied to desired improvements, including the preservation of existing buildings, street interconnections, access, and transferable development rights.
6. Pursue an aggressive traffic planning and calming program that will protect quality of life in the village.
7. Ensure public sewer facilities are available to the entire village area.
8. Create a pedestrian circulation system that extends throughout the village and into surrounding neighborhoods.

A Plan for Action

Next steps to carry out the vision

1. Adopt the Master Plan.
2. Draft and adopt zoning to implement the Master Plan.
3. Pursue grants for public improvements.
4. Partner with private investors to complete some public improvements.
5. Work with the Planning Commission to establish timeline.



Appendix

To be added to final draft.