

URBAN CENTER REVITALIZATION PLAN

Borough of West Chester – Chester County, Pennsylvania

**Chester County Landscapes 21st Century Plan
Community Revitalization Program**



Prepared by:

**West Chester Borough
Urban Center Revitalization Plan Task Force
and
Thomas Comitta Associates, Inc.
Town Planners & Landscape Architects**

**Final Draft: June 6, 2002
Revised and Adopted: July 24, 2002**

URBAN CENTER REVITALIZATION PLAN

Borough of West Chester – Chester County, Pennsylvania

Chester County Landscapes 21st Century Plan Community Revitalization Program

Funding was provided, in part, through a grant from the Vision Partnership Program sponsored by the Chester County Board of Commissioners. The Plan has been prepared in conjunction with the principles of the County's policy plan, *Landscapes*, as a means of achieving greater consistency between local and county planning programs.

Prepared by:

**West Chester Borough
Urban Center Revitalization Plan Task Force
and
Thomas Comitta Associates, Inc.
Town Planners & Landscape Architects**

**Final Draft: June 6, 2002
Revised and Adopted: July 24, 2002**

West Chester Borough
Urban Center Revitalization Plan

PROJECT PARTICIPANTS

Urban Center Revitalization Plan Task Force

Ernie McNeely, Borough Manager
Paul Fitzpatrick, Borough Council
William Scott, Borough Council
James Jones, West Chester Borough Planning Commission
Robert Wilpizeski, Director of Public Works
Kathleen McBratnie, Director of Recreation
Scott Bohn, Chief of Police
Malcolm Johnstone, Executive Director
Business Improvement District (BID)
P. Timothy Phelps, Executive Director
Chamber of Commerce of Greater West Chester

Borough Council

H. Paul Fitzpatrick, President
Diane Lebold, Vice President
William M. Scott
Anne M. Carroll
Andrew McIntyre
Maria M. Chesterton
Barbara McIlvaine Smith

Borough Planning Commission

Joseph Finnaren, Chairman
Mark Henrie
Jim Jones
Jason Birl
Joseph Zaber
Walter Hipple
Joyce Sanyour

Chester County Planning Commission

Judith A. Barnet, Community Planner

Thomas Comitta Associates, Inc.

Thomas J. Comitta, AICP, RLA, ASLA
Dorothy Ives-Dewey, PhD, AICP
Cathy H. Journey, Word Processor

TABLE OF CONTENTS

	<u>Page</u>
Participants	i
The Big Picture	1-1
Goals for Revitalization	2-1
General Overview on the Revitalization Plan Report	3-1
Task Force Guidance	3-1
Key Revitalization Elements	3-1
A. Economic Development and the Business Improvement District (BID)	4-1
A.1. Inventory of Trends and Issues	
A.1.a. Background Information	4-1
A.1.b. Economic Development Problems: Reasons and Causes	4-7
A.1.c. Existing and Relevant Economic Development Plans	4-8
A.1.d. Economic Development Actions Taken or Underway	4-9
A.1.e. Strengths and Weaknesses of the Borough's Economic Role	4-10
A.1.f. Suitable Locations for Business Development	4-10
A.1.g. Additional Performance Standards	4-11
A.1.h. Local Fiscal Structure	4-11
A.2. General Action Plan	4-12
B. Housing	5-1
B.1. Inventory of Trends and Issues	5-1
B.1.a. Background Information	5-1
B.1.b. Reasons and Causes for Housing Concerns	5-4
B.1..c. Summary of Existing Housing Plans and Studies	5-6
B.1..d. Recent Housing Improvement and Development Actions	5-6
B.1.e. Identification of Substandard Housing	5-6
B.1.f. Identification of Structurally Unsound Housing	5-6
B.1.g. Identification of Areas Targeted for Revitalization of Substandard Housing	5-7
B.1.h. Land Use Regulations and the Cost of Housing	5-7
B.2. General Action Plan	5-7
C. Public Works & Infrastructure, and Transportation	6-1
C.1. Inventory of Trends and Issues	6-1
C.1.a. Background Information	6-1
C.1.b. Infrastructure and Transportation Problems	6-4
C.1.c. Summary of Infrastructure, Transportation, and Capital Improvement Plans	6-4
C.1.d. Infrastructure and Transportation Improvement Actions Taken or Underway	6-5

West Chester Borough
Urban Center Revitalization Plan

TABLE OF CONTENTS (continued)

	<u>Page</u>
C.1.e. Analysis of Age/Condition/Capacity of Underground Infrastructure	6-5
C.1.f. Analysis of Age/Condition/Capacity of Above-Ground Infrastructure	6-6
C.1.g. Summary of Current Capital Improvement Plans	6-6
C.1.h. Facilities or Services Outside the Borough Limits	6-7
C.1.i. How the Borough’s Future Land Use Plan, Infrastructure, and Transportation Plans Interact	6-7
C.1.j. The Borough’s Land use Regulations and Support of Proper Infrastructure and Transportation Development	6-7
C.1.k. Extent of Infrastructure on Growth and Development Patterns	6-7
C.2. General Action Plan	6-8
D. Public Facilities and Services	7-1
D.1. Inventory of Trends and Services	7-1
D.1.a. Background Information	7-1
D.1.b. Public Safety Concerns	7-2
D.1.c. Public Safety Studies	7-2
D.1.d. Recent Public Safety Actions	7-2
D.1.e. Public Facilities and Services	7-3
D.1.f. Facilities or Services and Geographical Service Area	7-4
D.1.g. Administrators of Facilities and Services	7-4
D.2. General Action Plan	7-5
E. Parks and Recreation	8-1
E.1. Inventory of Trends and Services	8-1
E.2. General Action Plan	8-1
F. Other Redevelopment Initiatives	9-1
F.1. Inventory of Trends and Services	9-1
F.2. General Action Plan	9-1
G. Funding Sources	10-1
H. Detailed Action Plan and Priorities	11-1

West Chester Borough
Urban Center Revitalization Plan

TABLE OF CONTENTS (continued)

	<u>Page</u>
Appendices	
A – “Is West Chester the perfect town?” Inquirer (Magazine) October 21, 2001 Article: Passionate about West Chester, by Ann deForest	A-1
B – Labor Force Characteristics and Statistics by Economic Sector	B-1
C-1 – The Top 10 “Rules of Thumb” for Downtown Development and Redevelopment	C-1
C-2 – General Inventory of Existing Business Uses in the Downtown	C-3
D – Chester County Department of Community Development Checklist Items for Urban Centers Revitalization Plans	D-1
E – 5 Year Capital Budget Plan	E-1
F – Market Street Improvement Project (Cost Data)	F-1
G – A Directory of Funding and Programs	G-1
H – Visioning Summary: Comprehensive Plan: 2000	H-1
I – Resolution for Plan Adoption	I-1

West Chester Borough
Urban Center Revitalization Plan

TABLE OF CONTENTS (continued)

	<u>Page</u>
<u>List of Maps</u>	
1. West Chester Vicinity Urban Landscape	1-2
2. Existing Land Use	4-2
3. Commercial Properties Vacant Within Downtown West Chester	4-5
3.a. Lerta Tax (Assistance) Areas	5-8
4. Housing Types	5-3
5. Rental Units	5-5
6. Sanitary Sewer System	6-2
7. Stormwater Sewer System	6-3
 <u>List of Appendix Maps</u>	
Current Use Plan (Downtown Properties)	C-20

West Chester Borough
Urban Center Revitalization Plan

TABLE OF CONTENTS (continued)

	<u>Page</u>
<u>List of Tables and Appendix Tables</u>	
1. Labor Force Characteristics: 2000	B-2
2. Statistics by Economic Sector	B-4
3. Major Employers in West Chester Borough	4-4
4. Household Type	5-1
5. Housing Occupancy	5-2
6. Housing Tenure	5-2
7. Housing Types	5-4
8. Crime Data, 2001	7-1
9. Revitalization Projects Action Plan	11-2
10. Revitalization Program Action Plan	11-6

THE BIG PICTURE

Is West Chester the perfect town? This was the question on the cover of the October 21, 2001 edition of Inquirer, the weekly magazine of The Philadelphia Inquirer. (The related article “Passionate about West Chester” appears as Appendix A.) So, what is the answer? Is this 1.8 square mile Borough with a year 2000 population of 17,861 persons a perfect place? The authors of this Revitalization Plan say . . . not yet! In fact, this Plan focuses on the initiatives that are needed to improve and enhance the Borough to make it better than it already is.

Before pursuing a technical approach to revitalization, it is important to understand the context of this diversified community that was designated a country town in 1788 and officially incorporated in 1799. When talking about West Chester, the characteristics that are frequently mentioned include the facts that the Borough is:

1. the County seat of Chester County (anchored by the Courthouse);
2. the home of West Chester University (extending to the south campus in West Goshen and East Bradford Townships); and
3. located in southeastern Pennsylvania, approximately 25 miles west of Center City Philadelphia; 16 miles north of Wilmington, Delaware; 20 miles south of Pottstown, Pennsylvania; and 38 miles east of Lancaster, Pennsylvania.

Given these important locational aspects of the Borough, West Chester has several other “big picture” assets that bode well for its continued prosperity:

4. It is at the crossroads of the regional road network where Routes 100 and 202 (the ones that connect West Chester to Pottstown and Wilmington) cross with Routes 3 and 162 (the ones that connect to Philadelphia and Lancaster).

In many respects, West Chester can be considered to be at the “crossroads of commerce”. High and Gay Streets, and High and Market Streets are the true crossroads. Gay Street, from Matlack Street to Darlington Street comprises the four block “Main Street”. High Street, Church Street, and Walnut Street are the principal north-south streets that intersect with Gay and Market in the Downtown.

5. It has the small town character and charm like other County seats such as Media (Delaware County) and Doylestown (Bucks County). Like Media and Doylestown, it has a distinctive downtown and central business district, from which stable residential neighborhoods can be reached within a 5 to 10 to 15 minute walk.
6. It has been designated as an Urban Landscape type in the 1996 Chester County Comprehensive Plan “Landscapes”. The Urban designation reinforces West Chester Borough’s role in the immediate region as a central place to the more suburban landscapes found in adjoining West Goshen, East Bradford and Westtown Townships. (Refer to Map 1, West Chester Vicinity, for a depiction of the Urban landscape type in and around West Chester.)

West Chester Borough
Urban Center Revitalization Plan

West Chester Borough
Urban Center Revitalization Plan

The Borough of West Chester has many other important attributes that make it a desirable place to live, work, and enjoy leisure pursuits, such as:

7. It has a relatively small land mass of 1.8 square miles (1,087 acres), within which there are a number of compact, mixed use, walkable neighborhoods.
8. It has a discernable Town Center which has the highest intensity of land use and buildings. From the Downtown, the character of West Chester transitions to higher intensity residential neighborhoods, and then to lower intensity residential neighborhoods at the edges. In so doing, the Borough follows the traditional "Transect" of many small towns across America, where the center of activity at the central business district "grades out" to the quieter neighborhoods along the perimeters.
9. It has an interconnected network of streets, alleys, and sidewalks which promote its accessibility and walkability.
10. It hosts four parades at Halloween, during the Old Fashioned Christmas celebration, for Memorial Day, and for Veterans Day, where Borough residents and businesspersons are joined by visitors from such nearby Townships as East Bradford, West Goshen, West Whiteland, East Goshen, Westtown, Thornbury, and Birmingham, to celebrate civic life in Downtown West Chester.
11. It has a Downtown Historic District listed on the National Register of Historic Places, where an awesome assemblage of buildings from the 1800's are clustered. Borough-wide, there are over 3,000 buildings that were built prior to 1935. (Approximately 75% of the Borough has been identified in a recent survey by John Milner Associates as being potentially eligible for listing as a National Register District.)
12. It has three (3) major parks – Everhart Park, Hoopes Park, and Marshall Square Park, and eight (8) smaller neighborhood parks. These parks are dispersed throughout the Borough. They offer a variety of opportunities for active and passive recreation, and help to enhance the quality of life in the immediate neighborhoods that they serve.
13. It has a Business Improvement District (BID) that manages and assists with activities, events, and the enhancement of the Downtown. (The BID now assumes the previous activities of the Main Street Manager and the Commerce Director.)
14. It has an active Citizens Business Alliance (CBA) that seeks to promote the renaissance of downtown West Chester, as an advocate of specialty shops, restaurants, and context sensitive design.

Other accomplishments have helped to put West Chester "back on the map" such as:

15. The new Bicentennial Parking Garage, which was honored in 2001 by the International Parking Institute for the Best Aesthetics in Facility Design.
16. New restaurants and specialty shops in the Downtown.

West Chester Borough
Urban Center Revitalization Plan

17. A Grower's Market at Chestnut and Church Streets during Spring and Summer months.
18. Gallery Walks in June and September on Friday evenings when street life abounds, and many of the shops, stores, and restaurants are overflowing.
19. A Restaurant Festival in September primarily along Gay Street from Matlack to Darlington in September.
20. The Turks Head Music Festival in July at Everhart Park.
21. The May Day Festival at Everhart Park.
22. Super Sunday in June.
23. Swinging Summer Thursdays (May to August).

So, if West Chester has all of these great things going for it, why are we doing a Revitalization Plan? Well, there is still room for improvement. We still need to address:

24. Strengthening the tax base, especially in light of the fact that most of the Borough is built-out, and much of the Borough is tax-exempt. Therefore, we need to find new opportunities to stimulate redevelopment and increase the property tax base consistent with preserving the livability of West Chester. We also need to take the initiative of securing new sources of revenue.
25. Enhancing fiscal integrity.
26. Re-occupying vacant stores and shops in the Downtown, and rebuilding on vacant properties.
27. Stimulating development and redevelopment.
28. Enhancing the streetscape to make the Downtown more attractive, desirable and safe, so that it can compete with the nearby malls, shopping centers, and power centers for market share. Streetscape improvements include such features as sidewalks, streets trees, and streetlights.
29. Improving the infrastructure of the streets (pavements, curbs) and subsurface utilities (water, sewer, storm sewer).
30. Providing more parking in and near the Downtown to better service the new and soon to be developed/redeveloped properties.
31. Attracting private investment and promoting public/private partnerships to stimulate development and redevelopment.

West Chester Borough
Urban Center Revitalization Plan

32. Expanding and creating programs to make West Chester more business friendly, or changing policies to encourage development/redevelopment in the Central Business District.
33. Improving the parks to enhance the neighborhoods and the overall quality of life.
34. Improving wayfinding, especially in the Downtown so that people know how to get around, find civic landmarks, find parking, and circulate more fluidly.
35. Ensuring that appropriate programs, incentives and regulations are in place to protect the historic and architectural resources of the entire Borough. This would include ensuring that all other programs are developed and implemented in a fashion that respects these resources.
36. Adopting Historic Preservation as a policy, an ethic, and a process for revitalization.

The Borough has benefited from consistent, effective leadership and management. The Borough Council, Borough Manager, Department heads, and other elected and appointed officials have figured out how to grow the Borough, how to improve conditions, and how to improve the quality of life. During the course of preparing this Revitalization Plan, we have identified additional initiatives that need to be addressed and more opportunities for making West Chester even better than it is today.

What is now needed are the funds to implement the short and long-range plans. Fortunately, through the combined efforts of the Borough, the County, the State, and the private sector, we should be able to implement his Plan over the next 10 to 15 years.

West Chester Borough
Urban Center Revitalization Plan

GOALS FOR REVITALIZATION

The goals for this Revitalization Plan grow out of several planning and public participation initiatives over the past several years:

- + the West Chester Borough Comprehensive Plan, adopted in November 2000, took three years to complete, and involved numerous public involvement sessions. Many of the goals and recommendations of the Comprehensive Plan relate directly to the Revitalization Plan. Appendix H, the Visioning Summary of the Comprehensive Plan, lists many resident and stakeholder views. (Pages H-2 to H-7 have been highlighted with arrows to indicate those items that are repeated in various places of this report.)
- + the West Chester Business Improvement District (BID), established in 2001, also took three years to be formulated, and involved considerable dialogue on the boundaries, focus, and scope of downtown enhancement. Many of the goals of the BID relate directly to the Revitalization Plan
- + the West Chester Borough Zoning Ordinance, amended in November 2001, focused on such items as a downtown Retail Overlay District, revised standards for the Town Center District, Gateway Corridors, adaptive reuse of Historic Carriage Houses, and more user friendly parking requirements. All of these accomplishments relate directly to the goals of this Plan. All of these issues were extensively discussed and debated throughout 2001 under the guidance of PZBID, the Borough Council Committee on Planning, Zoning, Business and Industrial Development.
- + the Borough officials, various County officials, Borough businesspersons, and citizens at large met over a two year period in 1998 and 1999 as part of a "Meeting of the Minds" initiative. Many of the principles and precepts of this group interaction relate to the goals of this Plan.
- + the Citizens Business Alliance (CBA), active for over six years, have advocated enhancements to downtown West Chester to make it more vibrant and desirable. All of the CBA goals are embodied in the goals of this Plan.
- + the West Chester Borough Open Space, Recreation, and Environmental Resources Plan, adopted in 1992, set forth a number of goals and recommendations for the enhancement of the existing park system. These goals are consistent with the current goals for the park system.
- + the Revitalization Plan Task Force, although not formally constituted until January 2002, was organized beginning in August 2001 and began brainstorming goals in November and December 2001. The insights of the Borough Manager, the Executive Director of BID, the Director of Public Works, and the Director of Recreation served as initial input to the goals of this Plan.

All of these initiatives have been "brewing" over the past nine years, and in particular over the past five years. As such, when documenting the goals of this Plan, the initiatives described above can be considered to be totally consistent with the goals presented below.

West Chester Borough
Urban Center Revitalization Plan

The overall goals of this Revitalization Plan with no order of priority are:

1. Economic Development – Maintain and improve the quality of life in Downtown West Chester; focus on the initiatives of the new Business Improvement District (BID) authority; concentrate on improving the tax base and fiscal integrity; nurture opportunities for real estate development and redevelopment; and encourage the growth of appropriate commerce, business, and light industry, while respecting the traditional historic character and fabric of the Borough.
2. Housing – Maintain and enhance existing housing stock; strive to continue to provide for affordable housing; enhance the quality of life in existing neighborhoods; and provide incentives to create housing opportunities in the Town Center, all with an eye towards blending new housing with the traditional neighborhood fabric of the Borough.
3. Public Works & Infrastructure – Improve the streets; install new shade trees; sidewalks; improve storm water control; and repair and install sidewalks, curbs, crosswalks, street lights, and bus shelters in targeted areas. Also, maintain and improve the existing water, sewer and storm sewer lines; maintain and improve the streets; maintain and improve sewage treatment systems
4. Transportation – Maintain and improve the existing network of streets, alleys, sidewalks and crosswalks; attempt to minimize pass-through traffic; attempt to minimize speeding in the interest of traffic calming; consider a shuttle bus system; promote a transportation center; recreate the Train Station; and re-establish train service.
5. Public Safety – Continue to enforce law and order; continue to improve the quality of life in the Downtown and in the neighborhoods; and strictly enforce speed limits.
6. Parks and Recreation – Improve and enhance existing parks; create a new downtown pocket park; and acquire open space for passive recreation, all with a focus on maintaining and improving the quality of life of the neighborhoods in the Borough.
7. Other Redevelopment Initiatives – Maintain and enhance administrative operations; investigate new methods for Borough enhancement; promote inter-municipal coordination of economic and planning activities of the Urban Center; and promote communications with non-profit institutions.

These goals for this Revitalization Plan are embodied throughout this report. In particular, the General Action Plan of this Revitalization Plan was devised in support of these overall goals for economic development, housing, public works and infrastructure, transportation, and public safety. In addition, special attention has been given to the realm of parks and recreation, and other related redevelopment initiatives.

A separate, but related goal for development and redevelopment was discussed over the past several years related to the Downtown. Appendix C-1 includes a list of “The Top 10 ‘Rules of Thumb’ for Downtown Development and Redevelopment”. This list was utilized when designing the Bicentennial Parking Garage, one-half block south of the Chester County Courthouse.

West Chester Borough
Urban Center Revitalization Plan

There are several overarching strategies that flow from the seven topical goals. These strategies for revitalization cross over from one topic to the next. In other words, while it is practical to separately discuss economic development or housing or transportation, the underpinnings of the topical goals merit discussion.

Regardless of the way we dissect the concept of revitalization, we agree on the following notions:

- * West Chester Borough should be the model for a compact, walkable, mixed use community with a seamless pattern of interconnected neighborhoods.
- * Livability and diversity should be hallmarks of our programs and actions.
- * Preserving, Protecting and Enhancing our historic character is critical to maintaining our sense of community and a sense of place.
- * Enhancing and improving the aging commercial areas is critical to maintaining our attractiveness as a desirable Downtown environment.
- * Our identity as an historic town needs to be maintained in order to promote cultural tourism.
- * Parks, Recreation Areas, and Open Spaces are critical to enhancing the quality of life in the Borough and its neighborhoods.
- * The symbiotic relationship between the Downtown and the Neighborhoods must be maintained.
- * Pedestrian-friendly development and redevelopment is critical to maintaining the Borough as a desirable urban environment.
- * Fulfilling the mandate of “Landscapes” as a viable Urban Center is fundamental to an overall focus for revitalization, in terms of attracting people to live, work, shop, and recreate, in the most accessible manner possible.

These notions helped to guide the decisions of the Task Force while preparing this Revitalization Plan.

GENERAL OVERVIEW ON THE REVITALIZATION PLAN REPORT

This Urban Center Revitalization Plan for West Chester Borough relates to Chester County's initiative to revitalize its urban landscapes. Within the Landscapes Plan, urban landscapes serve as the historic population centers of the County. "They traditionally serve as the focal point of employment and the commercial and cultural centers for surrounding areas. Urban landscapes contain extensive existing infrastructure including sewer, water, and road networks." The highest development density is typically located in the urban centers. (*Landscapes, the Chester County Comprehensive Plan Policy Element*, 1996). The guiding goals of Landscapes include concentrating development to preserve and enhance the diversified mix of land uses.

The Urban Centers Revitalization Planning program is one element of Chester County's *Landscapes 21st Century Fund*. The program has a number of objectives, including directing reinvestment to the urban centers, enhance quality of life in the boroughs, making urban centers more attractive, establishing public policy to support revitalization efforts, and providing a basis for future revitalization grants associated with the implementation of the revitalization plan.

On May 15, 2001, the Board of Commissioners unveiled a new \$24.5 million dollar program to help local towns with community revitalization. The "Community Revitalization Program" is part of the *Landscapes 21st Century Fund*, which consists of incentives for municipalities to carry out the goals of *Landscapes*. A key element of *Landscapes* is to focus development and redevelopment in and around Chester County's towns. County government recognizes that many towns have older infrastructure systems in need of upgrades or expansion. Through the Community Revitalization Program, the County will offer funding for infrastructure and streetscape improvements that are conducive to attracting and retaining residents and businesses.

The Department of Community Development (DCD) will administer the Community Revitalization Program. DCD already administers the federal Community Development Block Grant (CDBG) program, which funds improvements to public works and facilities in low-income areas. The Community Revitalization Program is open to the 15 boroughs of Chester County and to the City of Coatesville.

To be eligible for the Community Revitalization Program funding, as well as the basis for other funding sources, proposed activities must be identified in an approved strategic plan. This Urban Center Revitalization Plan is intended to serve as the strategic plan to enable the Borough of West Chester to apply to DCD, the Chester County Department of Community Development, for funding to improve the streetscapes, infrastructure, and quality of life in West Chester.

This plan sets out a set of revitalization goals and objectives, consistent with Landscapes and the Comprehensive Plan for the Borough of West Chester adopted in November 2000. This Urban Center Revitalization Plan is an addendum to the Comprehensive Plan.

Task Force Guidance

A Task Force was created to oversee the development of the Urban Center Revitalization Plan. To ensure representation by key stakeholders, while maintaining a workable size, the Task Force included 10 members. The Task Force included a representative from each of the following Borough departments: Borough Manager's Office, Police, Public Works, and Recreation. Two members of Borough Council served on the Task Force, as well as representatives from the Chester County Planning Commission, the West Chester Borough Planning Commission, the Downtown West Chester Business Improvement District (BID), and the Chamber of Commerce of Greater West Chester.

Through the guidance of the Task Force, this Plan addresses the major revitalization components of the Borough, with an emphasis on initiatives that can be accomplished over the next 10 to 15 years.

Key Revitalization Elements

The structure of this Revitalization Plan has been developed to address the Checklist developed by the Chester County Planning Commission. The Checklist appears as Appendix D. The following sections of the Plan pertain to: (1) economic development and the Business Improvement District (BID); (2) housing; (3) public works & infrastructure and transportation; (4) public facilities and services; (5) parks and recreation; and (6) other redevelopment initiatives.

A. ECONOMIC DEVELOPMENT AND THE BUSINESS IMPROVEMENT DISTRICT (BID)

A.1. INVENTORY OF TRENDS AND ISSUES

A healthy, thriving business district is important to the community and positively affects property values for both commercial and residential property owners. West Chester Borough is substantially built out, so there is limited land available for new development. The only new development that can occur in West Chester Borough will be redevelopment on existing sites and small infill development on the few open lots that exist. However, within the West Goshen portion of the Urban Center, there may be more opportunities. Unless the redevelopment in West Chester Borough includes increased density or intensity of use on existing parcels there will not be an increase in real estate tax rates or assessed value (see section A.1.b. for further discussion of this concern).

The business community is integral to the development of this Revitalization Plan. The Executive Director of the West Chester Business Improvement District (BID), Malcolm Johnstone, served on the Task Force and helped with preparation of this Revitalization Plan.

A.1.a. Background Information

The economic development potential of West Chester Borough was evaluated from a regional market perspective and a local market perspective. Current economic conditions in West Chester Borough are assessed with a variety of data and information sources.

Major economic uses are clustered in the Town Center areas of West Chester Borough, and the extensions of the Town Center along Market, Gay, and High Streets. Map 2. Existing Land Use (from the November 2000 Comprehensive Plan) depicts commercial uses in the downtown and along the Gay Street, Market Street, and High Street “corridors”. The major industrial area is in the southeastern portion of the Borough.

Background data on the labor force and employment base in West Chester Borough and Chester County is presented below.

Labor Force

Table 1. Labor Force Characteristics appears in Appendix B. It provides information on the labor force in West Chester Borough. To provide a benchmark for comparison, labor force data for the County are also presented in the table. The data are from the 2000 Census.

Contrasting the labor force statistics between West Chester Borough and Chester County reveals a number of important elements of the structure of the labor force in the Borough. West Chester Borough has a significantly higher number of people who work in the industry category called arts, entertainment, recreation, accommodation and food services.

While 5.4% of the county-wide labor force works in this sector in West Chester Borough, almost 14.1% of the labor force is employed in this sector.

West Chester Borough
Urban Center Revitalization Plan

Map 2

West Chester Borough Urban Center Revitalization Plan

Another difference revealed in Table 1. is the percentage of employees who work in educational services. While 19.8% of the county population is employed in educational, health, and social services in West Chester Borough, 21.9% of the population is employed in educational, health, and social services. This number can be attributed to West Chester University.

Another difference is apparent in the class of worker data. 12.5% of the workers in West Chester Borough are classified as government workers, due to the presence of the Courthouse. Throughout the County, 8.5% of the workers are classified as government workers.

The data for manufacturing workers reveals another interesting contrast. In the county, 14.8% of workers are employed in the manufacturing sector (summing the numbers for the manufacture of nondurable and durable goods). In West Chester Borough, 7.8% of workers are employed in manufacturing.

Economic Sector Analysis

The 1997 Economic Census reports the number of employees and number of establishments by Industry in the Borough. This information is listed in Table 2. Statistics by Economic Sector, which appears in Appendix B . These data corroborates the picture portrayed by the labor force data. The largest sectors in West Chester Borough, as measured by total number of employees are: retail trade (4,805); professional, scientific, and technical services (2,735); accomodation and food services (1,000-2,499); and manufacturing (1,796). The information shown is reported only for for-profit organizations. The government sector and the non-profit sector are not reported, so the impact of West Chester University and local government agencies are not reflected in this table.

In regard to the gross value of output, the retail sector reported over \$2.5 billion in gross receipts. The manufacturing sector reported over \$402 million in gross receipts. Professional, scientific, and technical services reported over \$270 million in gross income.

Employment Base

The West Chester Comprehensive Plan (November 2000) reported the major employers in the Borough. Table 3. indicates the Major Employers in West Chester Borough. The largest employers are West Chester University, Chester County Hospital, and the Chester County Courthouse, which have 5,488 employees or 70.6% of the total number of employees of the list of major employers.

West Chester Borough
Urban Center Revitalization Plan

Table 3. Major Employers in West Chester Borough

Employer Name	Number of Employees*
West Chester University	2,782
Chester County Hospital	1,748
Chester County Courthouse	958
YMCA of Central Chester County	467
ARAMARK Food & Supply Service	445
Wyeth Ayerst Pharmaceutical	443
Adecco Employment Services, Inc.	443
West Chester Area School District	244
Borough of West Chester	238
Total	7,768

* (Includes full-time, part-time, and seasonal employees)

Source: Berkheimer Associates records for the 1999 tax year, as reported in the West Chester Comprehensive Plan, dated November 2000.

General Inventory of the Existing Business Uses

Downtown West Chester is one of the oldest commercial districts in the country, dating from the mid-1800's. Most of the buildings in the downtown date from before 1900.

The Comprehensive Plan reports that retail/service land use occupies approximately 59.3 acres of land (5.6% of the Borough's total land area). Retail/Service establishments are primarily concentrated in the downtown area and along the main thoroughfares – namely, Gay Street, Market Street, High Street, Route 322 – Hannum Avenue, and Strasburg Road. Industrial uses are clustered in the southeastern portion of the Borough (as shown in Map 2. Existing Land Use).

An inventory of existing business uses in the Downtown was prepared in 2001 as part of a Zoning Ordinance analysis for Retail Overlay Districts. This inventory is included in Appendix C-2.

Inventory of Vacant Commercial Sites Within the BID Area

The Business Improvement District (BID) reports that commercial vacancy rates for the Downtown area (BID area) range between 7% and 11%. The BID classifies vacant commercial spaces into three categories:

- 1) vacant and available (ready to rent);
- 2) vacant and unavailable (possible to rent but unlisted); and
- 3) vacant and undeveloped (or underdeveloped).

The vacant commercial sites are illustrated on Map 3. Within the Downtown, there are 18 vacant commercial sites. Of these, 13 fall into the first category. There are currently four vacant sites that are unavailable for lease. There is one site at Market and Walnut that is classified as vacant and undeveloped. The vacancies are distributed throughout the Downtown.

West Chester Borough
Urban Center Revitalization Plan

Map 3

West Chester Borough
Urban Center Revitalization Plan

Retail Mix in Downtown West Chester

The Retail Enhancement & Expansion Program (REEP), developed by the BID, analyzed the economic structure and retail mix in and around downtown West Chester. The analysis indicates that there are four general economic categories in downtown West Chester. These include: government services; professional and financial services; retail services; and amenity and eating establishments.

- Government services are the most visible sector. As the county seat, West Chester is the traditional center for government offices, courts, and the post office.
- Professional and financial services is the largest sector of downtown West Chester representing approximately two-thirds of the businesses. Included in this category are banks, insurance agencies, financial consultants, attorneys, design professionals, media agencies, computer and technology consultants, and other professional services.
- The retail services sector includes jewelry stores, apparel shops, art galleries, antique shops, gift shops, home furnishings, and other establishments that provide for the sale of goods.
- Amenity and eating establishments include restaurants, hotels, bars and taverns, coffee shops, and other businesses that attract customers for social or entertainment purposes.

Retail Market Analysis

The retail sector is vital to the functioning of Downtown West Chester as well as to the overall well-being of the Borough. As noted in Table 2., retail trade is a substantial component of the local economy. To effectively promote this sector, it is important to understand the functioning of the retail market.

The REEP includes an analysis of the primary, secondary, and tertiary markets in the retail sector. Businesses in the retail sector have a market orientation to their location strategies. They want to locate in places that will maximize access to their buyers. Retailers expect their customers to travel relatively short distances to make purchases. Different products have different population thresholds and different geographic areas or ranges. People will travel a longer distance to purchase a piece of furniture than they will to buy a gallon of milk. In light of the varying ranges of goods, the retail market can be subdivided into three classifications – primary, secondary, and tertiary markets.

- The primary market is the market for convenience items and items that are purchased frequently. Customers are not willing to travel long distances for these goods; therefore the geographic market in the primary sector is typically no greater than a five (5) mile radius.
- The secondary market is for goods that are not purchased frequently and are typically more expensive. Shoppers are willing to travel and take their time to comparison shop. To compete in this market, West Chester will have to focus on specialty items, such as women's apparel and shoes.

West Chester Borough
Urban Center Revitalization Plan

- The tertiary market is the market for goods that are sold infrequently and, therefore, require a larger market threshold and serve larger geographic areas, as customers are usually willing to travel longer distances to purchase the goods. To capture this market, West Chester Borough has to function as a destination shopping location for items such as jewelry, fine art, and specialty gifts.

Ideally, the retail sector in West Chester Borough would function to serve each of these markets. While the primary market is functioning well in West Chester, it is important to identify those items in the tertiary market for which the Borough has a comparative advantage. With this information, a viable retail positioning strategy and marketing program can be developed. An advertising program is already underway to promote West Chester as a destination and as a place to do business.

“Main” Street’s Mission

The overall mission of “Main Street” in West Chester is to serve all constituencies in the urban center as a hub for entertainment, specialty and convenience retail, employment, restaurants, art and culture, professional services, government services, housing, business services, and nonprofit services. Main Street in West Chester is to enhance the quality of life and serve as a focus for life in the community.

A.1.b. Economic Development Problems: Reasons and Causes

Some of the causes and reasons for economic development problems in the Borough of West Chester are described below.

Meeting Contemporary Building Code Standards

As with any older commercial buildings, the older structures which do not conform to contemporary code standards must undergo regular renovation and demand adaptive reuse. However, 21st Century retail and office standards may run contrary to the design practices of the 18th and 19th Centuries. Thus, adaptive reuse becomes limited by historic design features and expensive to apply in comparison to new construction in vacant areas.

Regional Market Competition

New commercial construction has escalated within the regional market area. This has the effect of causing local market demand to flatten and the retail sector to become more competitive. This has marginalized or eliminated traditional downtown businesses as they have to compete in the regional market.

Limited Space for Business Expansion

Because of the relatively small size of the Borough at 1.8 square miles, the relatively small area constituting the Town Center and Commercial Service Zoning Districts, and the limited number of vacant, unoccupied, or underutilized buildings, business expansion opportunities are limited.

Lack of Economic Development Programs

Although the BID is doing a great job, there is a general lack of economic development programs that are tailored to small businesses. However, the Chester County Development Council has a Small Business Assistance Program. (It is referenced in Appendix G on pages G-10 and G-11.) In addition, the private sector needs to continue to “step up to the plate” and help to stimulate private investment in the Borough.

Lack of Borough Resources to Promote Economic Development

Although the Borough is doing everything possible to apply for grants for economic development projects, and to support the BID, the funds from public entities are somewhat limited for promoting economic development through the public sector.

Declining Infrastructure

The Downtown receives a lot of wear and tear. Everything from street trees, to benches, to brick pavers, becomes worn with age (and occasional abuse). Much attention is given to the Downtown in this Revitalization Plan to brighten the future of the streetscape as an economic development initiative.

A.1.c. Existing and Relevant Economic Development Plans

There are a number of existing and relevant economic development plans which are summarized below.

Market Street Economic Development Project

This project is part of the business plan for West Chester prepared by the Business Improvement District Authority, and a continuation of the multi-year effort by the Borough of West Chester to revitalize its central business district. The project will address declining and blighting influences along Market Street from New Street to Railroad Alley – by completing public infrastructure site improvements, including new, decorative street lights, sidewalk and curb replacement, limited street resurfacing, stormwater improvements, street furniture, and signage.

Business Improvement District Five-Year Plan

The Plan is designed to achieve the mission and vision of the West Chester BID. The BID's mission is “to create a partnership among business and property owners to achieve long-term economic growth for business in Downtown West Chester. Its vision is to make Downtown West Chester a destination for Borough residents, customers, and visitors, as well as for small and large businesses and investors. The Plan includes marketing strategies aimed at bringing people and businesses to Downtown West Chester and improving parking conditions, and advocacy for downtown business people and for downtown physical improvements.

Retail Enhancement and Expansion Program

The West Chester *Retail Enhancement & Expansion Program (REEP)*, discussed above in the Retail Mix in West Chester section, was developed by the West Chester BID to generate the necessary information for an action plan that will guide the efforts of the BID and the Borough as they seek to create a functional and viable business mix for the downtown area. The scope of

work for this project is to collect, analyze, and make recommendations to the BID and the Borough regarding which business categories will have the best chance of succeeding in the downtown area. Once viable retail categories are identified, the BID can effectively develop recruitment and retention programs for targeted segments.

A.1.d. Economic Development Actions Taken or Underway

A number of economic development action plans have already been implemented. The major projects are noted below.

Streetscape Improvement along Gay Street

The "Gay Street Semi-Mall" was constructed in the late 1970s to the mid-1980s. New street trees and street lights were added between Matlack Street and New Street, as were brick sidewalks and benches. Parking bays were created where sidewalks were extended, especially at street intersections. Brick pavers were also installed at key intersections to form a more graceful system of crosswalks.

The Bicentennial Parking Garage

The new deck parking structure located one-half block south of the Court House along High Street was constructed in 2000. The structure provides 372 parking spaces and 4500 square feet of retail and office space. In 2001 it won an award for "Best Aesthetics in Facility Design" for a parking garage by the International Parking Institute because of its context sensitive design. First-floor retail and offices are along the sidewalk as "liner shops" to the new building.

Business Improvement District (BID)

A Business Improvement District (BID) was established as a municipal authority in 2001. Governed by a Board of Directors and operated by an Executive Director, the BID will be the primary vehicle to oversee economic development initiatives in Downtown West Chester. The mission of the BID is "to create a partnership among business and property owners to achieve long-term economic growth for business in Downtown West Chester." The primary objectives of the BID program include:

- increasing customer traffic and sales, to increase property values
- retaining, expanding, and recruiting viable businesses
- achieving a positive image of downtown parking, and
- advocating for the downtown business community with government agencies.

The BID is currently in the process of developing marketing and promotional materials, developing programs to attract strong, stable businesses and investors, helping to fill vacant spaces, and assisting established businesses.

The BID has developed a retail strategy based on an understanding of the primary, secondary, and tertiary retail markets (described above in the discussion of the *Retail Enhancement and Expansion Program*). The opportunities to expand are in the primary market and the tertiary market.

Urban Development Action Grant (UDAG) Fund

The \$135,000 fund is committed to economic development projects. A total of \$90,000 will be used for economic development loans. There is a loan in place from this fund to the Turks Head Inn Hotel project.

Local Economic Revitalization Tax Assistance (LERTA) Act Program

The LERTA program is a three-year real estate tax forgiveness program designed to stimulate local economic development and to accomplish other revitalization goals. In West Chester, LERTA was used to help create the fiber-optic loop in town.

A.1.e. Strengths and Weaknesses of the Borough's Economic Role

West Chester being centrally located in Chester County, is well positioned to serve as an entertainment and specialty-shopping destination. This is in addition to West Chester's economic role as a center of government at the Chester County Courthouse, and the center of higher education with West Chester University.

A.1.f. Suitable Locations for Business Development

Suitable locations for business development obviously include existing shops and buildings, as they become available. Locations for potential, significant business development include the following sites:

- (1) The lots owned by the Borough and General Sales at the southeast corner of Walnut Street and Chestnut Street.
- (2) The Goodwill Fire Company building at 38-40 E. Gay Street when the fire company relocates to Bolmar and Union Street.
- (3) The dilapidated building at 40 E. Market Street (the old "Rubinstein Building").
- (4) The parking lot on the southeast corner of Gay Street and Darlington Street.
- (5) The former Wilmington Trust/RMB Bank building at the southeast corner of Market Street and Walnut Street (in the process of redevelopment).
- (6) The private parking lot at 116-118 W. Market Street.
- (7) The building at W. Market Street which currently houses the Social Security offices when they relocate to a larger facility.
- (8) The former Hoffman Lumber property at Franklin and Barnard Street and Adams Street.
- (9) The former Integra Medicus Buildings at 515 S. Franklin Street.

West Chester Borough
Urban Center Revitalization Plan

- (10) The currently redeveloping Alliance Environmental property on the south side of Union Street west of Bolmar Street.
- (11) The underutilized lots on the south side of the 400 block of E. Gay Street.
- (12) The Wyeth plant site on E. Nields St. if that plant closes.

Within the downtown area, specifically within the Downtown Commercial Historic District, vacant, non-rentable buildings represent an economic blight and drain upon community resources through lost tax revenues, and possible increased fire, vandalism, and security risks, as well as lost opportunities for business attraction and development. Two structures have been identified in the downtown historic district as buildings that are in need of renovation and adaptive reuse but whose costs for such actions are beyond what the market may support. These are identified above as sites (3) and (5).

Sites (3) and (5) are considered by the community to be important downtown buildings and are vital to the downtown's health. While the buildings are structurally stable, their previous uses will cause the adaptive reuse of the buildings to cost more than the market will bear. Further, decay due to lack of maintenance of the buildings will add cost to any rehab projects.

It is in the community's best interest and desire to preserve and renovate these structures into viable and economically contributing buildings. Such projects would include a pro forma analysis and feasibility study, a revolving loan fund, facade improvement grant program, use of historic tax credits, and business resource development planning.

A.1.g. Additional Performance Standards to Assure That Business Development is Compatible With Adjacent Land Uses and Landscape

West Chester Borough adopted the updated Comprehensive Plan in November 2000, and an updated zoning code in November 2001. Coupled with the Historic District regulations, these standards are sufficient to assure that business development is compatible with adjacent land use and landscape.

A.1.h. Local Fiscal Structure

A more general concern, albeit one that is more serious in the long run, relates to the tax structure, and the ability of the Borough to maintain a level of service in public goods provision. A strong business community does not translate into increased tax revenue to support Borough services because West Chester can only tax businesses at a \$150.00 per year flat rate under current state law. Increased property values also do not immediately translate into increased tax revenue, because property assessments are not regularly updated to reflect market values. Countywide assessments can be decades apart.

If an enhanced business community results in an increased demand for services, the Borough will not have the increased revenue sources to meet the growing demand. The only source of tax revenue to the Borough that does increase with economic conditions is the earned income tax which is paid predominately by residents living in the Borough. This revenue will increase only with resident wage increases or new residents. This revenue supports only 21 percent of the Borough budget for services.

These factors create a long-term destabilizing threat to the economic health of West Chester. While the demand and cost of providing necessary municipal services such as police protection, fire protection, codes enforcement, public works, and recreation grow, there is no corresponding revenue growth to fund the expense. Without the necessary revenue growth either services will decline or local government taxes will have to be constantly increased. Both of those outcomes have the effect of making the community less attractive for residents and business and potentially lead to urban decline.

Economic development is essential to keeping West Chester a viable, healthy, livable community into the future. In order to inflate the tax base, economic development must involve increased intensity of redeveloped land use and/or an increased number of wage earning residents.

A.2. GENERAL ACTION PLAN

The General Action Plan pertaining to Economic Development and the Business Improvement District (BID) is reflected on page 4-13. In addition, many of the BID Action Plan items are related to Transportation and Streetscape. Therefore, most of the BID Action Plan items are included in Section C. under Transportation. Further, there are a few revitalization initiatives that could be considered as a subcategory of economic development, addressed in this report in Section F. under "Other Redevelopment Initiatives". These pertain to the creation of a Redevelopment Authority, the continuation of Brownfield site redevelopment, and various intergovernmental cooperation measures.

As described earlier, the BID is actively involved in a number of Downtown initiatives. Most of the BID initiatives and priorities are established through a questionnaire/survey process that is organized and administered by the BID Executive Director and staff. Each of the approximately 300 affected property owners in the BID area is asked for input. The projects on BID's "wish list" include many transportation and streetscape projects listed in Section C. such as: Market Street improvements; Signage improvements; Trash Receptacle replacement; Brick Sidewalks; Planters; Bus Stop enhancements; and Landscaping enhancements. These projects have been extensively discussed over the past three years at numerous BID meetings with Borough involvement.

Several of the proposed improvements by BID that are not related to streetscape or transportation are listed on page 4-13. These include items such as kiosks, brochures, special events, and cultural interpretation programs.

**A.2. ECONOMIC DEVELOPMENT INITIATIVE
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

In addition to the BID initiatives listed in Section C. under “Transportation”, other initiatives proposed by BID include:

- Creation of informational kiosks
- Publication of downtown directory and informational brochures

Additional cultural and arts attractions include:

- Creation of public arts events
- Funding for public art projects
- Development of internet presence (www.westchesterbid.com with links to www.west-chester.com)
- Cultural interpretive items recognizing Samuel Barber
- Cultural interpretive items recognizing the influence of the black community
- Cultural interpretive items recognizing the Underground Railroad

Other economic development tools are featured in Appendix G, such as the:

- Facade Improvement Program
- Main Street/Commercial Investment Program
- Small Business Assistance Program

Refer to pages G-6 and G-11 for additional details.

B. HOUSING

B.1. INVENTORY OF TRENDS AND ISSUES

A demographic study of West Chester Borough was conducted to identify key household characteristics and concerns relevant to this revitalization plan. Demographics were selected which affect housing such as household types, sizes and income. These are good indicators of the types of housing needed and the housing costs in the community. Housing stock characteristics in the Borough were also researched to further ascertain housing conditions. The data for this section rely heavily on the 2000 Census.

B.1.a. Background Information

Housing data and trends were presented in the Comprehensive Plan. This section will summarize the findings in light of the considerations of the Urban Revitalization Plan. The quantitative information comes from a variety of sources including the U.S. Census, County data, and Delaware Valley Regional Planning Commission (DVRPC) data.

Population Characteristics

Tables 4., 5., and 6. below present the Census 2000 Housing data. As listed in Table 4., Household Type, 57.5% of the households are classified as nonfamily households, this category includes householders living alone and non-related individuals living together. Over 16% of the total households are households with individuals 65 years and over. Table 5., Household Occupancy, indicates a housing vacancy rate of 4.2%. Over 80% of the vacancies are rental vacancies.

The most striking statistic for housing in West Chester Borough, and the cause of the greatest housing concern is the extremely high percentage of housing units devoted to rental housing (62.8%) as shown in Table 6., Housing Tenure. The high proportion of rental housing potentially creates a destabilizing effect on neighborhoods, as renters are less inclined to maintain their properties and tend to be temporary residents.

Table 4. Household Type

Household by Type	Number	Percent
Total Households	6,265	100.0
Family Households	2,660	42.5
Nonfamily Households	3,605	57.5
Householder Living Alone	2,212	35.3
Householder 65 years and over	486	7.8
Households with individuals under 18 years	1,335	21.3
Households with individuals 65 years and over	1,051	16.8

Source: U.S. Census Bureau, Census 2000

West Chester Borough
Urban Center Revitalization Plan

Table 5. Housing Occupancy

Housing Occupancy	Number	Percent
Total Housing Units	6,541	100.0
Occupied Housing Units	6,265	95.8
Vacant Housing Units	276	4.2
For seasonal, recreational or occasional use	18	0.3
Homeowner Vacancy Rate (percent)	0.9	-----
Rental Vacancy Rate (percent)	3.2	-----

Source: U.S. Census Bureau, Census 2000

Table 6. Housing Tenure

Housing Tenure	Number	Percent
Total Occupied Housing Units	6,265	100.0
Owner-Occupied Housing Units	2,331	37.2
Renter-Occupied Housing Units	3,934	62.8
Average Household size of Owner-Occupied Units	2.49	-----
Average Household size of Renter-Occupied Units	2.20	-----

Source: U.S. Census Bureau, Census 2000

Housing Types

West Chester Borough has a variety of housing types. Map 4, which was originally produced for the Comprehensive Plan, shows the distribution of major housing types in the Borough. The twin house is the predominant housing type, followed by single-family detached houses and row houses. Twins and row houses are clustered in the central portion of the Borough as well as in the southeast section. Single-family detached housing is the predominant type of housing in the northwest, northeast, and southwest sections of the Borough. Large apartment complexes are found in the west and northeast areas of the Borough, and smaller apartment buildings are located throughout the southeast section. There are also some scattered housing units in commercial areas.

Table 7., Housing Types, shows the breakdown of number of houses by type. Almost 33% of the total housing stock is twin structures. Single-family detached houses account for 26.8%, and row houses account for 17.8% of the housing stock.

West Chester Borough
Urban Center Revitalization Plan

HOUSING TYPES MAP

Table 7. Housing Types

Housing Type	Number of Parcels	Percent
Single-Family Detached	1,071	26.8%
Twin	1,314	32.9%
Row	711	17.8%
Apartments 9+	50	1.3%
Non Residential	846	21.2%
TOTAL	3,992	100%

Rental Units

As indicated in Table 6., Housing Tenure, West Chester has a very large rental population. Map 5 shows the distribution of rental properties in the Borough. There are a large number of rental properties – 62.8% of the total housing stock. As can be seen on the map, rental housing is found throughout most areas of the Borough, but the heaviest concentration is in the central portions. The neighborhood to the east of West Chester University also has a disproportionately large number of rental housing properties. Those areas of the Borough that are composed of primarily single-family detached houses have a small number of rental properties.

B.1.b. Reasons or Causes for Housing Concerns

The cause of the greatest housing concern is the high proportion of rental housing. A second concern is the abundance of student housing and the impact of the large student population on the neighborhoods. The third concern is the lack of housing in the Town Center area.

High Rental Housing Population

There is an extremely high percentage of housing units (62.8%) devoted to rental housing. The high rental percentage creates a destabilizing effect on neighborhoods, as the rental populations tend to be of a temporary nature and renters have little incentive to maintain their properties. This is a trend that started in 1980 and continues to be a problem.

Student Housing in the University area

The Borough has taken action to try to address student housing impacts. A student home ordinance was adopted on March 2001. It limits areas where student homes can and cannot be created; existing student housing that is contrary to the ordinance is deemed “non-conforming.” A database of student homes is maintained and helps in the enforcement of the student home ordinance.

Density restrictions in the Town Center area

The Borough enacted a Zoning Ordinance Amendment in November 2001 to enable an increase in density in the Town Center area by eliminating the lot area square footage requirements in the Town Center District, Block Class B. In addition, the lot area requirement in Block Class A was reduced to 1,250 square feet.

Carriage House Regulations

In November 2001, the Borough Council also enacted new regulations governing the use and adaptive reuse of historic carriage houses. New opportunities to utilize these buildings as residences and for limited commercial use are now in effect. This measure should help to enable additional dwelling units in the future.

West Chester Borough
Urban Center Revitalization Plan

RENTAL

B.1.c. Summary of Existing Housing Plans and Studies

There are two relevant housing plans that have recently been completed. These include the Housing Plan completed for the West Chester Comprehensive Plan (Adopted November 2000) and the Five-Year Consolidated Plan (2000-2004) for Chester County completed by the Department of Community Development.

West Chester Comprehensive Plan (November 2000)

In conformance with the requirements of the Municipalities Planning Code (MPC), the Housing Plan was completed as part of the Comprehensive Plan. The data used in the Comprehensive Plan came from the 1990 Census. The affordable housing findings from the Comprehensive Plan appear on pages 5-10 and 5-11.

Chester County Consolidated Plan (2000-2004)

To meet the requirements of the United States Department of Housing and Urban Development (HUD), the Chester County Department of Community Development produces a Consolidated Plan to establish a unified vision for meeting Housing and Community Development needs for the County. The plan employs Census data to describe the housing needs of the low, very low, and extremely low-income population as well as the homeless.

B.1.d. Recent Housing Improvement and Development Actions

A few of the housing development actions have recently been taken or are in progress, include the following:

Converted warehouse – 500 block of Mechanics Alley – into 7 dwelling units

New townhouse development – Bradford Avenue (across from Daily Local News) – 20 rental townhouse units currently being constructed

Student dormitories – West Chester University is currently planning two new dormitory projects – one on the north campus in the Borough, and one on the south campus in East Bradford Township. The north campus dormitory will have approximately 250 beds.

B.1.e. Identification of Substandard Rental and Ownership Housing Units/Properties

There are substandard rental and owner occupied housing units at isolated scattered sites in the Borough. West Chester Borough's vigorous rental housing licensing and inspection program prevents excessive deterioration of the housing units, which constitute 63% of the total housing units. Despite that program there are still a number of poorly maintained rental properties, predominately located in the southern quadrants of the Borough, which are heavily student rental populated. Additionally, there are scattered substandard housing units, both rental and owner occupied, in the northwest quadrant of the Borough.

B.1.f. Identification of Structurally Unsound Housing Units/Structures

There are no known areas of structurally unsound housing units or structures in the Borough.

B.1.g. Identification of Areas Targeted for Revitalization of Substandard Rental and Ownership Housing Units

The Borough has targeted two areas for revitalization of substandard housing units by designating them as targeted LERTA tax assistance areas shown on Map 3.a., Lerta (Tax Assistance) Zones.

B.1.h. Land Use Regulations and the Cost of Housing

West Chester Borough's land use regulations provide for relatively small lot sizes with reasonable setback and coverage standards. Therefore, the regulations do not unnecessarily inflate the cost of housing or discourage any form of housing. The only provision that may discourage new housing development is the parking requirement of two (2) spaces per dwelling unit. However, most residential neighborhoods already have serious parking problems, adequate parking is essential in those areas. Based on the Comprehensive Plan, which encourages residential development in the commercial areas, the Borough in November 2001 eased the lot size requirements for residential development in the Downtown. The parking space requirement for residential development could be reduced to further encourage dwelling units in the Town Center and Commercial Service zoning districts.

B.2. GENERAL ACTION PLAN

The General Action Plan pertaining to Housing is limited. This is due to the fact that the housing situation in West Chester is in good shape, and the neighborhoods are reasonably stable. However, the Task Force discussed housing affordability, and felt that its coverage in the November 2000 Comprehensive Plan was appropriate for inclusion in this Revitalization Plan. In addition, Zoning Ordinance Amendments that were adopted in November 2001 helped with the provision of affordable housing in the Town Center District.

Information on Housing Affordable is included on pages 5-9 to 5-11.

West Chester Borough
Urban Center Revitalization Plan

Map 3.a.

**B.2. HOUSING
GENERAL ACTION PLAN**

Program Type: AFFORDABLE HOUSING

Program Notes:

1. The Borough took steps on 11-28-01 to provide for more affordable housing opportunities with the adoption of two Zoning Ordinance Amendments:
 - a. Carriage House regulations – now enable adaptive reuses as a second dwelling on a lot.
 - b. Town Center – lot area square footage at 0 for Block Class “B”, and reduced to 1,250 square feet for Block Class “A”.
2. The Borough can collaborate with West Chester University and their new dormitory project on the North Campus. If a 250 bed facility is added, it could relieve the South Walnut Street area of pressure for student homes.
3. The Borough should investigate possibilities to encourage a reduction in the percentage of rental housing and a higher ratio of owner occupied units.

The Borough should promote the use of the First Time Home Buyer Program, and the Housing Rehabilitation and Modification Programs, of the Chester County Department of Community Development. (These programs are profiled in Appendix G on pages G-2 to G-5.)

4. Pages 62 and 63 of the November 2000 Comprehensive Plan for the Borough are attached as pages 5-10 and 5-11. This information indicates that West Chester meets its “fair share” of affordable housing at both the regional and the County level.
5. Through intermunicipal cooperation (see page 9-4), the entire Urban Center should be scrutinized for possible opportunities to provide affordable housing.

C. PUBLIC WORKS & INFRASTRUCTURE, AND TRANSPORTATION

C.1. INVENTORY OF TRENDS AND ISSUES

The Public Works Department is responsible for 44.01 miles of roadways in the Borough, including 27.63 miles of Borough-owned streets, 5.98 miles of state-owned, and 10.69 miles of alleys. Basic repairs to streets and alleys is addressed through a streets and alley resurfacing program. The Public Works Department also provides yearly line painting on crosswalks, arrows, line dividing lanes, stop bars, and curbs.

West Chester Borough owns and operates all sanitary sewage collection and conveyances facilities in the Borough. Almost the entire Borough has public sanitary sewer service. The system consists of 40 miles of sanitary sewer mains, 4,050 connections, and four pumping stations.

Relative to Transportation, the Borough is highly accessible by motor vehicles and buses. The Borough is currently served by four SEPTA bus routes, a Southern Chester County Organization on Transportation (SCCOOT) route, and a Krapf's route. These bus routes help to connect West Chester with such places as Philadelphia, Exton, the Great Valley Corporate Center, and Coatesville. However, there is no existing shuttle bus service to connect the Borough to nearby places. Overall, however, bus service can be considered to be good to and from West Chester. Unfortunately, the train service that used to connect West Chester to Media, PA (and, thence, to Philadelphia) has been discontinued for over 20 years. West Chester really needs to have the train service reconnected in order to reduce auto dependency and reduce the growing gridlock, both locally and in the region.

C.1.a. Background Information

Relative to infrastructure, the Borough has been developing a digital database of the sanitary and stormwater sewer system that can be stored in a GIS system. The Public Works Department has ArcView installed on their computer system and has contracted with HRG Associates to develop a geo-referenced digital database of the stormwater and sewer system. Map 6, Sanitary Sewer System, shows the sanitary sewer network, and Map 7, Stormwater Sewer System, shows the stormwater system.

The Borough does not have a thorough inventory of the condition of the underground infrastructure, since much of it was built in the early 1900s, and extensive records were not kept. Nearly 85% of the storm sewer and sanitary sewer network was built between 1911 and 1916.

Since the implementation of the new GIS system, the public works department has been developing an extensive database to monitor the condition of infrastructure in the Borough.

Wastewater is conveyed to two treatment plants. Wastewater on the southeastern side of the Borough is conveyed to Goose Creek Wastewater Treatment Plant (WWTP) in West Goshen Township. Wastewater on the western side of the Borough is conveyed to Taylor Run Wastewater Treatment Plant in East Bradford Township. The Borough of West Chester has an agreement with East Bradford Township to accept residential, light commercial, and industrial waste, and is at 96% capacity of the original agreement.

West Chester Borough
Urban Center Revitalization Plan

Map 6

West Chester Borough
Urban Center Revitalization Plan

Map 7

West Chester Borough
Urban Center Revitalization Plan

The Taylor Run WWTP is in compliance with National Pollution Discharge Elimination System (NPDES) requirements. Goose Creek WWTP is in compliance with NPDES discharge parameters and has excess capacity.

Relative to transportation, the Borough has prepared several transportation plans and parking plans over the past 15 years. For example, a “Long Range Transportation Study” was prepared by the West Chester Regional Planning Commission in February 1997. In addition, a “West Chester Transportation Center Study” was prepared by the Southeastern Pennsylvania Transportation Authority in October 1993. In addition, several downtown parking studies have been prepared to address on-street parking, off-street parking in open air parking lots, and off-street parking in deck parking structures. The implementation of these plans has led to the construction of the Bicentennial Parking Garage, as discussed on page 4-9, and the upgrade of the traffic control signals along High, Gay, Market and Chestnut Streets in the interest of better traffic flow.

Of the initiatives not yet addressed, the reestablishment of train service to West Chester is a major transportation program element that still needs to be accomplished. Other traffic and parking needs that have been previously identified include: the construction of additional deck parking structures in the downtown and at and near West Chester University; a shuttle or jitney service; and the creation of an intermodal transportation center in conjunction with the Chester County Courthouse expansion. These outstanding projects were studied previously, and are addressed below.

C.1.b. Infrastructure and Transportation Problems

In addition to the problems described in other parts of this chapter, there are two notable traffic problems as summarized below.

Heavy Peak-Hour Traffic

During the morning and evening peak hours, there is a heavy volume of traffic on the streets through West Chester. Reduced volumes are evident during the midday and weekends. Traffic calming has been noted as a concern in a number of neighborhoods, particularly due to speeding vehicles.

Pass-Through Traffic

A high volume of traffic travels through the Borough along High Street, as a continuation of traffic along Route 100 from Exton, and along Route 202 from points south of the Borough. This traffic generates noise, pollution, and congestion. The pass-through truck traffic contributes nothing to the local economy.

C.1.c. Summary of Infrastructure, Transportation, and Capital Improvement Plans

West Chester Regional Planning Commission

Noted in the Comprehensive Plan, the West Chester Regional Planning Commission prepared a “Long Range Transportation Study” in 1997, which inventoried the regional transportation network. The study made recommendations for minimizing congestion problems, road improvements, trip reduction strategies, trip congestion problems, and strategies for maximizing the efficiency of the road network. The study identified heavy volume as a concern on High Street. Recommendations included reducing pass-through traffic in the Borough by improving access to the existing bypasses of Routes 100, 202 and 322.

Stormwater Management Planning Study (1989)

A Stormwater Management Planning Study was prepared in 1989 by BCM Engineers to identify the extent of stormwater problems in designated drainage areas in the Borough and to develop solutions for the drainage areas of the Marshall Manor Tributary, Goose Creek, and Hannum Avenue Tributary.

The study recommended a number of structural and non-structural stormwater management measures, including culvert improvements and channel improvements and streambank erosion protection. A few of the high priority recommendations have been implemented. The public works director indicated that the improvements have been effective.

C.1.d. Infrastructure and Transportation Improvement Actions Taken or Underway

Refer to the list of Public Works Improvements and Priorities, which appears in the General Action Plan section on page 6-9. This list is a relatively short-term (one to five years) improvement program that the Department of Public Works has organized. This list has been prepared after extensive study and analysis by the Department and Borough Council. In addition, the Borough is actively pursuing the construction of two deck parking structures in collaboration with West Chester University, and is working with the Chester County Commissioners to plan another deck parking structure and intermodal transportation center on the south side of Market Street, east of New Street. These facilities would tie into the proposed Courthouse Expansion at the site of the existing Dague Building.

C.1.e. Analysis of Age/Condition/Capacity of Underground Infrastructure

The current underground infrastructure of West Chester Borough generally was installed in the early to mid-1900s. Portions of the stormwater, sewer, water, gas, electric, and telecommunications systems have been upgraded over the years. The water supply system, the electric system, the gas system, and the telecommunication system are the responsibility of the private sector. Their maintenance and modernization are important, and evidence suggests that the private corporations are keeping these systems modernized.

The stormwater and sewer systems are the Borough's responsibility, and because of the age of the collection systems they do pose an on-going maintenance and funding concern. Of the two wastewater treatment plants that serve the Borough, the Taylor Run Wastewater Treatment Plant was replaced in 1984, the Goose Creek Plant was replaced in 1988. They have an expected lifespan of at least 40 years. It is certain that maintenance costs will rise as the plants age.

Both the stormwater and sanitary sewer collection systems require on-going line replacement to keep them functional. The Borough is implementing a \$600,000 stormwater system improvement project in the Marshall Manor neighborhood in 2002 to replace a system poorly designed in the 1960s. Additionally, design plans are being prepared to replace the New Street sewer pump station at an expected cost of over \$400,000.

In connection with the installation in 2001 of a new closed loop traffic signal system, the Borough of West Chester installed excess fiber-optic cable along all the major roadways, including High Street, Gay Street, Market Street, and Chestnut Street. This infrastructure while already enhancing Borough services, has additional capacity that could prove beneficial in the future.

C.1.f. Analysis of Age/Condition/Capacity of Above-Ground Infrastructure

Most of the current above-ground infrastructure of West Chester consisting of streets, curbs, sidewalks, street trees, streetlights, parking facilities and bridges was also originally constructed in the early to mid 1900s. The original record of when streets and sewers were laid out is recorded in Borough ordinances and road docket. While portions of this infrastructure have been replaced over the years, the aging condition of the facilities presents a major challenge to the Borough for years into the future.

The Gay Street Semi-Mall improvement area including the street, sidewalks, lights, trees and street furniture was completed in the late 1970s and early 1980s and is showing some need of rehabilitation. The Lacey Street and Niels Street bridge culverts were replaced in 2001. In December 1999 the Borough completed construction of the new 372 space Bicentennial Parking Garage while the Mosteller Parking Garage with 414 spaces was originally constructed in 1974. Several substantial repair projects have been required at the Mosteller Garage in recent years, but periodic engineering inspections show that it remains in good condition. Through homeowner incentive plans and park replenishment, the Borough replants over 100 trees per year. West Chester Borough purchased the streetlights from PECO Energy Co. in the early 1990s and has upgraded a substantial portion of the system replacing old incandescent fixtures. In 2002, a \$1.9 million traffic signal system replacement project was completed.

Continued repair, replacement, and upgrade of all the above ground facilities will be necessary in order to prevent decline.

C.1.g. Summary of Current Capital Improvement Plans

Current capital improvement plans include an ongoing street and alley repaving and reconstruction program, ongoing storm sewer and sanitary sewer line rehabilitation, streetlight upgrades, and the tree planting program. A 5-year capital plan (see Appendix E) is prepared and updated annually. Plans for specific major projects include the following:

- Market Street Improvement Project – Streetscape project between New Street and Railroad Alley - \$820,844 to correct deteriorated infrastructure and promote economic development.
- South Walnut Street Lighting Project – pedestrian style lighting from Gay Street to Linden Street - \$400,000 to enhance resident safety and promote neighborhood revitalization.
- Mosteller Garage Elevator Upgrade - \$18,000
- New Street Sewer Pump Station Replacement - \$400,000
- Goose Creek Streambank Stabilization - \$30,000
- Marshall Manor Stormwater Project - \$600,000

These capital projects along with those listed in the five-year capital plan, are all planned for the immediate future or are ongoing.

C.1.h. Facilities or Services Outside the Borough limits

The West Chester wastewater treatment plants are located outside the Borough limits. Any shuttle bus service studied or implemented would include service outside the municipal limits. The wayfinding signage plan would require some sign locations outside the municipal limits.

C.1.i. How the Borough's Future Land Use Plan, Infrastructure, and Transportation Plans Interact

The West Chester Borough Comprehensive Plan adopted November 2000, while creating the basis for land use, also recognizes the importance of the Borough infrastructure (and its ongoing maintenance) plus the continuing desirability of enhanced public transportation. The Plan recommended the designation of a transportation corridor zoning overlay district to preserve the possibility of restoring train service to West Chester. That district was adopted in November 2001. The Comprehensive Plan also recommends investigation of implementation of a local shuttle bus service to enhance public transportation. Finally the Comprehensive Plan recognizes that solutions to West Chester traffic congestion problems mostly reside with infrastructure improvements needed outside of the Borough. Therefore, the Comprehensive Plan supports conclusions of the 1997 Regional Transportation Study prepared by the West Chester Regional Planning Commission.

C.1.j. The Borough's Land Use Regulations and Support of Proper Infrastructure and Transportation Development

The West Chester land use regulations have little impact on and certainly do not discourage infrastructure or transportation development. The Zoning Code was updated in November 2001 and includes a Transportation Overlay District to encourage eventual return of public train service.

C.1.k. Extent of Infrastructure on Growth and Development Patterns

Infrastructure development, in particular water, sewer, and emergency protection has shaped development patterns in West Chester, but that was long ago. The development pattern in West Chester has been desirable and resulted in the growth of an ideal urban community. It is expected that the administrators of these facilities and services recognized the impact of their decisions while the town growth occurred. The current administrators also recognize how these decisions shaped development patterns.

C.2. GENERAL ACTION PLAN FOR PUBLIC WORKS & INFRASTRUCTURE, AND TRANSPORTATION

As described earlier, the Public Works Department is involved in many infrastructure projects in the Borough as an ongoing program. Public works is essentially the agent for the street/streetscape/subgrade components of the public realm of West Chester. Each year, the Public Works Department itemizes the improvements that are most needed and most critical. Those included on page 6-9 were determined in the Fall of 2001 in consultation with Borough Council, the Borough Manager, and the Public Works Director.

As described previously, the BID is actively involved in a number of Downtown initiatives that pertain to streetscape and transportation enhancements. Most of the BID initiatives and priorities are established through a questionnaire/survey process that is organized and administered by the BID Executive Director and staff. Each of the approximately 300 affected property owners in the BID area is asked for input. The projects on BID's "wish list" include many transportation and streetscape improvements such as: Market Street improvements; Signage improvements; Trash Receptacle replacement; Brick Sidewalks; Planters; Bus Stop enhancements; and Landscaping enhancements. These projects have been extensively discussed over the past three years at numerous BID meetings with Borough involvement.

The General Action Plan items reflected on pages 6-9 to 6-24 represent the bulk of the improvements that have been identified for this Revitalization Plan. Given the Borough's relatively good conditions with economic development and housing, as discussed in Sections A and B, two of the most critical needs are Public Works & Infrastructure, and Transportation. (Parks and Recreation Improvements, also considered critical are separately addressed in Section E.) The overall emphasis of these Section C., General Action Plan, items is on improving the public realm of transportation, the streets, the streetscape, signage, subsurface utilities, and other pedestrian-oriented amenities. These improvements are needed to make West Chester a more functional and attractive place, a vibrant urban center, a viable county seat, and a desirable downtown destination, consistent with the goals and strategies discussed on pages 2-1 to 2-3.

**C.2. PUBLIC WORKS & INFRASTRUCTURE
GENERAL ACTION PLAN**

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Reconstruct North Franklin Street (Ashbridge to Goshen)	\$ 54,000.00
2. Reconstruct Marshall Drive, and North and South Hillside Drive	200,000.00
3. Reconstruct West Niels Street (New to Bradford)	110,000.00
4. Reconstruct North Walnut Street (Marshall to Clark)	78,000.00
5. Sidewalk Installation, East Market Street (Franklin to Bolmar)	50,000.00
6. Sidewalk Installation, East Gay Street (to West Goshen)	30,000.00
7. Street Trees	
a. Install 100 per year; 50 per season, at 2-2½ in. cal.	30,000.00
b. Install Allée of Shade Trees along North High Street	tbd
c. Remove 50 per year	94,600.00
d. Devise program to assist homeowners with tree removal and the replacement of hazardous trees	166,000.00
8. Replace Goose Creek Culvert (E. Barnard Street)	150,000.00
9. Replace Goose Creek Culvert (Franklin @ Linden)	200,000.00
10. Replace 30" Brick Storm Sewer (Dean Street)	127,000.00
11. Relocate 30" Storm Sewer (Juniper to Sharpless)	52,000.00
12. Re-line 30" Brick Storm Sewers:	
a. Union Street (Darlington-New)	68,000.00
b. New Street (Union-Holly Alley)	27,000.00
c. Wollerton Al. (New-Wayne)	85,000.00
d. Wayne Street (Wollerton-Washington)	200,000.00
e. Hannum Avenue (New to outfall)	150,000.00
13. Street Light Installations, including period-style lighting along selected areas of High Street, Church Street, Walnut Street, Darlington Street, Miner Street, and Chestnut Street	100,000.00
14. Bus Shelter Installations	75,000.00
a. SW corner of Market & Matlack Streets	
b. SW corner of Market & Franklin Streets	
c. SW corner of Market & Worthington Streets	
15. New Street Sewer Pump Station Replacement	400,000.00
16. Stormwater Management/Stabilization Projects	tbd
17. Traffic Control Speed Indicator Sign	tbd

**C.2. TRANSPORTATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Improvement: TRANSPORTATION CENTER

- Location(s):
- (1) Train Station Restoration near railroad tracks at Market Street (west of Rubinstein's)
 - (2) Regional Transportation Center, possibly near new Courthouse Expansion site, or possibly near Train Station

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Restore the Train Station, with a manned ticket booth, newspaper kiosk, small coffee shop, and restrooms	\$1,000,000.00
2. Regional Transportation Center, featuring bus terminal	tbd

Other Comments:

- a. Restore Train Service to Elwyn, PA and on to Media, PA and Philadelphia, PA
- b. The West Chester Railroad Heritage Association received a \$25,000.00 grant from the Pennsylvania Community Revitalization Program to build a second set of rails, a new 20'x450' concrete platform on the east side of the tracks, and a shelter to house a temporary ticket office and restrooms.
- c. To date, the West Chester Railroad Heritage Association has applied for funding twice to restore the Train Station, under the Federal Transportation Enhancements Program (TEA).

**C.2. TRANSPORTATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Improvement: SHUTTLE BUS

Location: Route related to description below

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Establish a Shuttle Bus or Jitney service to primarily serve the Downtown, the Chester County Courthouse, the University, the Chester County Hospital, West Goshen Shopping Center, the Government Services Center, and Bradford Plaza in East Bradford (Extend the Shuttle Bus service in the future to link WCU to apartment complexes along Route 3)	tbd

Other Comments:

- a. Research the Shuttle Bus networks in other areas, such as “The Whirl” in Exton, “The Link” in Coatesville, and the Shuttle Bus in Newark, Delaware.
- b. Seek relationship with West Chester University to use Shuttle Bus to encourage students to reside in apartment complexes along West Chester Pike – Route 3 in West Goshen, East Goshen, and Willistown Townships.
- c. Promote bus service to fill in the gaps in service reductions from other routes.

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Market Street Economic Development Project

This recommendation is supported by the BID Board of Directors as per the revised grant application of January 25, 2002, from the Borough of West Chester to the Pennsylvania Department of Economic and Community Development.

<u>Description:</u>	<u>Cost Estimate</u>
New streetscape including pavers, street trees, and street lights along West Market Street, from New Street to Railroad Alley	\$1,157,000.00
(20% reduced scope from New Street to Railroad Alley)	\$ 820,844.00 (see Appendix F)

Other Comments:

- a. Refer to Appendix F for detailed cost data.

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Downtown West Chester Wayfinding and Parking Signage Improvements

Description: _____ Cost Estimate

Directional signs guiding travelers to any one of the six parking lots or two parking garages have become inadequate due to age or obsolescence. There are 19 signs currently posted.

Replacement or removal of each of the signs. Install a directional signage system that creates a parking loop for downtown. This will serve as an indicator of where convenient off-street parking can be found and guide travelers to long-term garage parking. Additionally, parking loop signage will be logo signs and act as downtown boundary indicators, providing a sense of arrival and place for the downtown commercial district. Stanchion poles will be erected where suitable. \$100,000

Recommended sites for replacing existing signage or adding signs include:

- _ Hannum St approaching New St
- _ High St at Gay St
- _ Walnut St at Miner St
- _ High St at Market St
- _ Chestnut St at Church St
- _ High St at Miner St
- _ Chestnut St at Darlington St
- _ Market St at High St
- _ Chestnut St at High St
- _ Market St at Walnut St
- _ Chestnut St at Walnut St
- _ Matlack St at Chestnut St
- _ Gay St at Matlack St
- _ New St at Gay St
- _ Gay St at Walnut
- _ New St at Market St
- _ High St at Barnard St
- _ Other locations to be determined to enhance wayfinding to various features and attractions.

Tourist Oriented Directional Signs

Description: _____ Cost Estimate

Automobile travelers using Tourist Oriented Directional (TOD) signs could be attracted to downtown West Chester. Such signs can direct motorists to downtown as a destination. TO BE
DETERMINED

Create a TOD sign program integrated into the existing Chester County and Delaware County programs.

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Replace current trash receptacles with larger and better ones

<u>Description</u>	<u>Cost Estimate</u>
<p>Replace downtown litter baskets with aggregate-style receptacles complementary to downtown architectural features. Approximately 65 litter baskets exist in the downtown area. Because of increased number of take-out restaurants, sidewalk tables and eat-and-run lunchers, capacity for the litter baskets is challenged. Standing garbage receptacles will add to the cleanliness of downtown and the ability to control the litter. Clean receptacles are used more and provide a sense of caring in the area.</p> <p>Receptacle density will exist in high traffic areas of High, Market, and Gay Streets. There will be additional receptacles on the secondary streets.</p>	\$40,000

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Continue brick sidewalk motif on High Street between Chestnut and Miner Streets

<u>Description</u>	<u>Cost Estimate</u>
Using the model development located at 22-24 South High Street, replace concrete sidewalks with brick sidewalks, extending the brick sidewalk motif prevalent on Gay Street. Project will include repair of brick sidewalks where they already exist.	TO BE DETERMINED

Items to be included in the sidewalk improvements include:

- _ Granite raised curbs
- _ Tree wells with grates
- _ Replacement or planting of trees compatible with the downtown environment
- _ Street lamps reflecting the architectural style of the downtown

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Continue the brick sidewalk motif on Walnut Street between Chestnut and Market

<u>Description</u>	<u>Cost Estimate</u>
Using the model development located at 22-24 South High Street, replace concrete sidewalks with brick sidewalks extending the brick sidewalk motif prevalent on Gay Street. Project will include repair of brick sidewalks where they already exist.	TO BE DETERMINED

Items to be included in the sidewalk improvements include:

- _ Granite raised curbs
- _ Tree wells with grates
- _ Replacement or planting of trees compatible with the downtown environment
- _ Street lamps reflecting the architectural style of the downtown

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Provide sidewalk planters at selected areas

<u>Description</u>	<u>Cost Estimate</u>
Sidewalk planters act as a buffer between pedestrians and automobile traffic and may provide some traffic calming. Further, they add visual interest to the streetscape and promote pedestrian usage. Planters will be the significant feature of gateway development for the downtown to promote a sense of place and arrival. In some cases, streetscape improvements will be made to allow space for planter placement and provide a framework for gateway development.	\$50,000

Number:

- _ Recommended number for visual prevalence in the downtown area: 48
- _ Incremental number segment: 6

Specifications:

- _ Masonry planters (Wausau Tile Co. #TF4175 recommended) with weather stone finish
- _ Deemed temporary and movable
- _ Dimensions: 72" x 30" x 30"
- _ Filled with standard top soil blend (10-12 bags), and Osmocote/terra sorb

Placement:

- _ At curbside of widened sidewalks
- _ At corners of entryways to the downtown

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Bus Stop enhancements and improvements

<u>Description</u>	<u>Cost Estimate</u>
Locations:	\$50,000
_ High Street at Gay Street	
_ Market between New & Darlington Streets, if not incorporated into the future County Parking Garage	
Items to be included:	
_ Planters and landscaping	
_ Drinking fountains	
_ Trash receptacles	
_ Covered stalls with benches	
_ Informational kiosks	

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Landscaping improvements at Mosteller Garage

<u>Description</u>	<u>Cost Estimate</u>
Mosteller Parking Garage, located at the corner of Chestnut and Walnut Streets, is set back with a landscaping planter that rings the structure.	\$10,000 (without sprinkler system)
Landscaping improvements include:	\$20,000 (with sprinkler system)
– Landscape architectural planning	
– Replacement of dying or inappropriate plant materials	
– Refurbishing of the soil	
– Bi-annual planting of seasonal flowering plants	
– Regular maintenance and watering (possible sprinkler system installation)	
– Pathway cuts at areas of pedestrian passage	
– Protective decorative fencing	

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Pathway development at exits of Mosteller Garage

<u>Description</u>	<u>Cost Estimate</u>
Location: Entry/exit at the southwest corner of the facility.	TO BE DETERMINED
Items: _ Utilization of street pavers to extend the pathway at the entrance _ Pathway to extend across the alley and connect to the rear entrances of adjoining businesses	

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements

Treewell improvements

<u>Description</u>	<u>Cost Estimate</u>
--------------------	----------------------

Specifications:

- | | |
|---|------------|
| _ Treewells should be enlarged to 5' x 5', where possible | TO BE |
| _ Where not possible, treewells should be lengthened to 5' parallel to the street | DETERMINED |
| _ Concrete curbing at perimeter | |
| _ Metal grating | |
| _ Soil and hole treatment that will allow for appropriate drainage and root growth. | |

Number:

Approximately 50 treewell situations

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Downtown West Chester Signage Improvements

Development of attraction signage at parking garages

<u>Description</u>	<u>Cost Estimate</u>
--------------------	----------------------

Situation:

The utilitarian qualities of the parking garages often acts as an obstacle to their use.

\$20,000

Remedy:

Attraction signage at parking garages will encourage their use and soften the stark qualities associated with the garages.

Items:

- _ Framed advertisements located in the walkways of the garage
- _ Oversized vertical banners promoting events draped from the top floor
- _ A parking sign

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Façade Improvement Program
Design Challenge Grants

<u>Description</u>	<u>Cost Estimate</u>
--------------------	----------------------

Design Challenge Grants will cover six basic projects and activities. The categories and maximum amount to be reimbursed upon completion of an approved project (up to 50 percent of the total cost) are as follows:	\$ 80,000
--	-----------

- Exterior Woodwork and Architectural Metals - \$2,500
- Masonry - \$2,500
- Windows and Doors - \$2,500
- Cornices, Parapets and Roofs - \$2,500
- Landscaping, Streetscaping and Parking - \$2,500
- Signs, Awnings and Canopies - \$1,000
- Lighting Fixtures - \$1,000

The BID proposes to allocate \$20,000 for each of the years 2003-2007 for the Façade Improvement Program. These funds will be disbursed on a first come-first served basis. The Design Committee review applications and recommends approval to the Board of Directors as warranted.

**C.2. TRANSPORTATION & STREETScape IMPROVEMENTS
BUSINESS IMPROVEMENT DISTRICT (BID)
GENERAL ACTION PLAN**

Additional Streetscape improvements

These were mentioned by the BID Authority but not ranked in priority.

<u>Description</u>	<u>Cost Estimate</u>
<ul style="list-style-type: none">• Beautification of Prescott Alley east of High Street• Beautification and clean-up of all Alleys• Replacement of sidewalk street furniture, including benches• Street lamps at selected areas of Church, Darlington, and Miner Streets• Repaved crosswalks for pathway development• Curb reconstruction• Tree management and replacement• Hanging planters	tbd

**C.2. OTHER TRANSPORTATION RELATED IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Improvement: OTHER SIDEWALK AND CROSSWALK IMPROVEMENTS

Location: tbd

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Repair broken and unsafe sidewalks in various locations	tbd
2. Install new unit paver crosswalks at key street intersections of the Downtown	
3. Reconstruct curbing in selected areas of the Downtown	

Other Comments:

- a. A Borough-wide sidewalk survey should be conducted, as was recommended in the Comprehensive Plan adopted November 2000.

D. PUBLIC FACILITIES AND SERVICES

D.1. INVENTORY OF TRENDS AND ISSUES

Police Chief Scott Bohn is a member of the Task Force overseeing the preparation of this Urban Revitalization Plan.

D.1.a. Background Information

The West Chester Police Department keeps extensive data on crime information in the Borough. They are in the process of integrating the crime data into a geographic information system.

Table 8. Crime data, list the incidents of crime, categorized by major offense types. West Chester Borough does not have a high incidence of violent crimes such as rape and aggravated assault, but it does have a high number of non-violent crimes such as not aggravated assault, violations of the liquor law, drunkenness, and disorderly conduct. Crimes of this nature are related to the high student population in the Borough.

Table 8. Crime Data, 2001

OFFENSE	TOTAL NUMBER
Forcible Rape	3
Robbery	29
Aggravated Assault	46
Burglary	14
Larceny-Theft	62
Motor Vehicle Theft	9
Other Assaults – Not Aggravated	239
Arson	1
Forgery and Counterfeiting	12
Fraud	5
Stolen Property	2
Vandalism	57
Weapons, Possession	7
Sex Offenses	6
Drug Sale – All	50
Drug Possession – All	139
DUI	165
Liquor Law	417
Drunkenness	307
Disorderly Conduct	262
Vagrancy	2

D.1.b. Public Safety Concerns

Crime Hot Spots

Discussions with the Police Chief indicated that there are no chronic hot spots of crime in the Borough. When a temporary hot spot appears, additional enforcement in the active area will cause the hot spot to disintegrate. The Police Department is constantly alert to crime patterns and quick to respond when a hot spot emerges. As the department continues to integrate geographic information systems into their operations, the early identification of hot spots will become easier.

Dangerous Intersections

A traffic analysis completed by URS Greiner Woodward Clyde (URSGWC) identified safety concerns at the intersection of Rosedale Avenue and High Street. Pennoni Associates has been studying this intersection as part of the West Chester University Master Planning Process.

Discussions with police Chief Scott Bohn indicated that accident reports show a slightly higher incident of accidents at the intersections of High and Rosedale Streets, and High and Market Streets.

Loitering

While there are no statistics on loitering, it has been indicated from oral interviews with the police department and with the BID that loitering is perceived to be a problem in the downtown area, primarily in the evening. The police department is responsive to loitering, but have indicated that it is a difficult problem to address. While loiterers can be removed from a specific location, it is often the case that they will move to another location.

In order to develop a perception of public safety, it is important that loitering be held to a minimum. The police department regularly monitors for loitering and will address the problem as they observe it.

D.1.c. Public Safety Studies

There are no public safety studies to report upon at this time.

D.1.d. Recent Public Safety Actions

The West Chester Police Department provides for public safety to the Borough. The Department has a staff of 52 people. In addition to ongoing policing efforts, the Police Department has established two community-oriented programs to address local public safety concerns.

Community Oriented Policing Unit

A Community Oriented Policing Unit was established to develop and coordinate projects that would directly benefit the community. Specific activities provide for community contact as well as education. A foot patrol and a bicycle unit supplement the existing patrol activity. The bicycle unit includes ten (10) fully equipped bicycles.

West Chester Borough
Urban Center Revitalization Plan

Housing Partnership

The high rental population creates some special concerns for policing. The Housing Partnership was established to have regular interaction between police officers and property owners of these units. The Partnership was developed to facilitate communication with property owners, to check backgrounds of prospective tenants, and to provide a landlord training program.

D.1.e. Public Facilities and Services: public safety (police, fire, ambulance, and rescue); solid waste management; energy facilities; communications; health care; cultural resources; education; recreation; and general municipal administration and services

Public facility and service information pertaining to police relate to general societal issues and problems; overall police activity; and radio communications. These additional aspects are described below.

West Chester, like society in general, has its share of drug and alcohol problems and issues, particularly in certain pockets of the Borough. This is coupled with a very high incidence of nuisance and quality of life crimes in the southern portion of the Borough, which is populated by college students. The small streets of West Chester, the very dense population, and the high percentage of college students combine to result in a very high incidence of parking problems. Finally, the general societal lack of civility and obedience to traffic laws results in traffic safety and enforcement concerns.

The Borough Police Department serves West Chester and also patrols East Bradford by contract. Total WCPD call volume has increased from 18,732 calls in 1999 to 19,233 calls in 2001, a 2.7% increase. This increase results in an ever-growing workload for the 42 uniformed officers and 10 civilian support staff. There may be a current need for more Police Department manpower, and if the volume of calls continues to increase this manpower need will be exacerbated.

The West Chester Police Department is operating with a radio system that is approaching 14 years of age and is badly in need of replacement. The Borough originally considered but has elected not to purchase a system to operate on the Chester County 800 MHz system because of the years of problems and inefficiencies of the County system. Having waited to see if the County system could be corrected, the Borough Police Department must soon proceed to replace the antiquated radio equipment. Specifications are currently being prepared, but the projected cost ranges from \$300,000 to \$400,000 to replace the Borough stand alone radio system.

Fire service in West Chester is provided by the West Chester Volunteer Fire Department, which consists of the First West Chester, Goodwill and Fame Fire companies. West Chester Borough sells fire protection to five area townships to help fund the West Chester Volunteer Fire Department. The Fire Department is well equipped and adequately funded. Ambulance service is provided by the Goodwill Ambulance Club, which has a mixture of volunteers and paid staff. Goodwill Ambulance has outgrown its current facility just outside of West Chester in West Goshen Township and is conducting a capital fund drive to pay for construction of a new facility on their Montgomery Avenue site.

West Chester Borough
Urban Center Revitalization Plan

Solid waste collection service is provided by West Chester Borough using municipal equipment and employees. During a six year span in the 1990s the Borough tried privatization of this service but returned to municipal service because of quality concerns. Contrary to the practice of most other municipalities the solid waste service is funded and provided with general Borough tax revenues, not through a separate fee.

Since Chester County Hospital is located in West Chester, modern, advanced health care facilities and professionals are plentiful. As a center of government, commerce and education, West Chester also has superior energy and communications facilities.

West Chester Borough facilities include a 27,000 square foot Municipal Building constructed in 1990, a Public Works facility and yard totally rehabilitated in 1991, and a nearby Public Works Department warehouse building. The Municipal Building is well maintained, but departmental growth, particularly in the Recreation Department and Police Department is causing space shortages. The Public Works Department facilities, while totally renovated, are very old and will require regular updating and repair.

D.1.f. Facilities or Services and Geographical Service Area: the condition, usage, and capacity of each facility or service; and the annual operating costs associated with the facilities and services. In addition, current capital improvement plans should be summarized. If the facility or service is provided outside the municipal limits, it shall be included in this inventory.

(See D.1.e. above.)

D.1.g. Administrators of Facilities and Services and the Impact Their Decisions Have on the Patterns of Development

The administrators of the West Chester public facilities and services recognize the important impact their decisions have on quality of life issues in West Chester. Those decisions have little impact on patterns of development, since West Chester does not have land for new patterns of development. Those decisions can impact redevelopment and infill development, and the Borough administrators are fully cognizant of that possibility.

D.2. GENERAL ACTION PLAN FOR PUBLIC FACILITIES AND SERVICES

Although there are a few public safety issues as described above, there are no specific General Action Plan initiatives except for the continued Graffiti Removal Program as listed on page 7-8. Overall, we have determined in this Revitalization Plan that the West Chester Police Department is highly effective and appropriately maintained. As such, there are no specific Police Department improvements recommended herein.

Relative to public facilities and services, the General Action Plan defined by the Task Force includes improvements at West Chester Borough Municipal Building and at the Bicentennial Parking Garage. These improvements are relatively minor compared to those previously discussed in Section C under the heading of Public Works & Infrastructure, and Transportation. Nevertheless, indoor storage space and signage at Borough Hall, and Parking Identification signage at the Bicentennial Garage would be appropriate public facility improvements. These improvements need to be studied in greater detail before cost estimates are prepared.

**D.2. PUBLIC FACILITIES AND SERVICES
GENERAL ACTION PLAN**

Name of Improvement: MUNICIPAL BUILDING

Location: Gay & Adams Streets

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Add Indoor Storage Space	tbd
2. Install sign along Gay Street frontage	\$ 6,000.00
3. Replace Police Radio Equipment	tbd

Other Comments:

- a. Evaluate the existing Borough Hall relative to future storage space needs and expansion.
- b. The West Chester Borough Residents Association has donated a bicycle rack to be installed at Borough Hall.

West Chester Borough
Urban Center Revitalization Plan

**D.2. PUBLIC FACILITIES AND SERVICES
GENERAL ACTION PLAN**

Name of Improvement: BICENTENNIAL PARKING GARAGE SIGNAGE

Location: S. High Street, below Market Street

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Install new Signage along High Street to better identify the building as a PARKING structure	\$ 17,000.00

Other Comments:

- a. The Borough has applied to the Zoning Hearing Board for a Variance for this sign.

**D.2. PUBLIC FACILITIES AND SERVICES
GENERAL ACTION PLAN**

Name of Improvement: WEST CHESTER PUBLIC LIBRARY

Location: Church and Lafayette Streets

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Expand the current building's work and storage space and add a public meeting room, while remaining at the current location within the existing footprint.	
2. Preserve the unique architectural and historic appearance of the current building.	
3. Bring the building into compliance with the Americans with Disability Act.	
Total Estimated Cost	\$2,250,000.00

Other Comments:

- a. In 1999, the Library's board completed a user service needs assessment.
- b. In 2000, the Library's board completed a site survey, a building plan, and a fundraising strategic plan.
- c. Refer to the Building Plan prepared by Frens & Frens, Architects, for additional details.

West Chester Borough
Urban Center Revitalization Plan

**D.2. PUBLIC FACILITIES AND SERVICES
GENERAL ACTION PLAN**

Program Type: GRAFFITI REMOVAL PROGRAM

Program Notes:

1. The Public Safety Committee and Public Works Department should improve upon the existing Graffiti Removal Program.

E. PARKS AND RECREATION

E.1. INVENTORY OF TRENDS AND ISSUES

The December 9, 1992 "West Chester Open Space, Recreation and Environmental Resources Plan" identified numerous park improvement needs. From 1993 to 2001, the Borough has attempted to enhance the parks as general fund and capital fund budgets have allowed, and as grant subsidies have permitted. The work still needed to be accomplished is outlined in Section E.2.

This wish list evolved in December 2001 after an intensive tour and evaluation of the existing parks by the Director of Recreation, the Director of Public Works, and the Revitalization Plan consultant. The overall notion with the enhancements to the parks is to improve the quality of life for the neighborhoods that are immediately serviced by the parks, and to help ensure that the sense of community for these neighborhoods is as good as it can be. These notions are consistent with the goals described on pages 2-1 to 2-3.

E.2. GENERAL ACTION PLAN

The General Action Plan for Parks and Recreation is reflected on pages 8-2 to 8-12. Each of the three major parks, Hoopes Park, Everhart Park, and Marshall Square Park, is scheduled for enhancement, especially because they serve not only the immediate neighborhoods around them but also the Borough at-large. By improving these parks, the youth, adults, and elderly in West Chester will have greater opportunities to appreciate civic life in the Borough. The overall attractiveness of the Borough as one of the most livable urban centers in Chester County will be maintained as a result of the improvements to these parks. As described earlier, major events such as the May Festival and the Turks Head Musical Festival take place in Everhart Park. Residents from the Borough, the surrounding Townships, and the County, visit Everhart Park as a special Chester County event celebrated at its County Seat.

Other smaller parks are also proposed to be improved and enhanced to increase their desirability and use by the neighbors in close proximity. The improvement of these parks is also consistent with the overall revitalization plan goals described on pages 2-1 to 2-3.

Other park and recreation improvements that were identified by the Task Force include: the creation of a new Recreation Center/Cultural Center; the acquisition of Urban Open Space for passive recreational use; and the creation of a Pocket Park in the Downtown. According to the Director of Parks and Recreation, the Recreation Center is critically needed to round out the recreation program in the Borough, and to provide space for senior citizens. The Urban Open Space concept relates to the notion of balancing the built environment of the Borough with passive green spaces, so as to further beautify and enhance the neighborhoods. The Pocket Park concept grew out of numerous discussions with the BID authority. The advantage of such a park is to have a public space in the Downtown at which special events can be celebrated.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: HOOPES PARK

Park Type: Community Park

Location: West Ashbridge Street, Hoopes Park Lane, and Locust Lane in northwest corner of Borough

Size: 16.2 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Replace existing "Girl Scout House" and create an Activity Building approximately 20'x25'; provide electrical service	\$ 65,000.00
2. Install new six (6) foot wide path to Pavilion; rehabilitate Barbeque Grills; replace upright Grills	\$ 10,000.00
3. Upgrade Playground with new Baby Swings, Climber, and Parallel Bars	\$ 15,000.00
4. Replace Lower Restroom with new 20'x45' facility	\$ 65,000.00
5. Improve Steps & Trail to lower area with new switchback trail	\$ 25,000.00
6. Remove low spot in upper parking area	<u>\$ 20,000.00</u>
	\$200,000.00

Other Comments:

- a. Improvement priorities from 12-19-01 site visit.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: EVERHART PARK

Park Type: Neighborhood/Community Park

Location: Block formed by Miner, Brandywine and Union Streets, and Bradford Avenue
in west-central portion of Borough

Size: 10.2 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Remove and relocate the existing shed	\$ 95,000.00
2. Replace the existing shed with a new Activity Building approx. 20'x30', plus front porch; provide electrical service and water service	included above
3. Repave area in front of new Activity Building	\$ 10,000.00
4. Replace Baby Swings and Baby Play Equipment	\$ 15,000.00
5. Replace Climber and Slide	\$ 10,000.00
6. Re-turf in heavily used areas	\$ 10,000.00
7. Remove circular bench	\$ 5,000.00
8. Install curbing along Miner Street	<u>\$ 45,000.00</u>
	\$190,000.00

Other Comments:

- a. This park dates to the 1910s.
- b. Improvement priorities from 12-19-01 site visit.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: MARSHALL SQUARE PARK

Park Type: Neighborhood Park

Location: Block formed by Marshall, Franklin, Biddle, and Matlack Streets,
in northeast part of Borough

Size: 5.0 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Renovate existing shed	tbd
2. Construct new 20'x20' building; add electrical service	\$ 85,000.00
3. Renovate Gazebo – provide brick apron around; improve paths to it; add six (6) path lights; replace cedar shake roof	\$ 35,000.00+
4. Improve Gravel Access Drive from Franklin and Biddle Streets	\$ 12,000.00
5. Re-lay Brick Sidewalk around perimeter (900 LF x 8 feet wide)	\$ 35,000.00
6. Remove and replace Brick Driveway Apron	\$ 20,000.00
7. Install new major Sign	\$ 5,000.00
8. Improve steps off Matlack Street	<u>\$ 10,000.00</u>
	\$202,000.00

Other Comments:

- a. This park dates to the 1880s.
- b. Most recent Master Plan is 1989.
- c. Improvement priorities from 12-19-01 site visit.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: BAYARD RUSTIN PARK

Park Type: Urban Residential Park

Location: Rosedale Avenue & S. Walnut Street in southeastern portion of Borough

Size: 1.4 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Renovate existing storage shed to create usable loft space; repoint bricks; add new wiring and lighting; install skylight	\$ 20,000.00
2. Replace Basketball Courts	\$ 12,000.00
3. Repave area; and provide new Play Apparatus	\$ 20,000.00
4. Install sidewalks	\$ 25,000.00
5. Replace Slide	\$ 35,000.00
6. Replace Bollards	\$ 5,000.00
7. Install statue/plaque recognizing Rustin	<u>\$ 3,000.00</u>
	\$120,000.00

Other Comments:

- a. Improvement priorities from 12-19-01 site visit.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: NIELDS STREET PLAYGROUND

Park Type: Urban Residential Park

Location: W. Nields Street & S. New Street in southwest portion of Borough across from West Chester University

Size: 0.8 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Renovate existing Storage Garage; provide electrical service; install exterior siding; install new door	\$ 15,000.00
2. Replace Swings	\$ 5,000.00
3. Replace Backstop	\$ 5,000.00
4. Replace Basketball Court and re-line stripe; add new backboards and poles	\$ 17,000.00
	<hr/>
	\$ 42,000.00

Other Comments:

- a. Improvement priorities from 12-19-01 site visit.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: MEMORIAL PARK

Park Type: Urban Residential Park

Location: Brick Alley, Veterans Alley, Pine Alley in northwest area

Size: 0.5 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Remove and replace Play Equipment – add new Play Apparatus and new Swings; create new surface area	\$ 25,400.00
2. Repave Parking Area and re-line stripe including 4 square area	\$ 12,000.00
3. Install new Landscaping	\$ 7,000.00
4. Install new Sign	<u>\$ 3,000.00</u>
	\$ 50,400.00

Other Comments:

- a. Improvement priorities from 12-19-01 site visit.
- b. Consider acquiring property to serve as an entranceway to the park from West Washington Street.
- c. The Borough applied for a 50% grant to the Pennsylvania Department of Conservation and Natural Resources (DCNR) on October 31, 2001.

West Chester Borough
Urban Center Revitalization Plan

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: JOHN O. GREEN PARK

Park Type: Urban Residential Park

Location: E. Miner Street & S. Matlack Street

Size:

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Basketball court; Play apparatus; Climber for older children	\$ 83,386.00

Other Comments:

- a. The Borough applied for a 50% grant to the Pennsylvania Department of Conservation and Natural Resources (DCNR) on October 31, 2001.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Existing Park: MOSTELLER PARK

Park Type:

Location: Alley behind S. Penn Street & S. Adams Street; borders Goose Creek and railroad tracks

Size: .75 acres

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. Install additional benches	\$ 1,500.00
2. Stabilize earthen bank	\$ 12,000.00
3. Install fencing	\$ 20,000.00
4. Install gazebo	\$ 25,000.00
5. Perform grading	<u>\$ 20,000.00</u>
	\$ 78,500.00

Other Comments:

- a. The Sartomer Company has donated \$15,000.00 for improvements over three years (2000-2002), some of which has been used to purchase equipment for Mosteller Park.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Park: RECREATION CENTER/CULTURAL CENTER

Facility Type: New Recreation Center/Cultural Center

Possible Location: tbd

Size: 2.0 acres +

Improvement Priorities:

<u>Item/Description</u>	<u>Cost Estimate</u>
1. New Facility, approximately 60,000 square feet, with offices, gymnasium, banquet hall, auditorium/ stage, pool table, chess & board game area, lounge, audio-visual room, and entertainment space for youths to use for socializing	\$ 7.5 million
2. Parking Lot for new Recreation Center	

Other Comments:

- a. This facility should be located near public transportation.
- b. This facility should include a Senior Center and an Entertainment Center.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Name of Park: URBAN OPEN SPACE

Facility Type: Passive Recreation Areas

Possible Location: various

Size: various

Improvement Priorities:

Item/Description

1. Gateway Corridor North, on east side of North High Street from Borough boundary to Virginia Avenue
2. Barclay "woods" at High and Marshall Streets
3. Franklin and Lacey Streets "woods"
4. Franklin and Nields Streets (N.W. corner)
Goose Creek floodplain
5. 314 W. Washington Street
gateway to Memorial Park

Other Comments:

- a. The Borough should apply for land acquisition grants if these sites are available for purchase.

**E.2. PARK & RECREATION IMPROVEMENTS
GENERAL ACTION PLAN**

Downtown West Chester Streetscape Improvements for BID

Creation of pocket park on Gay Street between High & Walnut Streets

<u>Description</u>	<u>Cost Estimate</u>
--------------------	----------------------

Location:

Between the curb cuts that allow entry to the surface parking lot.	\$50,000
--	----------

Current situation:

Currently, there is some street furniture and minimal landscaping. Enhancement to that area would provide attractive visual interest and sense of safety.

Items to be included:

- _ Planters and landscaping
- _ Drinking fountains
- _ Trash receptacles
- _ Informational kiosks/points of interest
- _ Decorative rock sculpturing
- _ Public art piece

F. OTHER REDEVELOPMENT INITIATIVES

F.1. INVENTORY OF TRENDS AND ISSUES

In November and December 2001 and January 2002, the Borough Manager, the Borough staff members of the Task Force, and the Revitalization Plan consultant, had several informal work sessions to brainstorm other improvement needs pertaining to the revitalization of West Chester. Most of these “Other” initiatives pertain to special programs such as creation of a Redevelopment Authority, the continuation of Brownfields Redevelopment, and expanding programs for intergovernmental cooperation.

F.2. GENERAL ACTION PLAN

The General Action Plan for the “Other” initiatives is reflected on pages 9-2 to 9-7. West Chester previously worked with the Chester County Redevelopment Authority to create the Gay Street Semi-Mall, and to redevelop several properties in the Downtown. These initiatives took place in the 1970s and the 1980s. As a renewed idea, the Borough could create a Redevelopment Authority or similar authority as described on page 9-2.

Relative to Brownfields Redevelopment, the Borough has successfully redeveloped three sites as described on page 9-3. The Borough plans to continue its success in this area of revitalization.

Intergovernmental Cooperation, as described on page 9-4, is intended to enhance communications between the Borough, its immediate neighbors of West Goshen, East Bradford, and Westtown Townships, and the municipalities included in the study area of the West Chester Regional Planning Commission. The Borough feels that its ability to sustain itself as a viable urban center depends in part on cooperation with the neighboring municipalities. The Borough plans to initiate communications with the surrounding municipalities as an implementation strategy of this Revitalization Plan. Perhaps a West Chester Urban Center Planning Committee can be formed to address ways to make the Urban Center (as shown on page 1-2) as good as it can be.

A Historic Resources Protection Plan is described on page 9-5. It includes several ideas on how Historic Preservation can serve as an economic development tool, a means of providing affordable housing, and a means to ensure the continued character, vitality, desirability, and livability of the great neighborhoods of West Chester.

An Ad Hoc Revenue Commission is described on page 9-7. It addresses the critical need to generate additional revenues to help pay for the improvements and programs described in this Plan.

**F.2. OTHER REDEVELOPMENT INITIATIVES
GENERAL ACTION PLAN**

Program Type: REDEVELOPMENT AUTHORITY OR SIMILAR AUTHORITY

Program Notes:

1. A West Chester Borough Redevelopment Authority or similar Authority could be established as the turn-key organization through which certain redevelopment projects are financed and managed.
2. The Redevelopment Authority could be involved with a Property Reclamation Fund. The Authority could work with the Housing Authority of Chester County to purchase and rehabilitate.
3. The Redevelopment Authority could play a major role in an Urban Renewal District. (West Chester Borough worked with the Chester County Redevelopment Authority in the 1970s and 1980s on several projects, including the "Gay Street Semi-Mall" and various rehabilitation projects in the 100-300 blocks of East Market Street.)
4. The Redevelopment Authority could also be involved with Brownfields Redevelopment.
5. Create a District that would provide Tax Increment Financing (TIF) opportunities to reverse or remedy visible urban decay in the downtown area.
6. Renovate other downtown buildings in need of redevelopment.

**F.2. OTHER REDEVELOPMENT INITIATIVES
GENERAL ACTION PLAN**

Program Type: BROWNFIELDS REDEVELOPMENT

Program Notes:

1. The Borough could identify strategic sites where additional brownfields redevelopment would apply. (The Borough has successfully redeveloped three (3) Brownfield sites: Mitch's Gym; Alliance Environmental at Fermtec; and John O. Green Park.) Therefore, the Brownfields Redevelopment should continue.
2. Brownfields redevelopment funding services need to be researched.
3. The Chester County Development Council (610-458-5700) has received funding from the U.S. Environmental Protection Agency for a Brownsfields Pilot Program. The Development Council is now the lead agency in Chester County for brownfields redevelopment.
4. See Redevelopment Authority for other notes.

**F.2. OTHER REDEVELOPMENT INITIATIVES
GENERAL ACTION PLAN**

Program Type: INTER-MUNICIPAL COORDINATION

Program Notes:

1. West Chester Borough needs to communicate with West Goshen Township, East Bradford Township, and Westtown Township to discuss common needs pertaining to revitalization, as these four municipalities are included in the West Chester Urban Center, as shown on Map 1.

Borough Council will need to hold a meeting to establish a framework for on-going Urban Center Inter-Municipal coordination with the three other municipalities. An Urban Center Planning Committee could be formed to focus on how to make the West Chester Urban Center as good as it can be, including the Borough and portions of West Bradford, East Bradford, and Westtown Townships. The municipalities' existing Planning Commissions, governing bodies, or representatives thereof, working together in joint meetings and on joint projects might service this purpose.

2. West Chester Borough should continue to participate in the West Chester Regional Planning Commission along with East Bradford, East Goshen, West Goshen, Thornbury, Pocopson, Westtown, and West Whiteland Townships.
3. Coordination with West Goshen Township is needed for such initiatives as the Shuttle Bus Service and sidewalk extensions toward West Goshen Shopping Center.

**F.2. OTHER REDEVELOPMENT INITIATIVES
GENERAL ACTION PLAN**

Program Type: HISTORIC RESOURCE PROTECTION PLAN

Program Notes:

1. The Pennsylvania Municipalities Planning Code (MPC), Act 247, was Amended in August 2000 to now require that the Comprehensive Plan include a “Historic Resource Protection Plan” (as per Section 301.(a)(6)).
2. West Chester Borough is truly poised for a Historic Resources Protection Plan, given its lineage and success with the following:
 - a. the Historic and Architectural Review Board (HARB), and HARB’s awards and recognition programs;
 - b. the inclusion of portions of the Borough within the National Register Historic District;
 - c. publications of numerous books on the history and architecture of West Chester;
 - d. historic markers to recognize internationally known historic Cestrians such as Barber, Rustin, and Pippin;
 - e. private building restorations throughout the Borough;
 - f. the celebration of the Bicentennial in 1999;
 - g. Old Fashioned Christmas and other historic recognition events;
 - h. Design Guidelines for HARB;
 - i. the West Chester Railroad Heritage Association; and
 - j. the lore of the Underground Railroad.
3. Relative to Historic Preservation and Economic Development, studies across the county have shown the value of Historic Preservation as a stimulus to economic development, particularly in a small place such as downtown West Chester. Specific programs that could be considered to further economic development through Historic Preservation are:
 - a. Creation of low-interest revolving loan funds to assist property owners in the appropriate renovation and rehabilitation of their income producing properties.
 - b. Adoption of less stringent building codes (as has been done in other states) to facilitate the renovation and rehabilitation of historic properties.

West Chester Borough
Urban Center Revitalization Plan

- c. Tax abatement programs that exclude appropriate improvements made to historic buildings from additional taxation for a period of 5-10 years.
 - d. Giving preference in other economic development programs to investments that enhance the historic and architectural fabric of the Borough over those that do not.
4. Relative to Historic Preservation and Housing, historic preservation can play a vital role in maintaining the supply of affordable housing in the Borough, particularly in the southeast and northwest sections. Similar programs to those identified in item #3 should be implemented to ensure the rehabilitation and improvement of existing housing stock is accomplished in a manner to respect the historic integrity of these buildings.
5. Relative to Historic Preservation and Neighborhood Vitality, one of the primary factors which makes the Borough an exceptional place to live is the architectural integrity of the diverse housing stock. To ensure that people continue to want to live in the Borough, it is important that the architectural fabric is maintained and enhanced. To this end, consideration should be given to the implementation of policies described above. In addition, programs should be devised to educate homeowners and residents about the value of preservation, and about ways to accomplish the retention of the architectural fabric of these properties. Likewise, it is important that such policies and programs pertain to the entire town. Because of the compact nature of the Borough, many aspects of West Chester's livability should extend seamlessly beyond individual neighborhood boundaries.
6. The Borough should pursue grants for such projects as:
 - a. A Historic Resource Inventory.
 - b. Photographing and cataloguing of historic properties.
 - c. Preservation of properties through their acquisition and rehabilitation.
 - d. Educational programs.

**F.2. OTHER REDEVELOPMENT INITIATIVES
GENERAL ACTION PLAN**

Program Type: AD HOC REVENUE COMMISSION

Program Notes:

1. The Borough Manager has issued a 2002 Budget Message, and various Memoranda and Monthly Reports pertaining to problems in generating new sources of revenues for the Borough. (This issue is also discussed on pages 4-1, 4-7, and 4-8 of this report.)
2. The Borough does not generate enough revenue to be able to pay for the many improvements and programs identified in this Plan over the next 15 years.
3. A special Borough Council Ad Hoc Commission should be formed to prepare a comprehensive report with recommendations on how to generate adequate revenues to implement this Urban Center Revitalization Plan.

G. FUNDING SOURCES

A variety of funding sources can be pursued to help implement the Action Plan and Priorities. Borough, County and State funds are most likely to be used.

G.1. BOROUGH FUNDS

Through the 5 Year Capital Budget, the Borough plans to fund some of the revitalization effort. Refer to Appendix E for more details.

In addition, the Borough plans to utilize part of the General Fund budget to help finance several of the improvement priorities listed for the BID and the Public Works Department in Section C, the Parks Department in Section E, and Other Initiatives in Section F. However, the Borough does not generate enough revenue to be able to pay for the many improvements and programs over the next 15 years as identified in this plan. To this end, a special Borough Council Ad Hoc Revenue Commission should be formed to study and recommend ways to generate adequate revenues to implement this Plan (see page 9-7).

G.2. COUNTY FUNDS

Through the Chester County Department of Community Development (DCD), the Borough plans to apply for funds for at least the following projects (to be prioritized at a later date):

- \$500,000.00 for the Market Street Streetscape project;
- \$500,000.00 for other Downtown improvements listed in Section C for the BID;
- \$500,000.00 for various Public Works and Infrastructure improvements for the projects listed in Section C; and
- \$500,000.00 for Park Improvements for the projects listed in Section E for Parks.

The cost breakdown for the Market Street Improvement Project is in Appendix F.

G.3. STATE FUNDS

The Borough will apply for as many grants as it can through such agencies as: the Pennsylvania Department of Community and Economic Development (DCED), the Pennsylvania Department of Conservation and Natural Resources (DCNR), and PennDOT.

At present, the Borough may receive \$200,000.00 from DCED for the Market Street Streetscape project, to combine with the \$500,000.00 it will seek from the County DCD. Even with a scaled-back project (to remove the portion of West Market Street from New to Darlington until the County Courthouse project is completed), the Borough will need \$120,844.00 to complete the downsized project.

G.4. OTHER FUNDING OPPORTUNITIES

Other Funding Opportunities are listed in Appendix G – A Directory of Funding and Programs.

H. DETAILED ACTION PLAN AND PRIORITIES

A Detailed Action Plan for the various revitalization initiatives will involve setting and revising priorities, estimating and refining the costs for the various improvements, establishing and updating a timeline for the improvements, allocating personnel resources to guide the implementation process, and obtaining and budgeting the necessary funds for the work.

An initial timeline for implementation of revitalization initiatives is outlined in Table 9, the Revitalization Projects Action Plan. Table 9 serves as the first attempt to itemize a wide variety of revitalization needs according to a 1 to 5, 6 to 10, and 11 to 15 year time horizon, along with probable funding sources, and the entity that should be responsible for the initiative. While the Borough would like to think that many of the initiatives could be addressed or accomplished within the next five years, the general lack of funds or grants will temper whatever can actually be accomplished.

Table 10, Revitalization Programs Action Plan, is an outline of the various programs described in this report. Like Table 9, the action plan for programs is profiled according to the priorities in years 1 to 5, 6 to 10, and 11 to 15, funding sources, and implementing agent. The Business Improvement District (BID) and West Chester Borough Council will be the key implementing agents for these programs.

Table 9 and Table 10 should be reviewed every year for the next five years, and adjusted to reflect what has been accomplished, or to reflect new cost data. It is assumed that the Borough Council and Borough Manager will keep this Plan and these tables up-to-date. The specific Borough Council Committee that will need to work with the Borough Manager is PZBID. The Planning, Zoning, Business, and Industrial Development (PZBID) Committee should expand their monthly Agenda and Meetings to discuss this Plan and to keep it up-to-date.

West Chester Borough
Urban Center Revitalization Plan

APPENDIX A

“Is West Chester the perfect town?”

Inquirer (magazine) October 21, 2001

Article: “Passionate about West Chester”, by Ann de Forest

APPENDIX B

Table 1. Labor Force Characteristics

Table 2. Statistics by Economic Sector

West Chester Borough
Urban Center Revitalization Plan

Table 1. Labor Force Characteristics: **2000**

	West Chester Borough		Chester County	
LABOR FORCE STATUS				
Persons 16 years and over	15,731		332,513	
In labor force	10,894		229,631	
Civilian labor force	10,889		229,469	
Employed	10,243		221,255	
Unemployed	646		8,214	
Armed Forces	5		162	
Not in labor force	4,837		102,882	
COMMUTING TO WORK				
Workers 16 years and over	10,039		218,153	
Drove alone	6,755		176,075	
In carpools	1,177		18,726	
Using public transportation	265		5,725	
Using other means	39		1,409	
Walked or worked at home	1,803		16,218	
OCCUPATION				
Employed persons 16 years and over	10,243	100%	221,255	100%
Management, Professional and Related	3,519	34.4%	99,985	45.2%
Service Occupations	2,357	23.0%	24,066	10.9%
Sales and Office Occupations	2,909	28.4%	58,170	26.3%
Farming, Fishing & Forestry Occupations	50	0.5%	2,267	1.0%
Construction, Extraction, and Maintenance Occupations	507	4.9%	15,208	6.9%
Production, Transportation, and Material Moving Occupations	901	8.8%	21,559	9.7%
INDUSTRY				
Employed persons 16 years and over	10,243		221,255	
Agriculture, forestry, fishing and hunting, mining	78	0.8%	4,453	2.0%
Construction	390	3.8%	12,345	5.6%
Manufacturing	795	7.8%	32,810	14.8%
Wholesale trade	255	2.5%	8,811	4.0%
Retail trade	1,415	13.8%	24,769	11.2%

West Chester Borough
Urban Center Revitalization Plan

Transportation and warehousing and utilities	340	3.3%	8,975	4.1%
Information	366	3.6%	6,696	3.0%
Finance, insurance, real estate, and rental and leasing	810	7.9%	22,064	10.0%
Professional, scientific, management, administrative, and waste management services	1,256	12.3%	30,589	13.8%
Educational, health and social services	2,245	21.9%	43,715	19.8%
Arts, entertainment, recreation, accommodation and food services	1,440	14.1%	12,025	5.4%
Other services (except public administration)	551	5.4%	8,978	4.1%
Public administration	302	2.9%	5,025	2.3%
CLASS OF WORKER				
Employed persons 16 years and over	10,243	100%	221,255	100%
Private wage and salary workers	8,366	81.7%	186,710	84.4%
Government workers	1,285	12.5%	18,891	8.5%
Self-employed workers in own not incorporated business	570	5.6%	15,034	6.8%
Unpaid family workers	22	0.2%	620	0.3%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, Summary Tape File 3 (Sample Data)

West Chester Borough
 Urban Center Revitalization Plan

Table 2. Statistics by Economic Sector

INDUSTRY	NUMBER OF ESTABLISHMENTS	NUMBER OF EMPLOYEES	ANNUAL PAYROLL (\$1,000)	SALES/RECPT (\$1,000)
Manufacturing	46	1,796	77,450	402,028
Wholesale Trade	84	733	32,721	462,081
Retail Trade	124	4,805	157,315	2,557,805
Real Estate	31	303	6,613	50,180
Professional, Scientific, & Technical Services	197	2,735	124,464	270,458
Administrative & Support & Waste management & remediation services	25	230	5,305	13,848
Educational Services	5	10	195	1,189
Health Care & social assistance	69	688	22,715	44,105
Arts, entertainment & recreation	9	181	1,831	8,374
Accommodation & foodservices	85	1,000 – 2,499	Not available	Not available
Other services (except public administration)	62	747	17,257	56,369

1997 population: 17,801

Source: Economic Census 1994

West Chester Borough
Urban Center Revitalization Plan

APPENDIX C-1

The Top 10 “Rules of Thumb”
For Downtown Development and Redevelopment

DOWNTOWN DEVELOPMENT & REDEVELOPMENT GUIDELINES **BOROUGH OF WEST CHESTER**

May 27, 1998

THE TOP 10 “RULES OF THUMB” **FOR DOWNTOWN DEVELOPMENT AND REDEVELOPMENT**

1. Anchor the Corner of every Block with Buildings in scale with Existing Buildings
2. Maintain the “outdoor room” Character and Scale of the Streetscape, with Building Walls, “Street Walls”, Street Trees, and Sidewalks
3. Promote Retail and Service Uses on the First Floor - Ground Floor
4. Maintain the Network of Interconnected Streets, Alleys, Sidewalks, and Crosswalks
5. Park On-Street along the Curb, behind Buildings, and on the side of Buildings (but not in front Buildings)
6. Promote Retail Clustering, and Linkages
7. Promote a Predominantly Vertical Form of Two (2) to Four (4) Story Buildings, with 16 to 24 Foot Wide “Bays”
8. Place Infill Development in Line with Existing “Street Walls”
9. Promote the “Greening” of Downtown with Street Trees, Flowers, Plazas, and Pedestrian Spaces
10. Promote “Wayfinding” with Effective and Well-Designed Signage and Lighting

West Chester Borough
Urban Center Revitalization Plan

APPENDIX C-2

General Inventory of Existing Business Uses
in the Downtown (April 2, 2001)

Note:

The properties numbered from 1. to 279. were inventoried as part of an analysis for Zoning Ordinance Amendments. Pages C-4 to C-11 are keyed into a "Current Use Plan" (page C-20) also dated 4-2-01. Pages C-12 to C-19 are a sorted list by the type of Use.

West Chester Borough
Urban Center Revitalization Plan

APPENDIX D

Chester County Planning Commission
Checklist Items for Urban Centers Revitalization Plans

APPENDIX D – REVISED JANUARY 2002
Checklist for Urban Centers Revitalization Plans

An Urban Centers Revitalization Plan shall contain the following minimum scope:

A. Inventory of Trends and Issues

1. Economic development of downtown areas, secondary retail commercial areas and industrial/office areas.

a. Municipalities may use a variety of indicators, including census data, real estate data, observations from residents and businessmen, results of surveys, results of focus groups, interviews with stakeholders in the community, or other pertinent information. The following list illustrates the type of data that might be relevant:

- (1) Vacancy rates of commercial areas in comparison with other areas.
- (2) The quality, age and concentration of retail establishments.
- (3) Employment trends.
- (4) Vacancy rates, vacant sites and obsolete sites in industrial/office areas
- (5) The overall condition, atmosphere and appearance of downtown, secondary retail and industrial areas.
- (6) General inventory of existing business uses.
- (7) Mapped inventory of vacant properties within the urban center.
- (8) Description of the “Main” street’s mission.

b. The estimated reasons or causes for any economic development problems should be listed.

c. The existing and relevant economic development plans, if any, should be briefly summarized, such as redevelopment plans and downtown revitalization plans.

d. All economic development actions already taken or in the process of being taken, if any, should be listed.

e. Local strengths and weaknesses of the community’s potential economic role.

f. Suitable locations for business development.

g. Any additional performance standards necessary to assure that business development is compatible with adjacent land uses and landscape.

2. Housing

a. Municipalities may use a variety of indicators, including census data, real estate data, observations from residents and businessmen, results of surveys, results of focus groups, interviews with stakeholders in the community, or other pertinent information.

b. The estimated reasons or causes for any housing concerns should be listed.

c. All existing and relevant housing plans prepared for the municipality, if any, should be briefly summarized.

- d. All housing improvement/development actions already taken or in the process of being taken, if any, should be listed.
- e. Identification (general location) of substandard rental and ownership housing units/properties.
- f. Identification (general location) of structurally unsound housing units/structures
- g. Identification of areas targeted for revitalization of substandard rental and ownership housing units.
- h. A discussion on whether local land use regulations unnecessarily inflate the cost of housing. Do they prohibit or make it impossible to build certain types of housing?

3. Infrastructures and Transportation.

This section includes: construction, repair or expansion of sidewalks, pedestrian connections, traffic lights, roads, traffic calming facilities, parking facilities, bicycle facilities, installation of fiber optic networks, improved truck access along streets, transit facilities, stormwater facilities, and sewage disposal and water supply facilities.

- a. Municipalities may use a variety of indicators, including census data, observations from residents and businessmen, results of surveys, interviews with public or authority employees, or other pertinent information.
- b. The estimated reasons or causes for any infrastructure or transportation problems should be listed.
- c. All existing and relevant infrastructure and transportation improvement plans should be briefly summarized. In addition, current capital improvement plans should be summarized.
- d. All infrastructure and transportation improvement actions already taken, or in the process of being taken, if any, should be listed, including actions by agencies other than municipality.
- e. Analysis of age/condition/capacity of underground infrastructure (to include: water supply, sewage disposal, stormwater, electric, gas, and telecommunication facilities).
- f. Analysis of age/condition/capacity of above ground infrastructure (to include: streets, curbs, sidewalks, trees, streetlights, parking, bridges).
- g. A summary of current capital improvement plans.
- h. If the facility or service is provided outside the municipal limits, it must be included in this inventory.
- i. A discussion on how the community's future land use plan, infrastructure and transportation plans interact.
- j. A discussion on whether the community's land use regulations support proper infrastructure and transportation development. Do regulations need to be

updated?

- k. A discussion as to what extent has the infrastructure, in particular water, sewer, and emergency protection, shaped growth and development patterns. If so, have these patterns been desirable? Do the administrators of these facilities and services recognize the impact their decisions have on patterns of development?

4. Public Facilities and Services

- a. To determine current conditions and problems, municipalities may use a variety of indicators, including census data, observations from residents and businessmen, results of surveys, results of focus groups, interviews with police officials in the community, or other pertinent information.
- b. The estimated reasons or causes for any public safety concerns should be listed.
- c. All existing and relevant public safety studies, if any, should be briefly summarized.
- d. All public safety actions already taken, or in the process of being taken, if any, should be listed.
- e. Public facilities and services shall include, but not be limited to: public safety (police, fire, ambulance, and rescue); solid waste management; energy facilities; communications; health care; cultural resources; education; recreation; and general municipal administration and services.
- f. A description of the facilities or services and its geographical service area: the condition, usage, and capacity of each facility or service; and the annual operating costs associated with the facilities and services. In addition, current capital improvement plans should be summarized. If the facility or service is provided outside the municipal limits, it shall be included in this inventory.
- g. A brief discussion on whether the administrators of these facilities and services recognize the impact their decisions have on the patterns of development.

B. Optional Background Summary

Additional background summaries can be conducted in the following areas:

1. Urban Open Space. This category might include land acquisition, and recreational and related facility development.
2. Streetscape Improvements. This category includes street trees, landscaping, downtown pocket parks, downtown central greens, streetlights and street furnishings in retail areas.
3. Signage. This category includes directional signage for tourist attractions, government buildings institutions, retail business districts and industrial areas, as well as street sign improvements.
4. Cultural and Arts Attractions. This category includes construction of new facilities, facility improvements, program monies and advertising.

5. Technical Assistance. This category includes assistance with financial analysis, site planning, legal issues, creation of capital improvement plans, training of municipal staff and expedition of permits, and analysis of municipal codes and regulations.

6. Other Innovative Projects.

C. Goal Setting and Consensus Building

Municipalities should establish goals and build consensus among the various stakeholders within the community. In addition, municipalities must establish a task force that will guide and direct the community revitalization plan.

1. Potential Stakeholders.

As part of this process, the following stakeholders should be contacted and involved in the process:

- a. Residents of the community.
- b. Municipal elected and appointed officials, including the municipal planning commission.
- c. Business owners within the community and representatives of companies located in the community.
- d. Members of civic organizations, neighborhood groups, preservation groups and housing corporations.
- e. Representatives of the real estate community, including realtors, developers, and landlords.
- f. The municipal police department or state police
- g. Municipal public works department, Pennsylvania Departments of Transportation (PennDot), local sewer authorities and local water suppliers.
- h. Chester County staff, including the planning commission, redevelopment authority, youth and aging services, housing and community development, and commerce and economic development.

2. Creation of Task Force.

The municipality must create a community revitalization task force that contains a number of stakeholders, including:

- a. Elected and appointed officials of the municipality.
- b. One representative of Chester County from the Planning Commission, Commissioners' Office, Redevelopment Authority, Housing Services, Commerce and Economic Development, other County staff person.
- c. Stakeholders other than elected officials, staff and appointed officials of the municipality, which might include residents, businessmen civic leaders, and real estate representatives.

d. Other stakeholders.

3. Establishment of Goals.

The municipality should hold a series of meetings or other forums, such as workshops, focus groups and design charettes, to determine goals and to get input from all the various stakeholders. At least one formal public meeting must be held to discuss the goals.

- a. An overall vision for the community should be created.
- b. Goals shall be created for the economic development, housing, infrastructure and public safety.
- c. Municipalities may also choose to create goals for other program elements including urban open space, street trees, historic preservation, signage, cultural and arts attractions, and technical assistance.

D. General Action Plan

After goals have been established, a general action plan should be created for the community. This general action plan should list and briefly describe all actions to be taken to accomplish the goals.

1. Overall Vision

The municipality's overall vision should be presented, with general summary or description of how vision will be achieved

2. Analysis of Four Critical Program Elements-

The municipality should analyze the four critical program elements of economic development, housing, infrastructure, and transportation and public safety.

a. Description of critical program elements – the different actions, programs or activities that fall under each critical program element area listed below:

- (1) Economic development of downtown areas, secondary retail commercial areas, and industrial /office areas. This category includes commercial building rehabilitation, main street programs, assistance for existing, relocating or new businesses, creation of industrial parks, brownfields redevelopment, creation of business improvement districts and workforce development/job training.
- (2) Housing. This category includes construction of new housing, land acquisition, rehabilitation of housing, home ownership programs and conversion of buildings to residential.
- (3) Infrastructure and transportation. This category includes construction, repair or expansion of sidewalks, pedestrian connections, traffic lights, roads, traffic calming facilities, parking facilities, bicycle facilities, installation of fiber optic networks, improved truck access along streets, transit facilities, storm

sewers, sanitary sewers, and water facilities.

- (4) Public Safety. This category includes increasing the number of police, using bike patrols, increasing community policing techniques, construction of police substations, placement of street lights, the creations of computerized maps of crime, studies on improving police services, creation of graffiti removal programs and temporary continuation of salaries of police officers hired under state pr deferral programs.

b. For each of the critical program elements, the municipality should answer the following questions:

- (1) Does a problem(s) exist or could conditions be improved?
- (2) If a problem does exist, are current and proposed plans and actions adequate to address the problem?
- (3) Are the proposed actions, if any, already funded?
- (4) What additional actions can be taken to address the problem or to improve conditions?

3. Analysis of Optional Program Elements.

Any optional program elements identified in the background summary section should be analyzed.

a. Description of optional program elements. – the different actions, programs or activities, that fall under each optional program element are listed below:

- (1) Urban open space. This category might include land acquisition, downtown pocket parks, downtown central greens and plazas, and recreational and related facility development.
- (2) Streetscape improvements. This category includes street trees, landscaping, streetlights, and street furnishings in retail areas.
- (3) Directional and informational signage. This category includes directional signage for tourist attractions, government buildings, institutions, retail business districts and industrial areas, as well as street sigh improvements.
- (4) Cultural and arts attractions. This category includes construction of new facilities, facility improvements, program monies and advertising.
- (5) Other innovative projects. To address unique aspects of the community.

b. For each of the optional program elements, manipulates should answer the following questions:

- (1) Does a problem(s) exist, or conditions be improved?

- (2) If a problem does exist, are current and proposed plans and actions adequate to address the problem?
- (3) Are the proposed actions, if any, already funded?
- (4) What additional actions can be taken to address the problem or to improve conditions?

4. Listing of Actions.

- a. Proposed actions for community revitalization should be listed. Proposed actions may address only one goal or may address multiple goals. Actions that are related to each other and need to be implemented as whole to be successful should be grouped together.
- b. Proposed actions should always include actions needed to accomplish the four critical program elements of economic development, housing, infrastructure and transportation, or public safety. Additional actions may also be listed, provided these actions were addressed in the background summary and were analyzed in the general action plan.

5. Funding Sources.

Possible funding sources and programs for the various actions must be listed, including federal, state, County, foundation, nonprofit and other sources of funding.

E. Prioritization of Actions, Detailed Action Plans, and Program Assessment

1. Public Input.

When prioritizing actions and creating detailed action plans, municipalities must hold a public meeting to get public input.

2. Prioritization.

Because of limited funding and the need to create a work program/capital improvements budget, municipalities should prioritize their proposed actions. This prioritization can take the form of a list of actions, from highest priority to lowest priority, or groupings of actions by priority.

Actions needed to accomplish the four critical program elements of economic development, housing, infrastructure and public safety should generally be given a higher priority than other actions. When other actions are given a high priority, the municipality must explain why these actions are more important or timely than action from the four critical program elements.

3. Detailed Action Plans.

A detailed action plan must be created for the highest priority actions. These detailed action plans must include the following items:

- a. A description of the project that lists all elements of the project, identifies the location of the project, identifies all affected properties (if any), and identifies affected municipal personnel (if any).

- b. An estimate of the costs of the project.
- c. A timeline showing the expected completion time of various elements of the project.
- d. A summary listing what organization(s) and/or personnel will be responsible for the various elements of the project.
- e. An analysis of funding options for that particular action. This analysis should identify specific programs or sources that are appropriate for the particular action and should explain how the proposed action qualifies for the funding source.

4. Program Assessment.

The community revitalization plan should contain a timeframe, not to exceed five years, showing when the program and specific actions will be assessed to determine if they are working. The plan should also include a process for changing actions and reprioritizing actions if the program is not successful.

F. Public Hearing

The final community revitalization plan must be presented at a formal hearing and adopted at a public meeting by the municipal governing body.

West Chester Borough
Urban Center Revitalization Plan

APPENDIX E

Borough of West Chester
Year 2001 Budget
5 YEAR CAPITAL BUDGET PLAN

West Chester Borough
Urban Center Revitalization Plan

APPENDIX F

Market Street Improvement Project
(Cost Data)

APPENDIX G

Directory of Funding and Programs

1. Housing Rehabilitation and Modification Programs
2. First Time Home Buyer Program
3. Facade Improvement Program
4. Main Street/Commercial Investment Program
5. Small Business Assistance Program

Two other helpful documents summarizing potential funding sources for urban revitalization projects, but which are too lengthy to include herein, are:

6. Urban Revitalization Resource Guide

(www.chesco.org/ccdcd) (Under “Community Development News”, click on the link for the “Urban Revitalization Resource Guide”.)

7. Pennsylvania Community Resource Directory, Asset Building

(www.inventpa.com) (Using this PA DCED website, from the menu on the left choose “Communities in PA”; from the menu on the left choose “Community Resources”; in the text, click on the link for the “Community Resource Directory”.)

West Chester Borough
Urban Center Revitalization Plan

APPENDIX H

Visioning Summary: Comprehensive Plan: 2000

West Chester Borough
Urban Center Revitalization Plan

APPENDIX I

Resolution for Plan Adoption

West Chester Borough
Proposed Retail Overlay Districts
PROPERTY LIST

4-2-01

Map # Establishment

RETAIL OVERLAY DISTRICT (ROD-1)

Gay Street

1. Star of India Restaurant
2. Vacant (formerly Fidelity National Title Insurance Company)
3. X-Treme Ink Tattoo Parlor
4. Vacant (advertised zoned office)
5. Tony's Market and Deli
6. Salad Stop
7. Cugino's Newstand
8. Great Craft Works
9. Voice Stream Wireless Dealer
10. Laurento's Formal Wear
11. Chester County Domestic Relations
12. Wright Jewelry
13. Mad Platter Compact Disc's
14. Classic Kitchen and Bath
15. WCHE AM Radio Office
16. Flix Video
17. Open Air Parking
- 17.A. Reeves Realty
18. Tipton Signs
19. The Mediterranean Restaurant
20. Vacant (formerly Oriental Nail Salon)
21. Jitters Sports Bar
22. Shear Elegance
23. Harry Tashjian and Associates Employee Benefit Plans
24. Broker's Marketplace Inc.
25. Vacant
26. Oroboros Bead Shop
27. Moorflower Clothing and Jewelry
28. Vacant (formerly La Cocotte Restaurant)
29. Taylor's Music Store
30. Taylor's Music Store
- 30.A. Doorway to 2nd floor Taylor's Music Studio
- 30.B. Doorway to 2nd floor Verdini Associates (consumer products brokerage)
31. Reino's Print and Copy Center
32. LaPetite Bakery
33. Penn's Table Restaurant
34. Fairman's Sporting Goods
- 35.A. Doorway and Window Display for 2nd floor Alter Image
35. New York Sandwiches

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

- 36. Kaly Clothing
- 36.A. Doorway to 2nd floor Deery-Thomas Agency Insurance and Financial Services
- 37. Vacant (formerly a Bank)
- 38. Webb Jeweler
- 39. The Atrium Building (Morgan Stanley Dean Witter; WCOJ Radio; Conrad, O'Brien, Gellman and Rohn, Attorneys at Law; Law Office of Robert Donatoni; Unruh Turner Burke and Frees, Attorneys at Law)
- 40. Senator Bob Thompson 19th District; Chester County Bar Association and Chester County Law Library
- 41. Wireless Zone
- 42. Vacant
- 43. Brew HaHa
- 43.A. Doorway to 2nd floor (9 businesses)
- 44. Iron Hill Brewery and Restaurant
- 45. Chester County Courthouse Annex
- 46. The Restaurant and The Bar
- 47. Vacant (formerly Village Shoe and Shoe Repair)
- 48. Preferred Cleaners and Laundry
- 49. The Coffee Brewery
- 50. Elverson National Bank
- 51. Eckerd Drug (blackened windows)
- 52. Penn Mutual Building—Founders Bank
- 53. Penn Mutual Building—Chester County Chamber; Insurance Company
- 54. Spence Café
- 55. Rite Aid Pharmacy
- 56. Hard Bean Café
- 57. Vacant
- 57.A. Doorway to 2nd floor office (vacant)
- 58. Vincent's Bar and Restaurant
- 59. Vacant (formerly Foto-Mat)
- 60. Open Air Parking for Bank
- 61. West Chester Fire Company (Goodwill No.2)
- 62. Gay St. Deli and Grille
- 63. Chamber of Commerce of Greater West Chester
- 64. Bon Vivant Travel
- 65. West Chester Post Office
- 66. Home Works Design and Supply (Coming Soon)
- 67. Newbury Street Design and Mercury Arts
- 68. Fidelity National Title Insurance Company
- 69. Kraut and Kraut Law Offices
- 70. Private Open Air Parking for Kraut and Kraut
- 71. William Grohol and E.L. Culver, Dentists
- 72. Vacant

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

- 73. Dinon's Fine Italian Cuisine (currently closed)
- 74. The Spare Rib
- 75. Residential
- 76. Residential
- 77. Residential
- 78. Residential
- 79. Country Bagel Bakery
- 80. West Chester Wellness Center
- 81. Vacant
- 82. John's Barber Shop
- 83. DeStarr's Restaurant and Bar
- 84. Alberto Trattoria
- 85. Traveler's Den Luggage
- 86. South Cigar Shop
- 87. Brandywine Gourmet
- 88. Laurean Antiques and Consignments
- 89. Thomson Candies
- 90. Pages Cards and Pottery
- 91. Jackson Hewitt Tax Service
- 92. Briar Professional Photographers
- 93. Sculpted Physique Personal Training Studio
- 94. Residential
- 95. Photography by P.A. Mieczkowski
- 96. Zukin Properties

North Church Street

- 97. Pagani and Wylam Certified Public Accountants
- 98. Law Offices: of DeTulleo; Polen; Wagner; Counseling Office of Wilson
- 99. Inter County Rentals
- 100. Allen Cook's Barber Shop
- 101. Colonial Metal Polishers
- 102. BeyondMedia.com
- 103. Residential
- 104. Benny's Pizza
- 105. Vacant (formerly Espresso Bar for Flix Video)
- 106. Maychak Motorsports
- 107. First Digital Hearing Aid Center
- 108. Friends Again Thrift Shop
- 109. YWCA
- 110. Garage of James Bros. Plumbing
- 111. Fennario Coffee and Tobacco
- 111.A. Stair to Fennario's upstairs music venue
- 112. A Touch of Elegance Nail Studio

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

- 113. Susi's Salon
- 114. County Seat Style Hair Salon
- 115. 2nd Reading Book Store
- 116. Moose Family Fraternity
- 117. Maillie Falconiero and Company, Certified Public Accountants
- 118. County of Chester Official Court Reporters
- 119. WorkingVirtual.com Cyber Café (Coming Soon)
- 119.A. Doorway to second floor USE U.S. Elections; CCA Graphics
- 120. Jamie Goncharoff, Attorney at Law
- 121. 10 North Church Street Offices (Bliss and Company, CPA; Headwaters Associates; Duffy Green and Redmond Law Office; Iona Technologies; Chester County Department of Computer Information Services; Linda Macelree, Esq.)
- 122. Legg Mason
- 123. Vacant (formerly Joel's Dress Shop)
- 124. Vacant (formerly Perfectly Polished)
- 125. Vacant (formerly Law Offices of Wade Wade and Wade)
- 126. Hair Ltd.
- 127. Janney Montgomery Scott

North High Street

- 128. Antiquities Victorian Interiors and Lifestyle
- 129. Penwick Cards and Candles and The Hayloft
- 130. Visual Expansion Gallery and Framing
- 131. Cappella's Clothes and Hair Studio
- 132. The Philadelphia Inquirer
- 133. G&G Cigar Company
- 134. PNC Bank
- 135. Three Little Pigs
- 136. Christian Science Reading Room and Bookstore
- 137. Jane Chalfant
- 138. Law Offices of Gawthrop, Greenwood and Halsted
- 139. Debottis Gallery Fine Arts and Framing
- 140. Greentree Building—Residential
- 141. Genolia's Gift Gallery

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

RETAIL OVERLAY DISTRICT 2 (ROD-2)

South Darlington Street

- 142. La Difference Hair and Body Boutique
- 142.A. Open Air Parking for La Difference

Market Street

- 143. Commonwealth Land Title Insurance Company
- 143.A. Stairs to 2nd floor Commercial Waterproofing, Inc.
- 144. Center on Hearing and Deafness, Inc.
- 145. Law Offices (5 different offices)
- 146. Creep Records
- 147. Penny First, Attorney at Law
- 148. City Tattoo
- 148.A. Doorway to 2nd floor MacIntyre, Attorney at Law
- 149. Partners Furniture
- 150. Photography by Bob
- 151. Vacant (formerly WCHE AM, now on Gay St.)
- 152. Vacant
- 153. Kaplan's Fine Jewelry
- 154. Rothwell's Office Machine and Supplies
- 155. Jackson's TV
- 156. Residential
- 157. Lachall Cohen and Sagnor Law Office
- 158. Law Office of O'Brien and Hennessy
- 159. Residential
- 160. Hairwear
- 161. Vacant (formerly residential)
- 162. Leisa's Hair and Nails
- 163. Gilbert's Appliances
- 164. Luna Gallery Fine Art and Framing
- 165. William Wood Co. Realtors
- 166. Private Open Air Parking for Wm. Wood Realtors and Gilbert's
- 167. Knights of Columbus
- 168. Pisano and Son Shoe Repair
- 169. Antique Shop
- 170. The Painted Plate
- 171. Manito Title Insurance Company
- 172. Chester County Coroner's Office
- 173. Warrant Enforcement Bureau
- 174. Vacant
- 174.A. Doorway to 2nd floor Jingoli and Son Enterprise 2000
- 175. Chester County Courthouse
- 176. Main Street Bank

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

- 177. Courtyard/ Passageway (Main Street Bank)
- 178. Chester County Community Foundation
- 178.A. Lincoln Coffee Exchange in basement
- 179. Whirl Away Travel and Cruises
- 180. Hair Innovation
- 181. Mary Myers, Attorney at Law
- 182. Cox and Trott, Attorneys at Law
- 183. Market Street Print and Copy
- 184. Lorgus Flower Shop
- 185. Mr. Sandwich
- 186. Wilmington Trust Bank
- 187. Hudson United Bank
- 188. First National Bank
- 189. Open Air Parking for First National Bank
- 190. First National Bank Mortgage Center
- 191. Lewis News
- 192. Butler Griffen and Mannix Law Office
- 193. Vacant
- 194. Security Search and Abstract Company (for sale)
- 195. Lamb, Windle and McErlane, P.C.
- 196. ATL-East Tag and Label
- 197. Baldwin's Electric Shop
- 198. Vacant (possible conversion soon to offices)
- 199. Vacant (possible conversion soon to offices)
- 200. The Salvation Army
- 201. Open Air Parking for the Salvation Army
- 202. Residential
- 203. Residential
- 204. Market St. Flea Market
- 205. Residential (for sale)
- 206. Pic One Beauty Services
- 207. Public Open Air Parking
- 208. Barber Shop
- 209. Jackson Hewitt Tax Service
- 210. Residential
- 211. Public Open Air Parking
- 212. Roxborough Manayunk Bank
- 213. State Farm Insurance
- 214. M.S. Yearsley and Sons
- 215. Open Air Parking for Yearsley's
- 216. Indo-Pak Groceries
- 217. Miller's Welding Service
- 218. Brenda's Vac Shop

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

South Church Street

- 219. Woman's Exchange Consignment Shop
- 219.A. Doorway to West Chester Masonic Lodge in back part of 1st floor and 2nd floor
- 220. At Home Boutique
- 221. Residential
- 222. A-1 Stationary and Printing
- 223. New Haven Pizza
- 224. Thomas Laundry
- 225. Soler's Antiques
- 226. Tangles Hair and Nails
- 227. Law Offices of Olin, Neil, Haltrecht and O'Brien
- 227.A. Doorway to 2nd floor Franklin Mortgage Company
- 228. Residential
- 229. O'Donnell, O'Donnell and Gardner, Attorneys at Law
- 230. Main Street Bank Deck Parking
- 231. Pellini, Gold and Associates
- 232. Residential
- 233. Republican Committee of Chester County
- 234. Ray Ott and Associates Planning and Landscape Architecture; Reynolds Design Associates; HCL Mortgage
- 235. Mortgage Affiliates
- 236. Cobblestone Realty and Attorneys at Law
- 236.A. Doorway to 2nd floor Law Offices of Glenn Grogan and 3rd floor Law Offices of Jennifer Levy-Tatum
- 237. Residential
- 238. Owens, D'Ambrosio and Nescio, Attorneys at Law
- 239. Martin and Company Insurance Brokers
- 240. Halladay Florist
- 241. Nardini and Sheehan, Attorneys at Law

High Street

- 242. Coins and Stamps Collectibles
- 242.A. Doorway to 2nd floor McLean and Feinstein, Attorneys at Law
- 243. Portable Concepts Cell Phones
- 244. Sunset Hill Jewelers
- 245. First Union (3 buildings)
- 246. Bicentennial Parking Garage
- 247. Simple Pleasures Gift Gallery
- 248. LocalLife.com (Unisys)
- 249. Dynamic Printers
- 250. CM Mortgage Services

West Chester Borough
Proposed Retail Overlay District Property List, continued

4-2-01

Map # Establishment

- 251. Vacant (High Street Professional Building); Varallo, Alfe, Thompson and Randall Court Reporting and Video in front back section or upstairs
- 252. Fabric Flair Tailoring
- 253. West Chester Nails
- 254. West Chester Florist
- 255. Lorenzo's Steaks and Hoagies
- 256. Vacant
- 257. Vacant
- 258. Café Chicane
- 259. Wusinich, Brogan and Stanzione Law Office
- 260. Krombolz Insurance Agency
- 261. Aristocrats Salon Studio
- 262. Marlo and Company, C.P.A.
- 263. Residential
- 264. Delduco Law Offices
- 265. Residential
- 266. Dragonfly Gallery Jewelry and Gifts
- 267. Nu Image Home Improvement Company

Walnut Street

- 268. Mosteller Parking Garage
- 269. Open Air Parking for Rite Aid and Spence Café
- 270. Public Open Air Parking
- 271. Vacant
- 271.A. Open Air Parking for Banks
- 272. Wizard and Company Tattoos
- 273. Smith's Locksmiths, Dressmaking by Sue Kim and Shoe Repair
- 274. North 15 Café
- 275. Residential
- 276. Parisian Cleaners and Tailors
- 277. Vacant (formerly Domino's Take-Out Pizza)
- 278. Residential
- 279. Dr. S. Usmani, General Dentistry

West Chester Borough – Urban Center Revitalization Plan

**TABLE 9
Revitalization Projects Action Plan**

	Plan Element	Cost	Priorities in Years			Funding Sources	Implementing Agent
			1 to 5	6 to 10	11 to 15		
1.	Public Works (page 6-9)	\$ 2,046,600	X	X	X	Borough; DCD	Borough
	(a) Reconstruct N. Franklin St. (Ashbridge to Goshen)	54,000	X			Borough; DCD	Borough
	(b) Reconstruct Marshall Dr., and North & South Hillside Dr.	200,000	X			Borough; DCD	Borough
	(c) Reconstruct W. Niels St. (New to Bradford)	110,000	X			Borough; DCD	Borough
	(d) Reconstruct N. Walnut St. (Marshall to Clark)	78,000	X			Borough; DCD	Borough
	(e) Sidewalk Installation: E. Market St. (Franklin to Bolmar)	50,000	X			Borough; DCD	Borough
	(f) Sidewalk Installation: E. Gay St. (to W. Goshen)	30,000	X			Borough; DCD	Borough
	(g) Street Trees						
	(1) Install 100 per year; 50 per season, 2-2½" cal.	30,000	X	X	X	Borough; DCD	Borough
	(2) Install Shade Trees @ N. High St.	tbd		X		Borough; DCD	Borough
	(3) Remove 50 per year	94,600	X	X	X	Borough; DCD	Borough
	(4) Devise program assist homeowners with tree removal & replacement	166,000	X			Borough; DCD	Borough
	(h) Replace Goose Creek Culvert (E. Barnard St.)	150,000		X		Borough; DCD	Borough
	(i) Replace Goose Creek Culvert (Franklin & Linden)	200,000		X		Borough; DCD	Borough
	(j) Replace 30" Brick Storm Sewer (Dean St.)	127,000	X			Borough; DCD	Borough

Key to Funding Source abbreviations: BID = Business Improvement District; DCD = Chester County Department of Community Development; DCED = Pennsylvania Department of Community and Economic Development; DCNR = Pennsylvania Department of Conservation and Natural Resources; and SEPTA = Southeast Pennsylvania Transportation Authority.

West Chester Borough – Urban Center Revitalization Plan

**TABLE 9 (continued)
Revitalization Projects Action Plan**

Plan Element	Cost	Priorities in Years			Funding Sources	Implementing Agent
		1 to 5	6 to 10	11 to 15		
1. Public Works (continued)						
(k) Relocate 30" Storm Sewer (Juniper to Sharpless)	\$ 52,000	X			Borough; DCD	Borough
(l) Reline 30" Brick Storm Sewers:						
(1) Union St. (Darlington-New)	68,000	X			Borough; DCD	Borough
(2) New St. (Union-Holly Alley)	27,000	X			Borough; DCD	Borough
(3) Wollerton Al. (New-Wayne)	85,000		X		Borough; DCD	Borough
(4) Wayne St. (Wollerton-Washington)	200,000		X		Borough; DCD	Borough
(5) Hannum Ave. (New to outfall)	150,000		X		Borough; DCD	Borough
(m) Street Light Installation	100,000		X		Borough; DCD	Borough
(n) Bus Shelter Installation	75,000	X			Borough; DCD	Borough
(1) SW corner of Matlack & Market Sts.						
(2) SW corner of Market & Franklin Sts.						
(3) SW corner of Market & Worthington Sts.						
(o) New Street Sewer Pump Station Replacement	400,000	X			Borough; DCD	Borough
(p) Stormwater Management/Stabilization Projects	tbd	X	X	X	Borough; DCD	Borough
(q) Traffic Control Speed Indicator Sign	tbd	X			Borough	Borough
2. Transportation Center (page 6-10)						
(a) Restore Train Station	1,000,000		X		SEPTA; Borough; W. C. Railroad	SEPTA; Borough; W. C. Railroad
(b) Regional Transportation Center	tbd		X		SEPTA; Borough	SEPTA; Borough
3. Shuttle Bus (page 6-11)	tbd	X			Borough; SEPTA	Borough; SEPTA
4. Bus Stop Enhancements (page 6-18)	50,000	X			BID	BID

Key to Funding Source abbreviations: BID = Business Improvement District; DCD = Chester County Department of Community Development; DCED = Pennsylvania Department of Community and Economic Development; DCNR = Pennsylvania Department of Conservation and Natural Resources; and SEPTA = Southeast Pennsylvania Transportation Authority.

West Chester Borough – Urban Center Revitalization Plan

**TABLE 9 (continued)
Revitalization Projects Action Plan**

	Plan Element	Cost	Priorities in Years			Funding Sources	Implementing Agent
			1 to 5	6 to 10	11 to 15		
5.	Market Street (Streetscape) (page 6-12) (New St. to RR Alley)	\$ 820,844	X			Borough; DCED; DCD	Borough
6.	Wayfinding & Signage (page 6-13)	100,000; tbd	X			Borough; BID	Borough; BID
7.	Parking Garage Signage (page 6-22)	20,000	X			BID	BID
8.	Bicentennial Parking Garage Signage (page 7-7)	17,000	X			Borough	Borough
9.	Informational Kiosks (page 4-13)	tbd	X				
10.	Tourist Oriented Directional Signage (page 6-13)	tbd	X				
11.	Façade Improvement Program (page 6-23)	80,000	X			DCED; BID; Borough; Property Owners	BID; Borough; Property Owners
12.	Trash Receptacles (page 6-14)	40,000	X			BID	BID
13.	Brick Sidewalks (page 6-15)	tbd		X		Borough	Borough
14.	Other Sidewalks & Crosswalks (page 6-25)	tbd		X		Borough	Borough
15.	Sidewalk Planters (page 6-17)	50,000	X			BID	BID
16.	Streetscape, Other (page 6-24)	tbd		X	X	Borough	Borough
17.	Mosteller Garage Landscaping (page 6-19)	20,000	X			Borough	Borough
18.	Mosteller Garage Pathways (page 6-20)	tbd		X		Borough	Borough
19.	Tree Wells (page 6-21)	tbd	X			BID	BID
20.	Municipal Building (page 7-16)	tbd; \$6,000			X	Borough	Borough

Key to Funding Source abbreviations: BID = Business Improvement District; DCD = Chester County Department of Community Development; DCED = Pennsylvania Department of Community and Economic Development; DCNR = Pennsylvania Department of Conservation and Natural Resources; and SEPTA = Southeast Pennsylvania Transportation Authority.

West Chester Borough – Urban Center Revitalization Plan

**TABLE 9 (continued)
Revitalization Projects Action Plan**

Plan Element	Cost	Priorities in Years			Funding Sources	Implementing Agent
		1 to 5	6 to 10	11 to 15		
21. West Chester Public Library Expansion (page 7-8)	\$ 2,250,000		X	X	Borough; Library	Borough; Library
22. Hoopes Park (page 8-2)	200,000	X			Borough; DCNR	Borough
23. Everhart Park (page 8-3)	190,000	X			Borough; DCNR	Borough
24. Marshall Square Park (page 8-4)	202,000	X			Borough; DCNR	Borough
25. Bayard Rustin Park (page 8-5)	120,000		X		Borough; DCNR	Borough
26. Nields Street Park (page 8-6)	42,000		X		Borough; DCNR	Borough
27. Memorial Park (page 8-7)	50,400	X			Borough; DCNR	Borough
28. John O. Green Park (page 8-8)	83,386		X		Borough; DCNR	Borough
29. Mosteller Park (page 8-9)	78,500			X	Borough; DCNR	Borough
30. Recreation Center (page 8-10)	7,500,000			X	Borough; DCED	Borough
31. Urban Open Space (page 8-11)	tbd		X	X	Borough; County Parks	Borough; County Parks
32. Pocket Park Gay Street (page 8-12)	65,000		X		Borough	Borough
Subtotal of Known Costs	\$ 15,788,730					

Note: The 32 Revitalization Projects listed above are not numbered in any specific order of priority. In other words, Market Street (Streetscape) is listed as item 5. However, it may be considered as project no. 1 for implementation. Borough Council will need to prioritize the 1 to 5 year list over the next five years.

Key to Funding Source abbreviations: BID = Business Improvement District; DCD = Chester County Department of Community Development; DCED = Pennsylvania Department of Community and Economic Development; DCNR = Pennsylvania Department of Conservation and Natural Resources; and SEPTA = Southeast Pennsylvania Transportation Authority.

West Chester Borough – Urban Center Revitalization Plan

**TABLE 10
Revitalization Programs Action Plan**

	Program Element	Cost	Priorities in Years			Funding Sources	Implementing Agent
			1 to 5	6 to 10	11 to 15		
1.	Downtown Directory & Information Brochures (page 4-13)	tbd	X			BID	BID
2.	Public Arts Event (page 4-13)	tbd	X	X	X	BID	BID
3.	Internet Development (page 4-13)	tbd	X			BID	BID
4.	Cultural Program – Samuel Barber (page 4-13)	tbd	X			BID	BID
5.	Cultural Program – Black Community (page 4-13)	tbd	X			BID	BID
6.	Cultural Program – Underground Railroad (page 4-13)	tbd		X		BID	BID
7.	Graffiti Removal (page 7-9)	tbd	X	X	X	Borough	Borough
8.	Redevelopment Authority (page 9-2)	tbd	X			Borough	Borough
9.	Brownfields Redevelopment (page 9-3)	tbd	X	X	X	Borough	Borough
10.	Inter-Municipal Coordination (page 9-4)	tbd	X	X	X	Borough	Borough
11.	Historic Resource Protection Plan (page 9-5)	tbd	X			County/Borough	Borough
12.	Ad Hoc Revenue Commission (page 9-7)	tbd	X			Borough	Borough

Note: The 12 Revitalization Programs listed above are not numbered in any specific order of priority. In other words, Inter-Municipal Coordination is listed as item 10. However, it may be considered as project no. 1 for implementation. Borough Council will need to prioritize the 1 to 5 year list over the next five years.

Key to Funding Source abbreviations: BID = Business Improvement District; DCD = Chester County Department of Community Development; DCED = Pennsylvania Department of Community and Economic Development; DCNR = Pennsylvania Department of Conservation and Natural Resources; and SEPTA = Southeast Pennsylvania Transportation Authority.