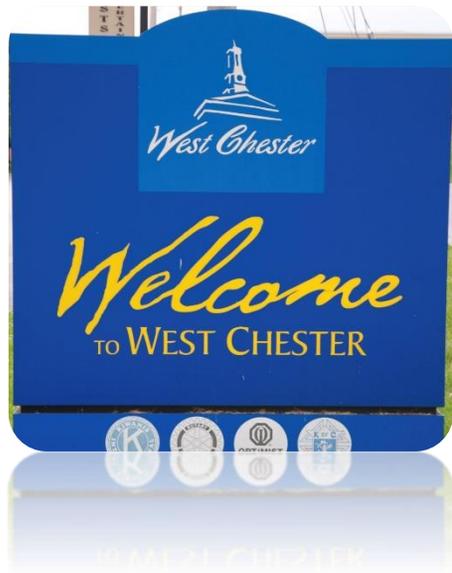


# Borough of West Chester Comprehensive Plan & Urban Center Revitalization Plan



## Acknowledgements

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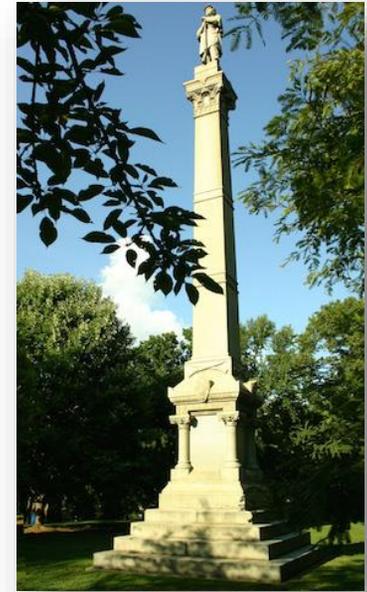
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## Executive Summary

This Comprehensive Plan for the Borough of West Chester is intended to serve as a policy guide for future decision making. The plan was prepared to develop a set of actions and strategies to accommodate future change in an orderly and efficient manner and ensure that the future mix of land uses, public facilities, infrastructure and services meets the demands of present and future residents and businesses in



the Borough. The plan will serve as a basis for zoning decisions and other land development review and approval criteria and procedures.

The preparation of the Comprehensive Plan began in 2014. It was guided by a Task Force that was

appointed by the Borough Council. The members of the Task Force represented various sectors and interests in the Borough of West Chester. Additional input was gathered from stakeholder interviews, two Town Hall visioning sessions, and comments received at public meetings.

Based on the input, the Task Force established five goals of this plan, including the following:

- Promote community and economic vitality in a manner that maintains a high quality of life, ensures adequate community facilities and services, and supports existing buildings and neighborhoods
- Ensure a sustainable future, including ecosystem restoration, energy conservation and renewable energy generation
- Protect the unique historic character and pedestrian scale of the Borough
- Coordinate well-planned development and redevelopment in context with Borough scale and capacity directed to suitable areas within the urban center
- Strengthen community partnerships with West Chester University to collectively address a range of issues related to preserving quality of life in the Borough



Based on the goals, five priority Focus Areas were identified. These are areas of priority planning concern in the Borough. Each Focus Area has a set of recommendations and related

strategies. Priority Focus Areas include:

- Community and Economic Vitality
- Environmental Sustainability
- Preservation of the Historic Character
- Future Enhancement Areas
- West Chester University

A set of recommendations was developed for each of these areas, along with an implementation plan of specific strategies and actions related to each recommendation.

The Comprehensive Plan for the Borough of West Chester has been prepared in accordance with the Pennsylvania Municipalities Planning Code, and current best planning practices. The plan includes elements for historic, cultural and environmental resources, a demographic analysis, community facilities and services, transportation, housing, economic development, land use, intergovernmental cooperation and implementation. It also provides a Revitalization Plan for the Borough.

The Comprehensive Plan for the Borough of West Chester will serve as a guide to both the public, private and not-for-profit sectors concerning the Borough's development and growth. As a general plan, it is intended to provide policies and principles that can be applied to meet the needs of the Borough, while also being consistent with *Landscapes 2*, Chester County's Comprehensive Plan.

## Introduction

The Borough of West Chester was chartered in 1799 as the county seat of Chester County. From its earliest settlement at a key crossroads until today, West Chester has served as a prominent town center in the region. Recognized for its unique physical and social characteristics, the Borough was selected as a *Distinctive Destination* by the National Trust for Historic Preservation in 2006. Within its 1.8 square miles, the Borough is filled with charming historic neighborhoods, a bustling Downtown with a variety of shopping and dining options, and strong

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*“West Chester is a real, living, dynamic town that appreciates and capitalizes on its rich past, while keeping a watchful eye on the future.”*

Richard Moe, President of the National Trust for Historic Preservation

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employers in the public, private and non-profit sectors. The Borough’s historic charm, walkability and strong community attract residents, employers and visitors alike.

The economy of the Borough is anchored by a range of educational, government, professional and retail sector jobs. The role of West Chester as the county seat and as the home of West Chester University generate a daytime and evening population of workers, residents, students and visitors who patronize the multitude of retail shops and dining establishments located in the Downtown area along Gay and High Streets. Community events such as Restaurant Festival, other festivals, parades, and “Swingin’ Summer Thursdays” attract residents and visitors to the Downtown throughout the year.

West Chester serves as a center for arts and culture in the region. The University offers a full program of theater, music and other special events. The Downtown is home to smaller venues including art galleries, music venues, and a multi-use theater at the historic West Chester National Guard Armory on High Street. Cultural venues attract visitors from a wide area.

The Borough has been a leader in environmental sustainability initiatives. Numerous committees, non-profit organizations and engaged residents coordinate projects and events to increase awareness of sustainable practices and enhance sustainability locally. From promoting locally-sourced sustainable food, advocating for a regional bike sharing system, to passing an environmental focused Community Bill of Rights, these efforts have enhanced environmental sustainability at the scale of the building, neighborhood and region.

## Purpose of the Plan

The purpose of a community’s comprehensive plan is to look to the future and design a roadmap in the form of policies, recommendations and strategies for future development, redevelopment and conservation. This plan was developed through a public process involving key decision-makers including community leaders, stakeholders, the general public and elected officials. The overall goal of the plan is to accommodate future change in a timely, orderly and efficient manner and ensure that West Chester retains the qualities that attract people to live, work, visit and recreate in the Borough. The plan aims to ensure that the future mix of land uses, public facilities, infrastructure and services will meet the needs of present and future residents and businesses in the Borough. While the plan itself is not a regulation, it should be used to inform future laws such as zoning,

subdivision and land development regulations, and it should guide decisions regarding future development and redevelopment, capital improvements and related public expenditures.

This plan was developed as an issue-based plan, focusing on current key priority areas of concern in the Borough. Supplemental plans in key municipal sectors, including Land Use & Housing, Transportation & Circulation, and Community Facilities & Utilities, are included to support the key priority area initiatives and guide future development for the Borough as a whole. As a Comprehensive Plan, the Sections are interrelated and dependent upon each other. No one part should be viewed in isolation. This plan also serves as the Borough's Urban Center Revitalization Plan, which identifies projects that would be desirable for potential funding under Chester County's Community Revitalization grant programs.

### Planning Process

The Borough of West Chester engaged in an extensive comprehensive planning effort from 2014 to 2016. A Task Force, appointed by the Borough Council, guided the development of the plan during a series of monthly meetings. Key stakeholders and the general public were engaged multiple times during the process.

At the beginning of the planning process, information was generated from data collection and analysis, mapping, and stakeholder engagement. Previous planning documents and reports were reviewed, a detailed set of maps was prepared, and interviews were conducted with a range of stakeholders including public officials and community groups.

Two Town Hall Visioning Sessions were held to solicit feedback on the initial draft plan. The Borough Council held public hearings to obtain input on the plan.

A steering committee analyzed the information and established the key focus areas of the plan, as well as the recommendations and the implementation plan.



### Community Overview and Planning Context

Good planning must account for the unique aspects of a community that are derived from its history and regional context. The Borough of West Chester is located at the intersection of major east-west and

north-south thoroughfares, near the center of the developed portion of Chester County. From its earliest settlement at a key crossroad location, the Borough has evolved as a central location and continues to serve as a vital urban center in Chester County today. Serving as a center for government since its founding, the Borough has grown to also become a commercial and cultural center for the region.

The Borough has a strong sense of place defined by the distinct character of its historic residential neighborhoods and business districts. The walkable neighborhoods, thriving downtown retail core, and diverse employment base anchored by major employers in the public, private and nonprofit sectors, all combine to create a bustling small-town atmosphere. The Borough serves as a destination, attracting visitors from across the region.

West Chester is designated as an Urban Center in *Landscapes 2*, the Chester County Comprehensive Plan. Designated an “Urban Landscape,” the Borough and its immediate surroundings are identified as a core center for population, employment, commerce, institutions and culture. The designation as an urban center has implications for the development pattern and functional aspects of the Borough. Physically, an urban center has an older and a denser pattern of development. Functionally, an urban center serves the larger region as a retail, service and cultural center.



The underlying premise of this plan is that new development and preservation are complementary elements of a planning strategy that will support economic health while maintaining the character and “sense of place” that defines West Chester and makes the Borough so attractive to residents, businesses and institutions. While growth provides many beneficial economic opportunities, the Borough desires

to preserve its small-town environment and quality of life. Future development and redevelopment must be appropriately balanced with conservation and preservation and must be guided and managed to ensure that the best of the past is preserved, while supporting a present community that is attractive, vital and sustainable.

As a community that is almost fully developed, West Chester must plan carefully to ensure that future growth does not exceed the capacity of the existing natural, physical and social infrastructure.

### Population, Employment and Housing

Demographics are a key influence in planning and should serve as a basis for planning analysis and recommendations. Across the region, shifting demographics are resulting in new patterns of demand for housing, transportation, and recreation. A complete demographic analysis is included in Appendix A of this report. In summary, the dominant demographic trend that should be considered in future planning include:

- Slow to moderate growth in population, employment and housing
- A large student population resulting from rapid enrollment increases at West Chester University
- A high rental population
- A young post-college population
- A growing senior population

Each of these trends and planning implications are discussed in Appendix A Demographic Profile and Trends.

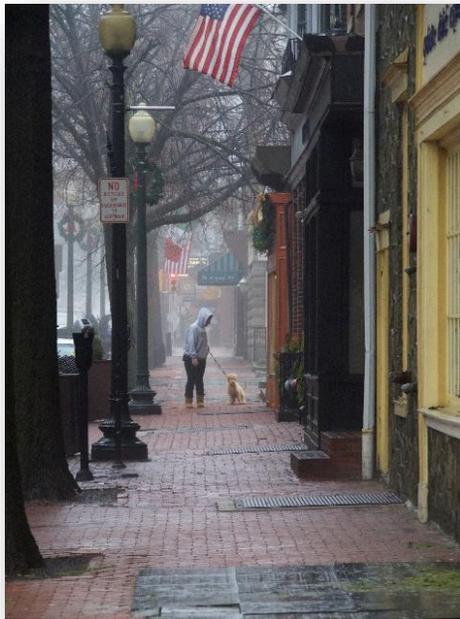
## Vision and Mission Statements

Community Vision and Mission Statements were developed at the beginning of the comprehensive planning process. These statements articulate the core values of the community and establish the foundation for the development of guiding principles, policies and recommendations of the plan.

### Vision Statement

West Chester is committed to:

- A resilient future as a vibrant and walkable town;
- Protecting and realizing the full potential of its rich historic architectural character as a defining characteristic of its identity by preserving its historic resources and fabric;
- Highly livable and safe neighborhoods;
- A healthy environment;
- A strong and stable economy;
- A diverse population that functions as a cohesive community; and
- Citizens who are inspired to be valuable partners in creative problem solving.



### Mission Statement

The West Chester community is dedicated to offering a healthy living environment defined by clean air and water, equal economic opportunities, an environment that is friendly to bicycling and walking, clean and safe streets, transit options, easy access to healthy foods, and a respect for our rich heritage.

West Chester Borough will remain a vital center for business, government and education and serve as a regional hub for innovation, technology, creativity, and the arts. The Borough will offer expanded opportunities through public engagement, volunteerism, innovation and community collaboration.

West Chester Borough will promote sustainability through protecting natural resources, conserving energy, creating a clean energy future, and encouraging green businesses.

West Chester Borough will promote the preservation of its historic resources and fabric through educating the public, elected officials, Borough staff, and property owners about the economic and environmental benefits of historic preservation and best preservation practices.

## Goals & Objectives

Five overarching planning goals were identified by the Comprehensive Plan Steering Committee. These goals served as the basis for the development of each component of this plan and the recommendations. The goals include:

- Promote community and economic vitality in a manner that maintains a high quality of life, public safety, ensures adequate community facilities and services, and supports existing businesses and neighborhoods.
- Ensure a sustainable future, including ecosystem restoration, energy conservation and renewable energy generation.
- Protect the unique historic character and pedestrian scale of the Borough.
- Coordinate well-planned development and redevelopment in context with Borough scale and capacity directed to suitable areas within the urban center.
- Strengthen community partnerships with West Chester University to collectively address a range of issues related to preserving quality of life in the Borough.

- Community and Economic Vitality
- Environmental Sustainability
- Preservation of the Historic Character
- Future Enhancement Areas
- West Chester University

To supplement the priority focus areas, three separate plans were developed for the key planning elements in the Borough including: Land Use & Housing; Transportation & Circulation, and; Community Facilities & Utilities. An Urban Center Revitalization Plan for the Downtown is also included. Recommendations are provided in each of these areas as they relate to supporting the five priority focus areas and achieving the overarching goals and objectives for the Borough as a whole. The plan includes a statement of compatibility with surrounding municipalities and an implementation plan with short- and long-term implementation strategies.

The flow chart below identifies the path to the final product. Starting with a vision, broad goals were articulated which informed the identification of priority focus areas. Issues and solutions in these areas led to implementation measures to achieve the vision.

## Urban Center Priority Focus Areas

Employing an issue-based approach, this plan targets several key focus areas which identify the most pressing areas of emphasis for planning in the Borough. Five priority focus areas were identified and an overall planning strategy and set of recommendations were developed. Together, these areas create the overall framework for the specific plans and action items. The five areas include the following:

Figure 1 Plan Development Process



### Focus Area One: Community & Economic Vitality

Protecting and enhancing community and economic vitality is a top priority for the Borough. This focus area identifies improvements that are necessary to ensure continued community and economic vitality. West Chester is a cultural and commercial center for the surrounding region. The Borough's high quality of life is in part due to its walkability, historic character, strong communities, vibrant restaurants, and unique retail opportunities. Maintaining these characteristics and values is



central to planning. Future development, redevelopment or repurposing, should be consistent with the small town character, and enhance the overall quality of life.

Any future change needs to respect the core values of the community as articulated in the Mission and Vision Statements, including maintaining livability, a strong economy, a diverse population, the Borough's historic fabric, and a healthy and safe environment. Strategically strengthening the economy while preserving the social and environmental characteristics and overall community character requires careful planning. Citizens and community groups should be engaged throughout the planning process to ensure creative and collaborative decision making.

Any future development, redevelopment or repurposing also needs to consider the capacity of the Borough to support the change. Parking is the most visible manifestation of capacity limitations, but new development needs additional infrastructure including water, sewer, stormwater, and roads.



### *Unique Planning Concerns of an Urban Center*

The functional and physical characteristics of the Borough create unique opportunities for community and economic development planning. As an urban center, the Borough provides commercial and cultural services that serve both the neighborhoods and the region. An overall economic and community development planning strategy should consider the Borough's centrality and existing physical character.

Community vitality will best be supported with a set of neighborhood enhancements that respect the existing neighborhood character. Economic vitality will best be enhanced with a comprehensive economic development plan that considers the opportunities of the different commercial areas of Borough, including the Downtown and the outlying commercial areas. This focus area outlines these necessary neighborhood initiatives and economic development initiatives.

### Neighborhood Enhancement

A comprehensive neighborhood enhancement initiative includes actions to enhance the physical infrastructure and provide additional owner-occupied housing opportunities for the professional workforce and for lower-income households.

Several infrastructure upgrades and improvements are planned or underway. PECO is currently installing and upgrading natural gas lines in several areas in the Borough. Aqua PA is also upgrading and installing new water lines. Additional neighborhood infrastructure improvements that are needed include above and below-surface stormwater upgrades. Stormwater management enhancements will provide more effective protection from flooding, while addressing environmental sustainability objectives by providing additional green infrastructure.

Protecting and enhancing walkability is a key priority for neighborhoods. Neighborhood enhancement should include circulation improvements, specifically targeted to pedestrian and bicyclists. Overall the borough needs to be more bicycle friendly. Sidewalks should be improved to better serve as pathways, while taking into consideration their role in preserving the neighborhood historic character and streetscape.

#### Recommendations

- A. Upgrade aging stormwater systems and wastewater lines.
- B. Consider strategies for neighborhood enhancement

### Housing

To grow in the most socially sustainable way possible, new development should be accompanied by adequate housing to support a range of workers and households of different income levels.

Housing is key to maintaining community and economic vitality, and in West Chester, off-campus student housing the greatest concern. The neighborhoods have reached a point of saturation in their ability to absorb student housing and still maintain quality of life for non-student residents. There is general agreement that the supply of off-campus student housing in the Borough cannot be allowed to increase any further. It is especially important to break up large concentrations of student homes in certain blocks.

At the same time, workforce and affordable housing is a challenge in the Borough. The relatively high price of owner-occupied housing limits opportunities for community professionals including teachers, professors, police officers and others from purchasing housing in the Borough. With a growing senior population, elderly residents will likely find it increasingly difficult to stay in the Borough. Strategies should be developed to provide new workforce housing that is affordable to people who work in West Chester and households with lower incomes, preferably by converting rentals to owner-occupied units. By decreasing rentals and increasing homeownership, new workforce housing can help to stabilize the neighborhoods.

#### Recommendations

- C. Explore regulatory strategies to break up concentrations of student housing
- D. Coordinate with the University to develop a workforce housing program
- E. Investigate strategies to provide additional affordable housing

### Strengthen the Downtown

Planning efforts should seek to continue to strengthen Downtown West Chester as a mixed-use urban center that serves the region, with a mix



of office, retail, service, civic, arts, cultural, entertainment and residential uses. Efforts should aim to improve the physical appearance of the Downtown and to

strengthen the economy. Previous studies have noted that downtown retail uses should be improved. An effective retail strategy is needed to serve the different populations in the Borough including students, residents, employees and visitors. Recommendations include supporting community uses such as a food cooperative, and coordinating with the Business Improvement District to develop a retail marketing strategy that will ensure the continued economic vitality of the Downtown.

Enhancing walkability is an important priority in the Downtown. Proposals to enhance walkability including turning the narrow segment of Prescott Alley east of N. High Street into a pedestrian walkway and restricting vehicle traffic along Gay Street in the Downtown during evening hours in warming months, should be considered. A future feasibility study of a dedicated pedestrian mall on Gay Street between Walnut and New Street should be considered if the temporary closing is successful.

As an urban center, entertainment and events play an important role in supporting community and economic vitality. Planning is required to attract appropriate cultural uses and to ensure that events are carefully managed to ensure community safety and livability. There is a need to incorporate uses that will enhance arts and culture and attract patrons to the Downtown. The Uptown!Knauer Performing Arts Center will serve as another important anchor for the Downtown.

West Chester regularly hosts several events including festivals, community runs, parades, and more. While these events contribute to community vitality, it's important to ensure that activities are coordinated and properly managed to ensure safety and minimal impact to the neighborhoods. Community events impose costs, both real for additional policing and other community services, and in the form of inconvenience to the neighborhoods. Coordinated event management planning should consider cost recovery as part of an overall strategy.

#### Recommendations

- F. Complete a Borough-wide parking study
- G. Develop a downtown retail strategy to ensure a mix of uses that will appeal to a broad population while preserving the existing community character.
- H. Amend the zoning ordinance to ensure that there is not a surplus of bars
- I. Enhance walkability and general pedestrian circulation in the Downtown
- J. Complete the conversion of the Armory on N. High Street into a Community Theater
- K. Incorporate more public art into the Downtown
- L. Develop a community event management program
- M. Update the Police Department Strategic Plan

## Focus Area Two: Environmental Sustainability

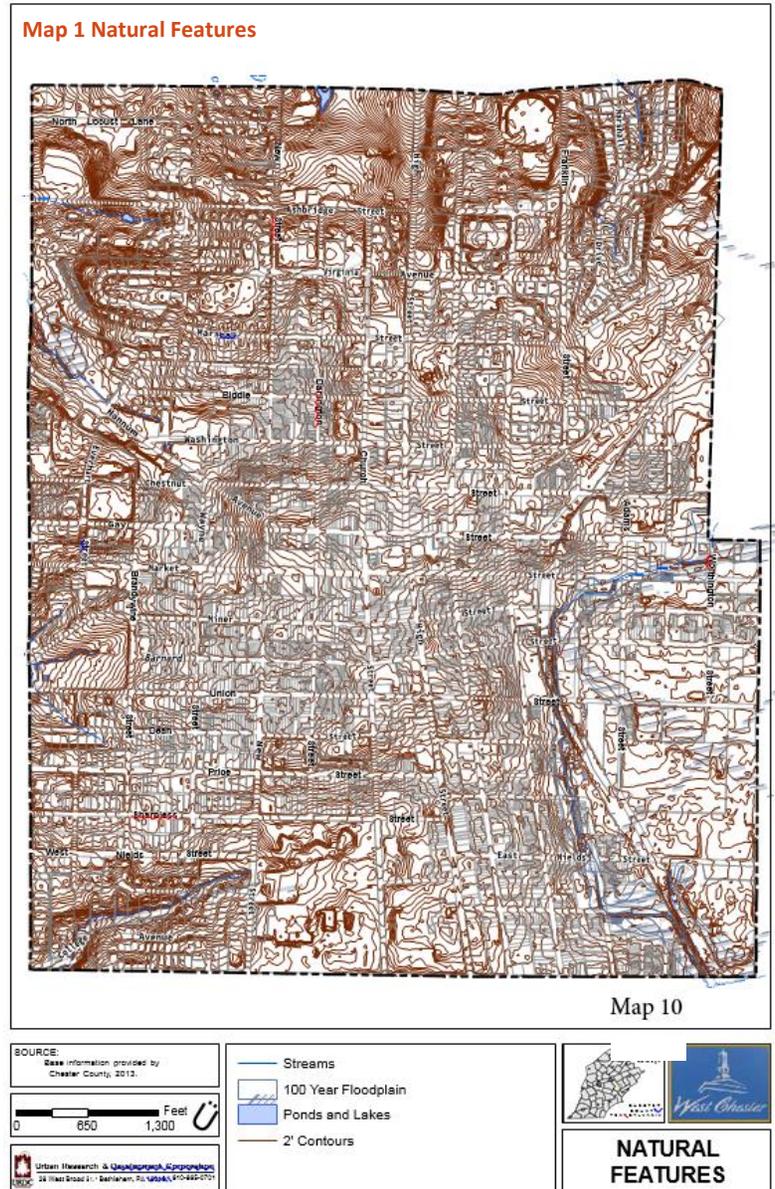
A healthy environment is a core value of the West Chester community and a key goal of this plan. Environmental sustainability has been a key focus of the Borough for many years. Concerns over sustainability have helped to build an active, civic-minded culture of residents and businesses. In response to the dedicated efforts of citizens, which manifested in a citizen’s petition in 2015, West Chester voters approved a Community Bill of Rights which amends the Home Rule Charter to enumerate rights to a healthy environment.



Community members are working on local sustainability initiatives including developing a food cooperative, which will reduce the community’s carbon footprint by expanding outlets for locally grown foods, and minimizing pesticide spraying in the Borough. The Borough should build on this history of success and move to the next level of sustainability initiatives.

Environmental sustainability, as the term is used in this plan, has two major components. One part of environmental sustainability includes a comprehensive set of initiatives to protect, enhance and restore natural features and ecosystems; the second component includes a comprehensive set of efforts to conserve energy and reduce greenhouse gas emissions.

Environmental sustainability, as the term is used in this plan, has two major components. One part of environmental sustainability includes a comprehensive set of initiatives to protect, enhance and restore natural features and ecosystems; the second component includes a comprehensive set of efforts to conserve energy and reduce greenhouse gas emissions.



### Natural Features and Ecosystems

Centuries of land development in the Borough have resulted in significant disturbance to the natural environment. Nonetheless, there are remaining natural resources that need to be protected, and opportunities to restore resources that were lost. Future change must consider its impacts on natural resources and incorporate measures to reduce the quantity and impacts of stormwater runoff, promote groundwater recharge, restore creeks, enhance the urban tree canopy, and protect biodiversity and human health.

### Managing Flood-prone Areas

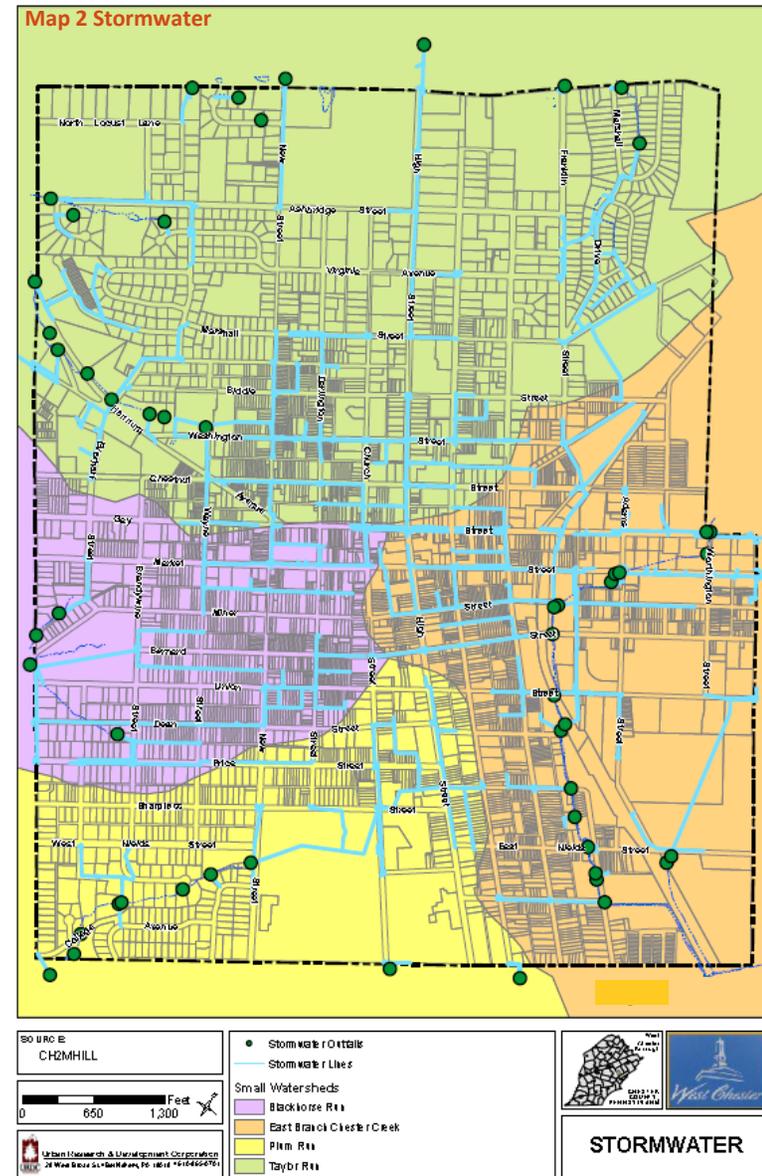
Map 1 Natural Features shows the topography and flood-prone areas of West Chester. The largest area of land within the 100-year floodplain is along the Goose Creek in the southeast part of West Chester, including along portions of South Franklin and South Adams streets. There are three additional smaller areas of floodplain including: portions of Marshall Drive in the northern part of the Borough; a portion of Hannum Avenue, at the East Bradford border, and; an area north of College Avenue and West of South New Street. Map 1 also identifies areas of steep slopes. Future planning should minimize disturbance to steep slopes.

### Recommendations

- A. Develop a program of priority floodplain management improvements
- B. Consider implementing regulatory measures to protect steep slopes

### Managing Stormwater and Water Quality

Map 2 Stormwater shows the watersheds in West Chester and the location of stormwater lines. The southeastern part of West Chester flows to the Goose Creek and then southeast to the Chester Creek. The northern parts of West Chester flow northwest to Taylor Run and then



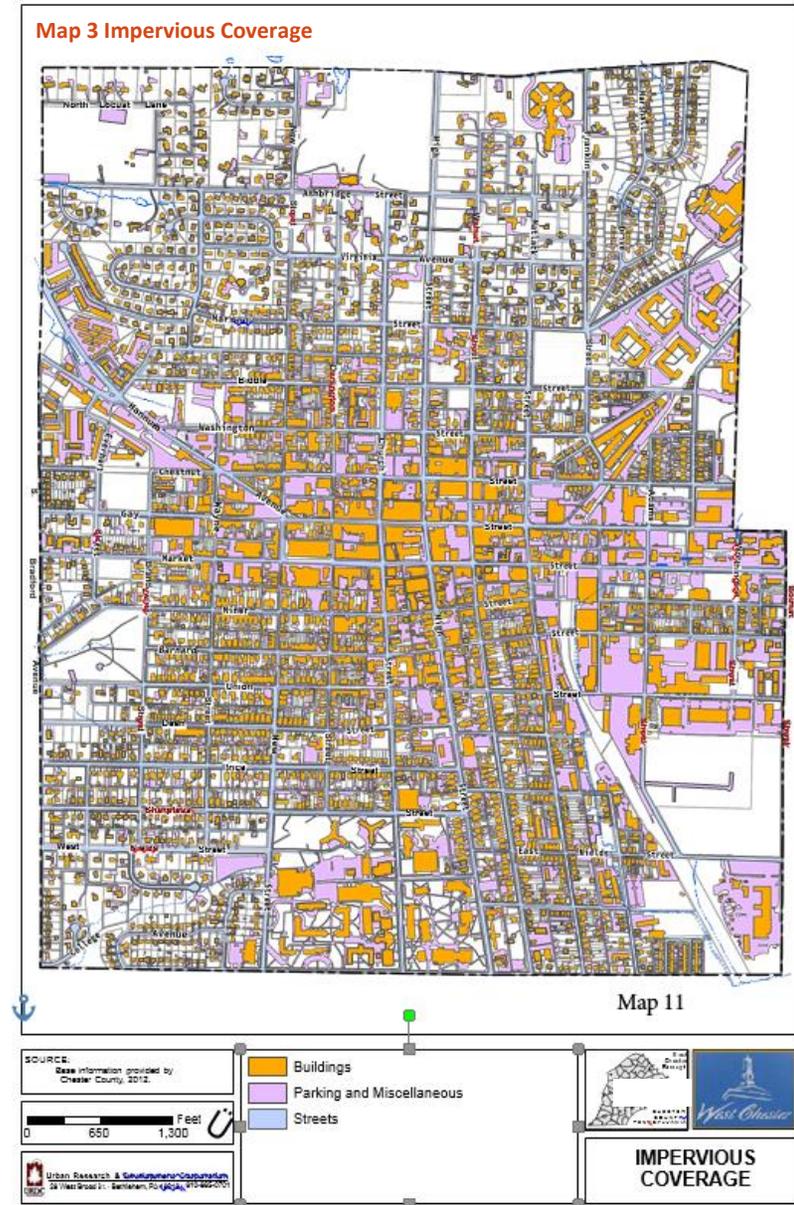
to the East Branch of the Brandywine Creek. The southwest part of West Chester flows to the southwest to the Plum Run and then to the Main Branch of the Brandywine Creek.

Stormwater runoff results from the creation of impervious surfaces and runoff has many detrimental effects, including pollution of surface waters. Map 3 Impervious Coverage shows the locations of major areas of building roofs, paving and other hard surfaces that do not allow stormwater to infiltrate into the ground. The Federal MS4 program is intended to address water quality problems that result from stormwater runoff. The Borough has implemented several measures to comply with MS4 requirements including a public education program and regular street-sweeping to vacuum up pollutants.

New, more stringent, requirements have been established by the Commonwealth’s MS4 program on urban and suburban municipalities to reduce pollution and sedimentation. In response, the Borough has adopted a system of annual stormwater fees. The funds raised will be used for repairs, maintenance and improvements for stormwater management, including street sweeping, tree planting, inlet and pipe cleaning and streambank restoration. Property owners can receive credits for reduced fees for tree plantings, rain gardens, rain barrels, green roofs and similar measures that protect water quality and reduce runoff.

**Recommendations**

- C. Fully implement the Stream Protection Fee program
- D. Develop a program to incentivize green infrastructure



### Managing the Urban Forest

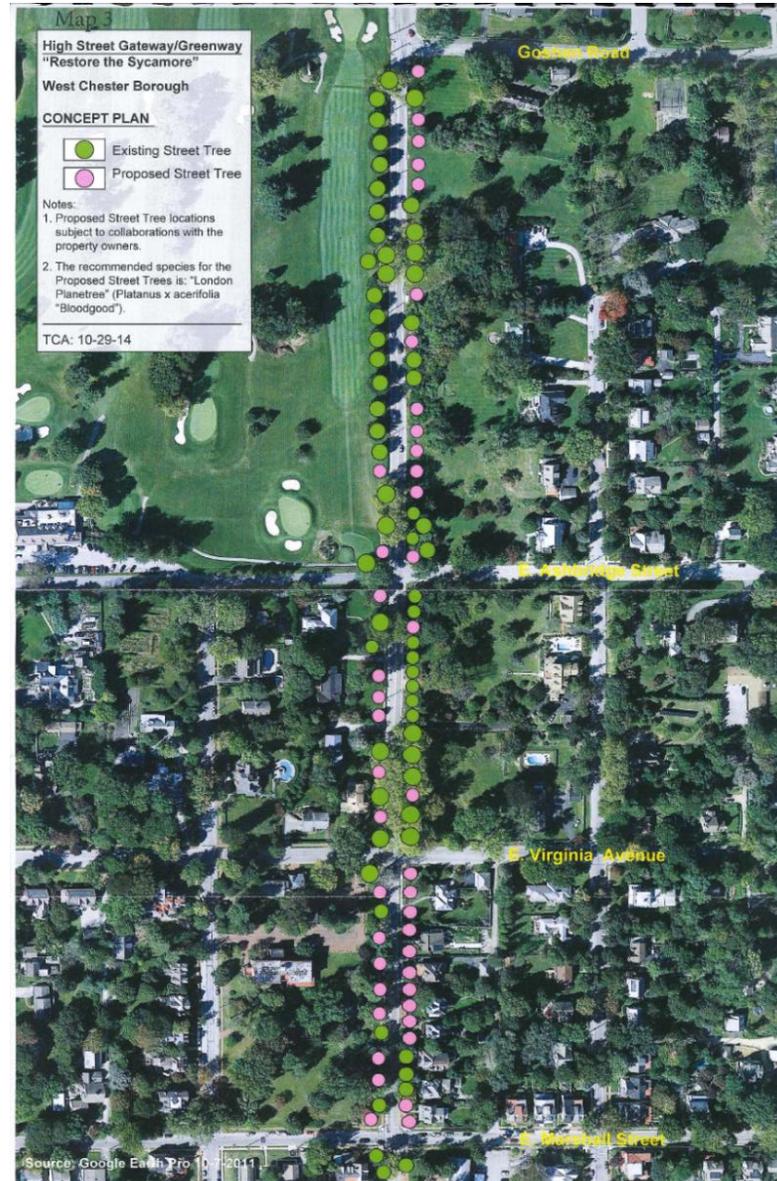
The urban forest is a vital feature of West Chester. Trees offer several benefits and make a community a much more desirable place to live. In addition to their natural beauty, trees have been shown to increase property values, reduce stormwater runoff, conserve energy, clean the air and stimulate economic development. The tree canopy along stream banks shades the water and helps to support a healthy stream ecosystem. The importance of trees is illustrated in Map 4 High Street Gateway, which shows a proposed Greenway enhancement plan along the High Street corridor in the northern entrance to the Borough.

West Chester’s tree canopy is highly stressed and many areas of the Borough are becoming increasingly distressed. The canopy is very mature and the Borough has had to condemn a large number of trees due to disease and death. Additionally, the Borough’s tree ordinance offers minimal tree protections. The Borough’s requirement to comply with sidewalk accessibility requirements under the Americans with Disabilities Act can have a detrimental impact on tree preservation efforts. West Chester should take steps to inventory the Borough’s heritage and specimen trees and protect the existing trees and restore the tree canopy that has been lost.

### Recommendations

- E. Amend Chapters 97, 102, and 112 of the Borough Code to require and incentivize the protection and restoration of woodlands in the Borough, including public trees, street trees, and heritage trees on private property
- F. Amend the Administrative Code to strengthen and expand the role of the Tree Commission as an advisory board to Borough Council, to offer landscape review of subdivision and land

Map 4 High Street Gateway



development plans, new policies and a comprehensive tree program for West Chester

### Energy Conservation

The worldwide scientific community calls for a rapid reduction of fossil fuel consumption to stave off the most catastrophic consequences of global climate change. For West Chester, reducing CO<sub>2</sub> emissions and participating in an accelerated transition to clean, renewable energy sources is central to environmental sustainability efforts. Sustainability needs to be promoted through many actions that will conserve energy, address global climate change and reduce the consumption of natural resources. To address global climate change, it is essential to reduce greenhouse gas emissions.

A community-wide commitment to energy sustainability has been demonstrated through more than a decade of work, beginning with the Borough Council-appointed BLUER Committee (Borough Leaders United for Emissions Reduction, est. October 2006), which performed a community-wide greenhouse gas inventory, established a 10% reduction goal, and created a Climate Action Plan. The Committee achieved the goal through a series of actions, including a 100% wind energy REC purchase for Borough government operations, a residential energy efficiency campaign, a “green” development checklist for Borough Council and developers, among others. West Chester University’s shift from a coal-burning central heating plant to a distributed geothermal well-field system, which now meets much of the hot water, heating and air conditioning needs of the University, also played a critical role.

To institutionalize BLUER’s efforts, the Borough created a new Sustainability Coordinator position and established through ordinance a

Sustainability Advisory Council (SAC). Future planning efforts should build on these successes and resources by focusing on achievable and practical strategies that include the following recommendations:

### Recommendations

- G. Continue to encourage residents, businesses and institutions to incorporate energy conservation and renewable energy in their structure and operations.
- H. Create community-wide programs to ensure quick and widespread adoption of renewable energy production as a more sustainable alternative to fossil fuel use.
- I. Work with community partners including West Chester University on a range of sustainability initiatives
- J. Encourage walking, biking and the use of public transit as alternatives to vehicle trips
- K. Continue the existing development pattern of compact, mixed use, walkable areas
- L. Explore ways to strengthen requirements for green building and green site development practices in all new development and redevelopment

### Focus Area Three: Preservation of the Historic Character

The Borough has a historic character and neighborhood scale that creates a unique sense of place and contributes to the community and economic vitality. Preserving the historic character is a key priority of this plan. The appeal of West Chester’s historic town character continues to attract residents and businesses who value the small town



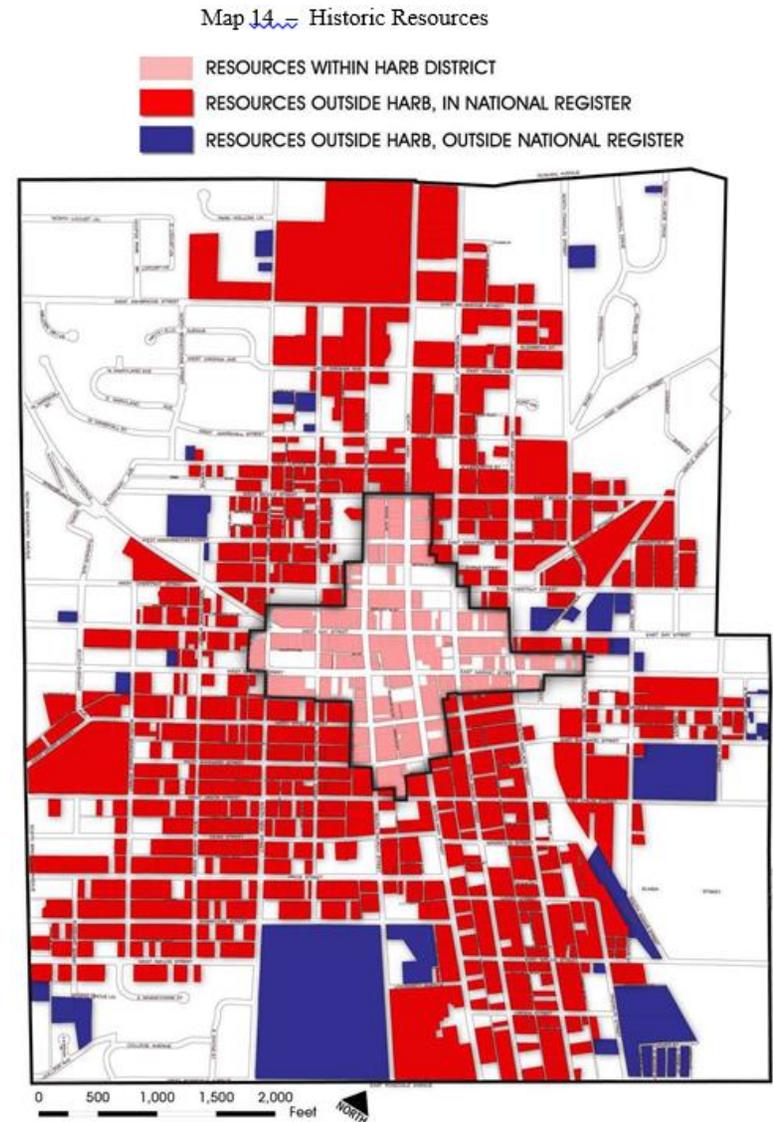
character and community. Strategies should be implemented to ensure that any future change maintains an attractive and walkable historic “small town” character throughout the Borough, encouraging new development is consistent with this character, and preservation of existing

structures is encouraged.

A Historic Preservation Plan for the Borough was adopted in 2011. Building on this plan, the Borough needs a comprehensive planning strategy emphasizing historic preservation, sensitive building rehabilitation, suitable adaptive reuse of older buildings, and oversight of design for appropriate new development. There are three National Register Historic Districts in the Borough:

1. The West Chester State College Quadrangle Historic District.

Map 5 Historic Resources



Map 5: Resources Lacking Local Protection

2. The Downtown Historic District
3. Boundary Increase Historic District which includes the rest of the oldest areas of the Borough.

### Protecting the Downtown Historic District

The Certified Local Historic District is governed by a Historic District Ordinance which regulates building demolition and the design of exterior alterations and expansions. In contrast, there are few regulatory controls to stop insensitive alterations to or demolition of historic resources in other areas of the Borough, including the Quadrangle District and the Boundary Increase District.

The Certified Local Historic District is about 15% of the Borough's land area. Within this District, the Borough Historical and Architectural Review Board (HARB) reviews proposals for the exterior design of new buildings, building expansions and alterations, based on the Borough's Design Guidelines for the Certified Local Historic District. The HARB also reviews new signs and proposed demolition or removal or replacement of features of a building.

In order to protect the unique character of the Borough, all new development and redevelopment should complement and contribute to the existing historic character and scale. The HARB works with applicants to review and, if necessary, adjust proposals to maintain the historic character and appearance of the Certified Local Historic District. The HARB acts as an advisory body to the Borough Council. The Borough Council has the final say in approving development proposals in the Local Historic District.

The Borough's Historic Preservation Plan recommends an expansion of the Certified Local Historic District to include additional areas along High Street, including areas north of Rosedale Avenue and south of Ashbridge Street.

### Recommendations

- A. Discourage new single-purpose, auto-oriented uses and fast-food retail services with drive-thrus within the Market/Gay East Corridor
- B. Consider an expansion of the existing Certified Local Historic District
- C. Discourage new development that will change the character of the Downtown
- D. Ensure that all new redevelopment in the Downtown is consistent with the scale and historic character of the downtown and adjacent properties
- E. Follow the recommendations from the 2011 West Chester Comprehensive Historic Preservation Plan

### Protecting Historic Resources Borough-wide

Currently there are no regulations to prevent the demolition of most of the historic buildings and blocks in West Chester that are not within the Certified Local Historic District. Even if a building is listed on the National Register of Historic Places, it is not protected against demolition by a private property owner. The lack of protection could result in the loss of historic resources in these neighborhoods in the future.

The Borough should investigate options to protect the historic neighborhood character and scale in areas outside of the Certified Local Historic District. Strategies include additional historic preservation measures including the establishment of a new Heritage Conservation Historic District, or additional zoning and subdivision regulations to ensure that new development continues the existing historic form.

A new Heritage Conservation District could protect buildings with historic resources in areas outside the Certified Local Historic District. A Heritage Conservation District Ordinance would require that property owners receive Borough Council approval prior to any partial or complete demolition or removal of architectural features visible from the street.

As an alternative (or supplemental) strategy to preserve the historic neighborhood character, zoning and subdivision regulations could be further updated to reinforce the development pattern, including build-to lines for front yards, encouraging parking in the rear of properties, and zoning use and density incentives for rehabilitation of desirable historic properties.

Public education is an important aspect of any historic preservation initiative. Education should aim to increase an appreciation of West Chester's historic resources as well as provide information about proper rehabilitation methods. Education and Information can be delivered through several channels including the Borough's web site, printed brochures, and organized workshops for property owners. Historic walking tours should be continued and, if possible, expanded to educate the general public about the Borough's history.

### Recommendations

- F. Consider the creation of a historical commission and supporting ordinance regulations to protect individual historic properties outside the Certified Local Historic District
- G. Investigate the feasibility of the establishment of an incentive program such as a revolving loan fund to support historic rehabilitation
- H. Continue and, if possible, expand public education programs to raise awareness of the history of the Borough, the importance of historic preservation, and historic preservation resources.
- I. Support the efforts of the West Chester Preservation Awards Program.
- J. Consider the creation of a Heritage Conservation District and supporting ordinance regulations to protect individual historic properties outside the Certified Local Historic District.



### Focus Area Four: Future Enhancement Areas

Four enhancement areas have been identified in this plan. These areas are suitable for more significant, larger-scale redevelopment in the coming years. These areas are unique and hold potential to generate considerable activity and create impacts on the entire Borough. It is important to ensure that future change in each of these areas is managed carefully to strategically enhance the Borough. These areas need to be carefully planned to harness the positive economic and social benefits, while mitigating negative impacts such as traffic, noise, storm water and other negative environmental impacts.

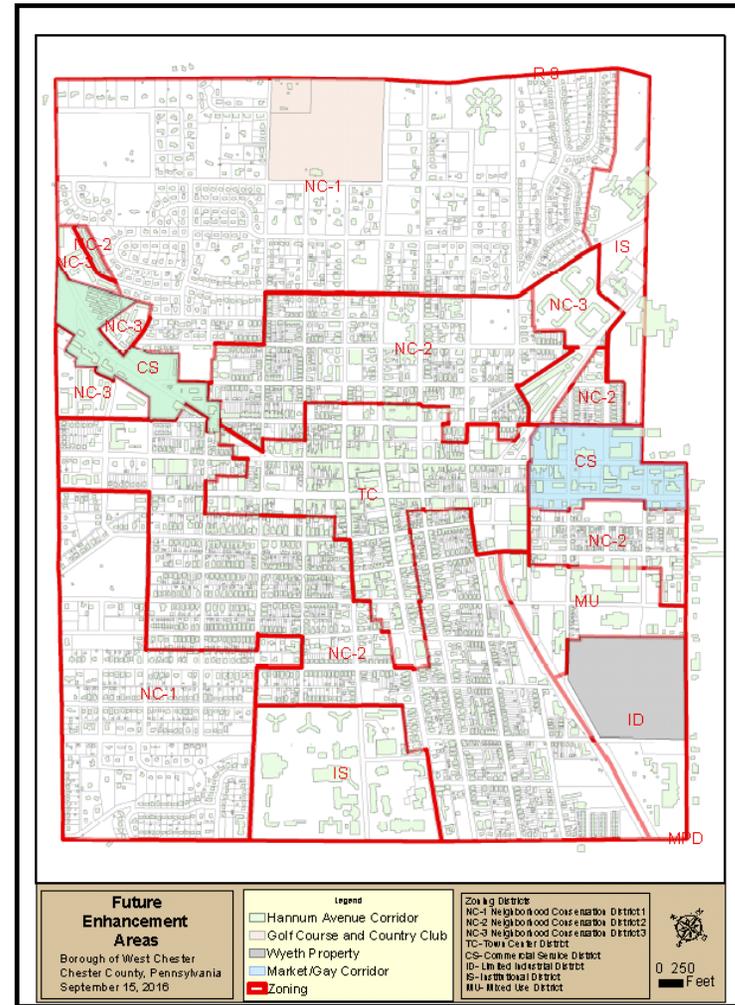
Future enhancement areas include:

- The Market/Gay corridor at the eastern gateway to the Borough;
- The Hannum Avenue corridor at the western gateway to the Borough;
- The Pfizer/Wyeth Property, and;
- The West Chester Golf and Country Club property.

General recommendations are provided to guide planning and policy development to manage future change in these areas, but each enhancement area should be the subject of a detailed strategic master plan that more thoroughly assesses development and redevelopment alternatives and presents a detailed strategic area plan to guide future development. Planning for each of these areas needs to be done with a coordinated approach. A variety of land use tools including an Official Map should be considered to implement the recommendations. Interconnections between the enhancement areas and other parts of the Borough, including the downtown and the University need to be considered. Additionally, environmental, economic, social and fiscal

impacts from any new development on neighboring areas and the rest of the Borough should be assessed in the planning process.

Map 6 Future Enhancement Areas



### Market/Gay East and Hannum Avenue Corridors

The Market/Gay East corridor and the Hannum Avenue corridor serve as



Figure 2 Eastern Gateway on Gay Street

important gateways to the Borough. Future development should help to improve the overall appearance and economic vitality of these key areas, and

help to redirect development from the downtown. Presently auto-oriented, future development in the Market/Gay East corridor should allow for a mix of uses, including residential, and should better accommodate bicycles and pedestrians. As an expansion to the Borough's downtown, future redevelopment in the Market/East corridor should include a mix of multi-story uses providing retail, professional office, and apartment uses. Future auto-oriented uses should be accommodated in the Hannum Avenue corridor, particularly in the area near Bradford Avenue.

The existing CS zoning district and other development regulations should be amended to extend the existing mixed-use, historic character of the Downtown to these areas. The two corridor locations also present opportunities to develop better linkages between the Borough and surrounding municipalities. The corridors should be redesigned to

enable biking and pedestrian activity, including bike lanes, sidewalks, traffic calming and streetscape improvements. Planning for these improvements will require coordination with West Goshen and East Bradford Townships, and the Chester County Planning Commission.

### Recommendations

- A. Discourage new single-purpose, auto-oriented uses and fast-food retail services with drive-thrus in the Market/Gay East Corridor.
- B. Complete street tree and streetscape improvements to the Market Street, Gay Street and Hannum Avenue corridors, in cooperation with East Bradford and West Goshen Townships.
- C. Improve the Market/Gay East and Hannum Avenue corridors to make them more bicycle and pedestrian friendly and to encourage safe connections and better access with neighboring municipalities.
- D. Enhance the physical appearance of the Market/Gay East and Hannum Avenue corridors so that they create attractive gateways to the Borough.
- E. Permit a greater density of uses and increased number of use types in the Market/Gay East corridor.
- F. Coordinate with West Goshen Township in the planning of the Market/Gay East corridor
- G. Coordinate with East Bradford Township in the planning of the Hannum Avenue corridor

**Pfizer/Wyeth Property**

The Pfizer/Wyeth property is the largest undeveloped area of land in the Borough. Bordered by West Goshen Township, S.



**Figure 3 Pfizer/Wyeth Property**

Adams, E. Nields and S. Bolmar Streets, the 31-acre parcel was the former site of a former large manufacturing complex. Future development of the Pfizer/Wyeth Property must consider broad social and economic impacts to existing neighborhoods and businesses while addressing existing environmental conditions and future environmental impacts resulting from new development. Future development of the Pfizer/Wyeth property should also be linked to the establishment of future rail service to the Borough and a West Chester train station.

The Pfizer/Wyeth property has been a subject of planning study in the Borough for many years. General planning recommendations include supporting a mix of commercial, residential and recreation uses that generates a tax base, in a development pattern that is compatible with adjacent uses and extends that traditional neighborhood character and pedestrian orientation of the Borough. Future development should incorporate bicycle and pedestrian connections from the site to the downtown, University, and adjacent neighborhoods. All impacts,

including traffic, fiscal, and environmental, should be addressed in the development approval process.

**Recommendations**

- H. Develop a targeted strategic plan for potential future development of the Pfizer/Wyeth Property in concert with West Goshen Township

**West Chester Golf Course and Country Club**

The community’s preference is for the West Chester Golf and Country Club to continue in its current use. Any future development of the property needs to also consider broad social and economic impacts to the Borough. As one of the few remaining large open spaces in the Borough, future development should balance any new development with protection of critical natural features and preservation of the



**Figure 4 West Chester Golf Course and Country Club Property**

existing open space and scenic qualities of the property. The West Chester Golf and Country Club property extends into West Goshen

Township, where cluster housing is a permitted use under the current zoning. The Borough should investigate the feasibility of a Transfer of Development Rights (TDR) provision in the zoning to protect the property from future development. Under a TDR scenario, “Receiving Areas” in other parts of the Borough would need to be identified that could accommodate additional development.

In general, any future development of the property should incorporate residential and recreation uses in a pattern that complement the existing historic neighborhood character of the Borough. The existing grid system of streets and alleys should be extended to the property. The existing views cape along High Street should be preserved including the existing line of Sycamore Trees.

#### Recommendations

- I. Develop a targeted strategic plan for any potential development of the West Chester Golf and Country Club

### Focus Area Five: West Chester University

The location of West Chester University in the Borough creates unique planning opportunities and challenges. The University occupies a significant area of the Borough. While the University generates economic, social and cultural advantages, it also generates negative impacts as traffic, parking, housing demand, and noise spillover into the neighborhoods.



Figure 5 Phillips Memorial Hall

The landscape for higher education is changing across the nation. West Chester University is part of the Pennsylvania State System of Higher Education. While West Chester University is financially stable, the State System is currently in an unstable financial condition. The demographic for college-age population is dropping and the system has experienced declines in enrollment. West Chester University has experienced increasing enrollments in recent years, but the broad demographic changes and other trends in higher education could negatively impact the University in the future.

Part of the University's appeal to students can be attributed to its desirable location in West Chester Borough as the quality of a University's location is often a determining factor in student enrollment. The Borough offers a sense of place and livability that is attractive to students. Recognizing that the community's success influences student choice, the University played a key role in the business district's rejuvenation during the 1980s and after. Many of the businesses rely on students for labor. The University and the Borough should find ways to collaborate and share resources for mutual benefit, while being proactive in protecting residential neighborhoods from potential nuisances. Improved dialogue could lead to better understanding of mutual interests and a better ability to address issues collaboratively and effectively. In all future planning, the Borough should seek opportunities to engage the University to address areas of mutual concern. Better dialogue and transparency can strengthen and deepen the ties and lead to a better working relationship between the Borough and the University.

#### Recommendations

- A. Strengthen the existing framework for ongoing communication and cooperation with West Chester University including the Borough University Officials Group and the Community Campus Coalition
- B. Investigate additional mechanisms for communication and collaboration

#### Enrollment Trends and Capacity

Overall University enrollment has steadily increased since the 1990s to 17,006 (fall 2016). From 2008 to 2016, total student enrollment increased by more than 3,000 students, an 18% increase. However, the pace of growth in the number of students taking all or some classes on

campus has slowed in the past five years. From 2012 to 2016, on-campus enrollments have grown by 4.5 percent (656 students) compared to a 17.3 percent increase from 2007 to 2012 (2,145 students). Nevertheless, even the slowing growth of on-campus enrollment has exacerbated traffic and parking concerns, and has increased student demand for housing in the Borough. While the University has constructed new dorms to house students on campus, enrollment increases have outpaced the supply of beds.

The University has stated that it recognizes that it can no longer grow in West Chester. It has hit the capacity of its classroom, office and student support spaces. The problems that are visible in the community – parking and student housing – are also planning problems for the University. Any future growth in enrollment will come from distance learning, off-site locations, and dual enrollment programs with area high schools and community colleges.

University leaders have indicated that all new building on campus, including the new Business and Public Management building and the proposed Commons project, are intended to relieve capacity constraints to better serve the existing student body, not to enable an increase in enrollment. To not exacerbate current conditions, any future increase in the number of students taking classes on-campus should be matched by an equal increase in the number of on-campus beds in campus housing.

#### **Areas of Common Concern**

Two major areas of planning concern include traffic and parking, and student housing including the related problems of security and neighborhood impacts from inappropriate student behavior. All parties have an interest in pro-actively addressing these and other University-related issues that might arise.

#### **Traffic and Parking**

Spillover traffic and parking from the University has been a pervasive problem in surrounding neighborhoods. The Borough and the University need to work together to address these issues with a comprehensive approach that includes efforts to reduce the number of cars coming into the Borough, reducing the number of parking permits in the neighborhoods, and encouraging better utilization of existing parking



**Figure 6 New Dorms at West Chester University**

garages on campus. A recent analysis determined that, at peak hours, there was existing capacity in the University parking garages. Better parking management might result in a better utilization of parking resources. Additionally, parking requirements in the zoning ordinance should be assessed to determine if they are inadvertently resulting in an oversupply of parking on campus.

**Recommendations**

- C. Work cooperatively with the University to explore the viability of a shuttle service and possible park and ride facilities
- D. Implement the recommendations from the Borough Parking study
- E. Work with the University to develop a joint parking management plan
- F. Investigate the feasibility of revising the parking requirements in the zoning ordinance as they pertain to the University

**Student Housing and Student Behavior**

The abundance of student housing in the neighborhoods surrounding the University has resulted in several neighborhood planning challenges. The Borough and the University need to work together to develop a comprehensive set of solutions to mitigate the negative impacts. A comprehensive strategy should include efforts to accommodate as many students as possible in campus housing, encourage faculty and staff to move into neighborhoods, and proactively addressing inappropriate student behavior in off-campus locations.

**Recommendations**

- G. Discourage additional student housing in neighborhoods
- H. Work with the University to develop a Housing Partnership to encourage faculty and staff to move into neighborhoods including exploration of tax abatements to stimulate redevelopment
- I. Work with the University to develop and enforce a neighborhood code of conduct with strict sanctions for poor behavior and positive incentives to encourage good student behavior

- J. Increase private town watch patrols in the southeast quadrant on weekends
- K. Add security cameras in blocks experiencing the most problems.
- L. Address alcohol-related issues by controlling new establishments with liquor licenses and limiting late night hours of operation

**Multi-Municipal Cooperation**

The University campus is located in three municipalities, including West Chester Borough, West Goshen Township and East Bradford Township. Campus planning is complicated by the need to comply with three independent sets of land development regulations. There are a number of common projects that the three municipalities and the University can address. Most notably, improving vehicular and pedestrian circulation and safety along Rosedale Avenue from Matlack to New Street should be a joint planning priority.

In the long term, planning for future change on the University campus would be better facilitated with a common set of regulations across the three municipalities. A campus overlay district should be explored as a mechanism to provide a uniform set of regulations.



Figure 7 Rosedale Avenue looking east

#### Recommendations

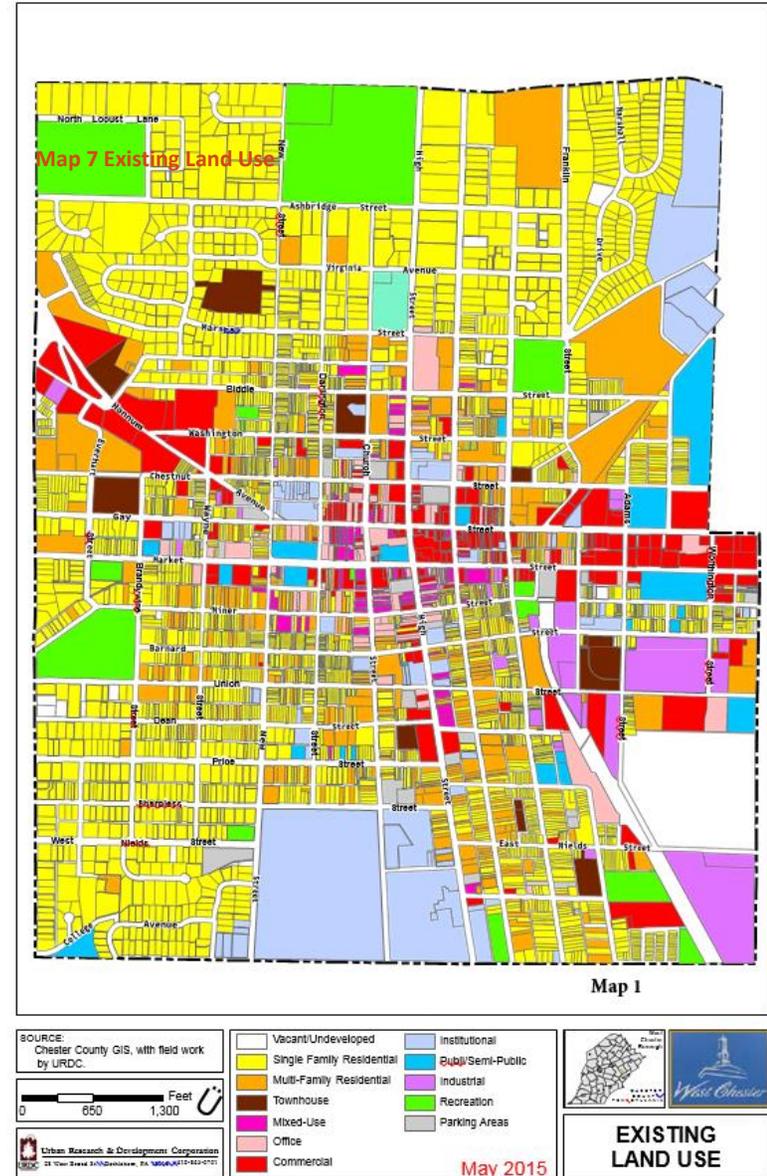
- M. Coordinate with WCU, East Bradford and West Goshen on the planning for Rosedale Avenue from Matlack Street to New Street to enhance the corridor
- N. Partner with West Goshen Township and West Chester University to develop a new overlay zoning district to coordinate the regulation of development of the University.

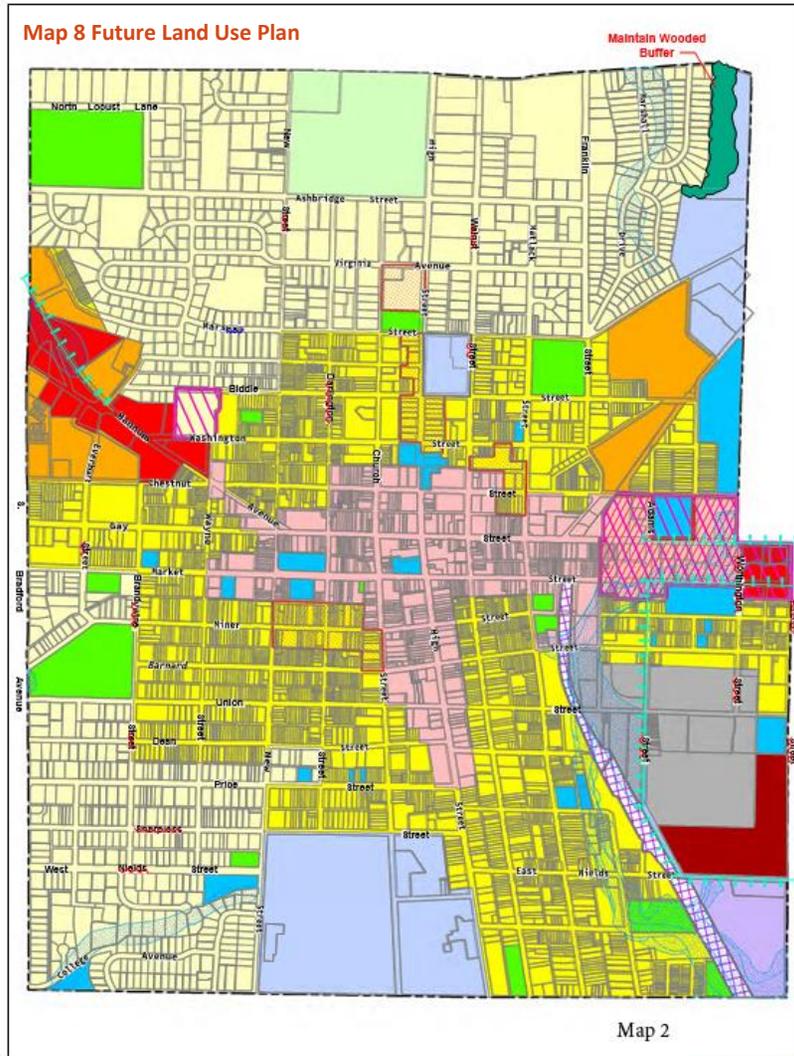
## Land Use and Housing Plan

The primary goals of the Land Use and Housing plan are to ensure compatibility among differing land uses, target development to key locations, promote neighborhood stability, ensure that new development contributes to the small-town character of the Borough, and provide for a range of housing types to support different types of households and a range of income levels. New development should follow the traditional grid street and alley pattern, unless precluded by natural features.

Commercial areas should be well-distributed to serve all the areas of the Borough. The most intensive commercial uses that are least compatible with residential uses should be located in the Commercial Service areas.

Map 8 shows existing land use in the Borough in 2015. Map 9 is a plan for future land use based on the recommendations of the Comprehensive Plan. Map 9 can be used to guide future zoning district changes in the Borough. The Borough should consider a range of tools to implement this plan including zoning, subdivision and land development regulations and an Official Map. An Official Map can be used to plan for many of the physical improvements identified throughout the Comprehensive Plan, including streets, bikeways, trails, sidewalks, parks, and other open spaces. Properties identified on an adopted Official Map indicates a municipality’s interest in acquiring those lands for public puposes. Uses can thereby be incorporated into planned improvements as well as land development plans.





### Recommendations

1. Target new development primarily to the Market/Gay East corridor, the Hannum Avenue corridor, the Pfizer/Wyeth Tract, and adjacent redevelopment sites along E. Union Street.
2. Develop development impact analysis requirements to ensure that future change in an Enhancement Area accounts for all impacts including traffic, fiscal, housing, and environmental.
3. Ensure that new development is similar in scale and setbacks to existing older development.
4. Encourage new development and significant redevelopment in the areas to the east and west of the Downtown and avoid overly intensive development in the Downtown itself.
5. Encourage increased homeownership to better stabilize neighborhoods.
6. Provide for a broad housing mix by zoning for a range of housing types.
7. Adopt an Official Map to support these recommendations and recommendations from other sections of the Plan

<p><b>SOURCE:</b> Base information provided by Chester County, 2013.</p> <p>0 650 1,300 Feet</p> <p><b>Urban Research &amp; Development Corporation</b> 28 West Broad St. • Berksheim, PA 19312 • 610-482-0701</p>	<table border="0"> <tr> <td> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #f08080; border: 1px solid black; margin-right: 5px;"></span> Town Center</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> Commercial Service</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #add8e6; border: 1px solid black; margin-right: 5px;"></span> Institutional or Institutional Overlay</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #d3d3d3; border: 1px solid black; margin-right: 5px;"></span> Limited Industrial</li> <li><span style="display: inline-block; 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<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #f08080; border: 1px solid black; margin-right: 5px;"></span> Town Center</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> Commercial Service</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #add8e6; border: 1px solid black; margin-right: 5px;"></span> Institutional or Institutional Overlay</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #d3d3d3; border: 1px solid black; margin-right: 5px;"></span> Limited Industrial</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #e0e0e0; border: 1px solid black; margin-right: 5px;"></span> Light Commercial/Medium Density Residential</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ffff00; border: 1px solid black; margin-right: 5px;"></span> Low Density Neighborhood Concentration</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ffcc00; border: 1px solid black; margin-right: 5px;"></span> Medium Density Neighborhood Concentration</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> High Density Neighborhood Concentration</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000ff; border: 1px solid black; margin-right: 5px;"></span> Major Community or Cultural Facility</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #00ff00; border: 1px solid black; margin-right: 5px;"></span> Private Recreation and TDR Zoning Area</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> Business Park</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #00ff00; border: 1px solid black; margin-right: 5px;"></span> Public Recreation</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000ff; border: 1px solid black; margin-right: 5px;"></span> Restore Passenger Rail Service</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ff00ff; border: 1px solid black; margin-right: 5px;"></span> Town Center East</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ffcc00; border: 1px solid black; margin-right: 5px;"></span> Professional Office Overlay</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #ffcc00; border: 1px solid black; margin-right: 5px;"></span> Areas that could receive Transfer of Development Rights</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000ff; border: 1px solid black; margin-right: 5px;"></span> Federal 100 Year Floodplain</li> <li><span style="display: inline-block; width: 10px; height: 10px; background-color: #0000ff; border: 1px solid black; margin-right: 5px;"></span> Restore Passenger Access, in cooperation with West Goshen and East Brandywine</li> </ul>			

## Transportation & Circulation Plan

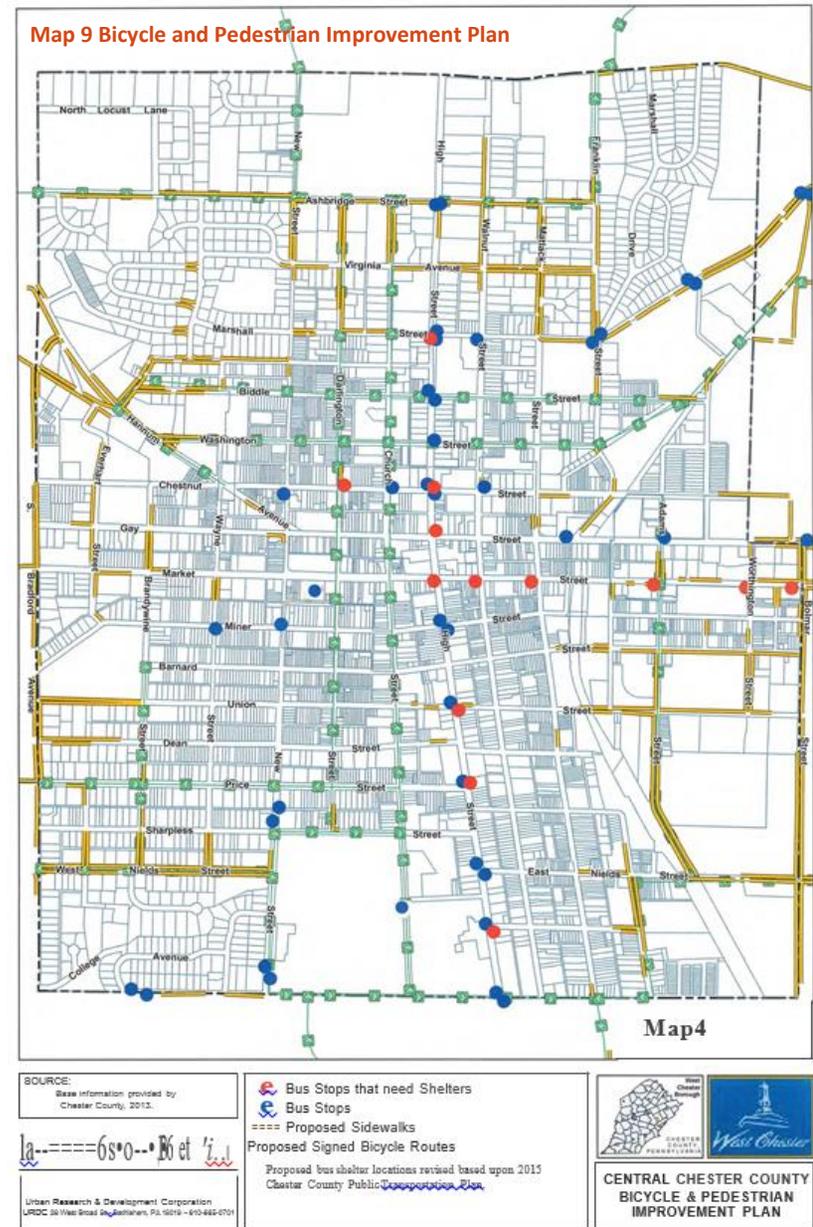
A comprehensive Transportation and Circulation Plan must account for vehicular and non-vehicular modes of travel including biking, walking, passenger rail service as well as shuttles and other forms of mass transit.

An overall goal of the transportation and circulation plan is to make West Chester safer and more convenient for bicyclists and pedestrians. The Borough should support the regional transportation planning efforts of Chester County by building upon the Central Chester County Bicycle and Pedestrian Improvement Plan.

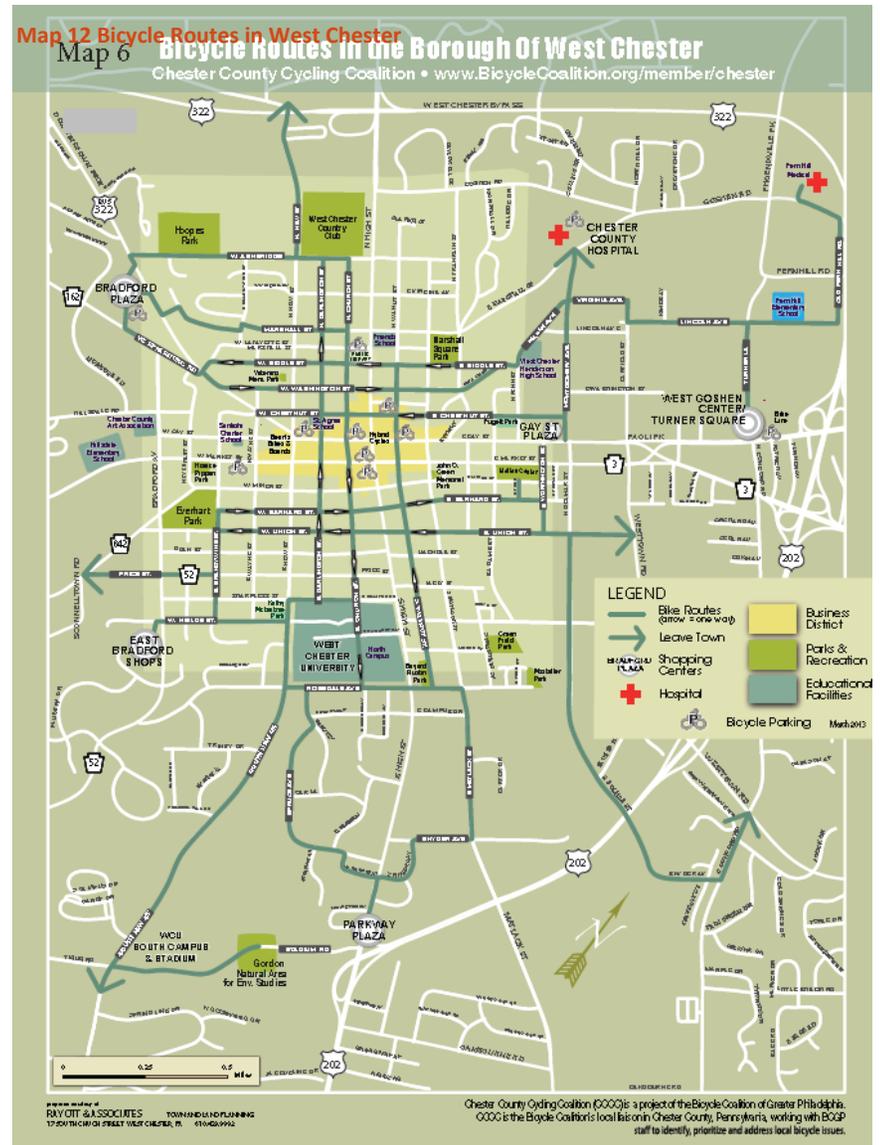
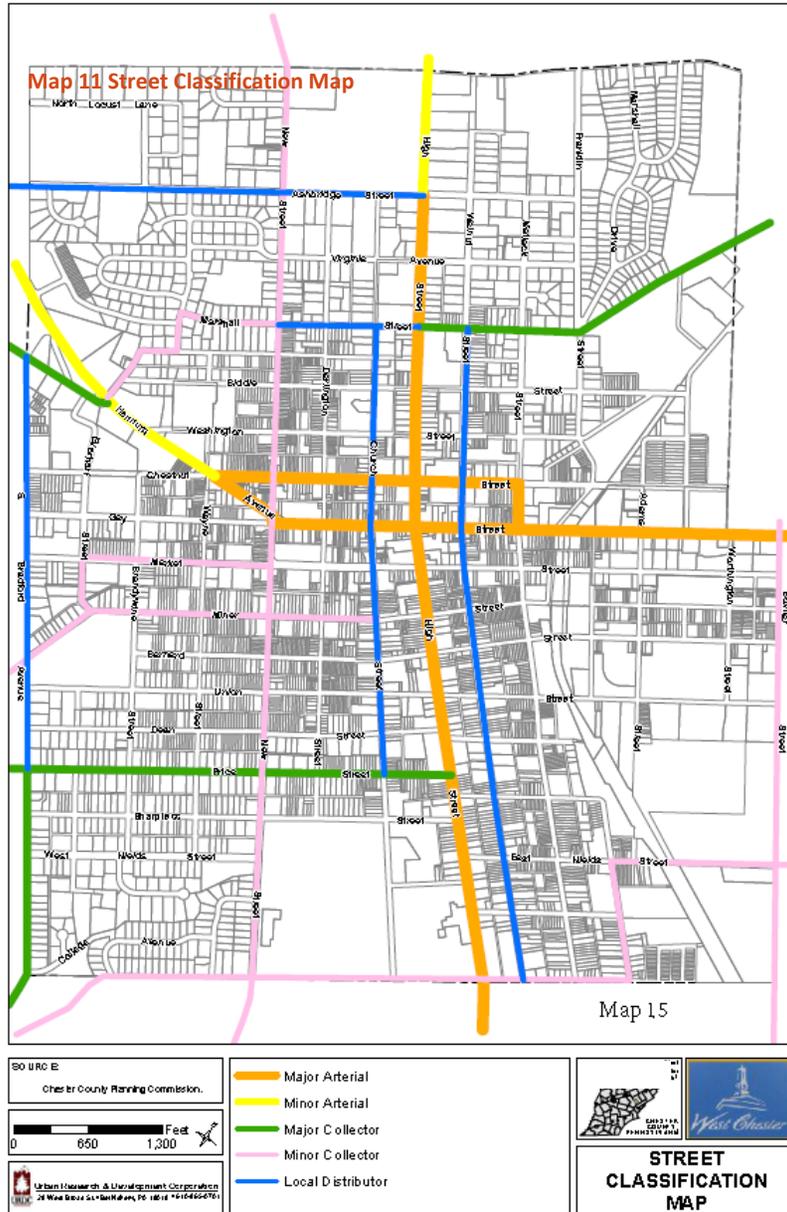
The Borough should continue to work with local and regional partners, including DVRPC, the Chester County Planning Commission, and SEPTA to enhance mass transit options. Planning for mass transit should include efforts to re-establish commuter rail service in the Borough. Strategies include establishing a shuttle service to the Exton train station and working with SEPTA to establish bus service from West Chester to Wilmington.

Future enhancement areas need to be interconnected throughout the Borough with a unified circulation system that supports pedestrian, biking and automobile interconnectivity. The Borough should consider a range of land use tools to implement these connections including an Official Map.

The Urban Center Revitalization Plan lists the priority capital improvements related to street reconstruction.







### Community Facilities and Utilities Plan

The Borough should continue to provide high-quality community and municipal facilities, services and utilities in the most cost-efficient manner possible. The Borough provides a wide range of services including police and fire protection, recreation programs, stormwater management, sanitary sewer, and solid waste management.

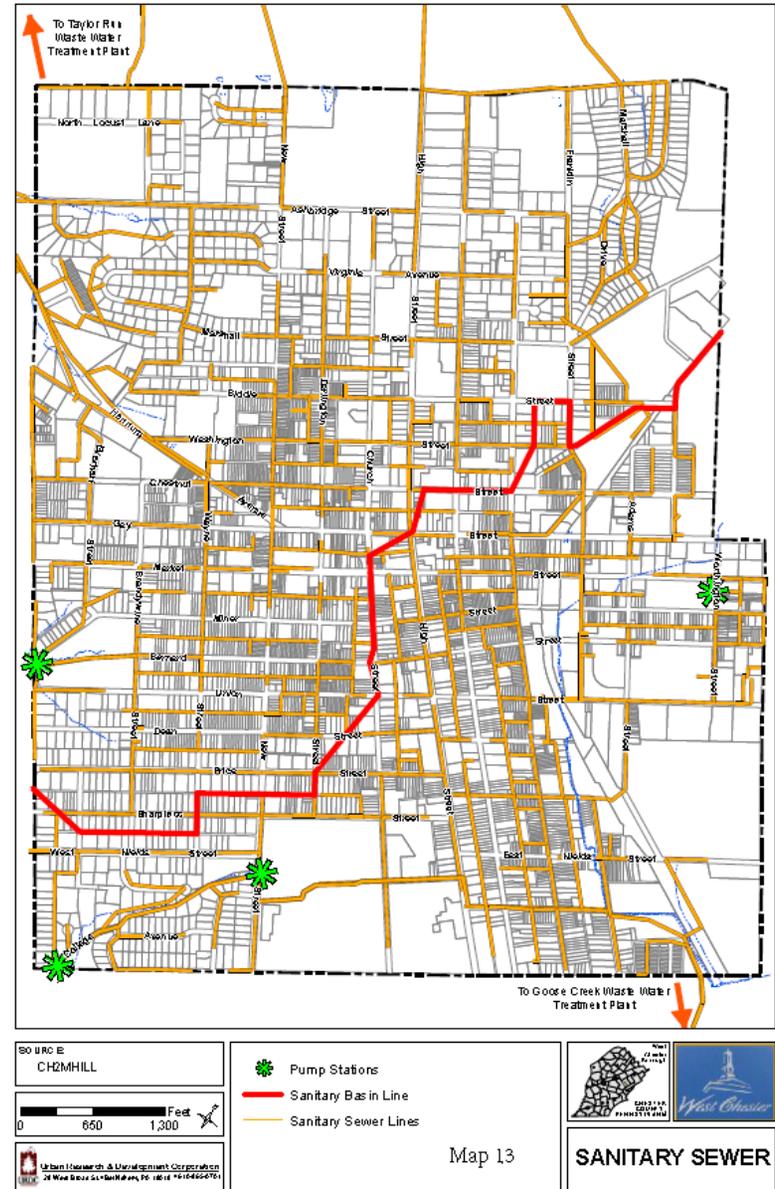
The West Chester Police Department serves West Chester and East Bradford Township. Staffing levels have grown increasingly stressed by the large number of special events in the Borough and by activity resulting from the large number of businesses with liquor licenses in the Borough.

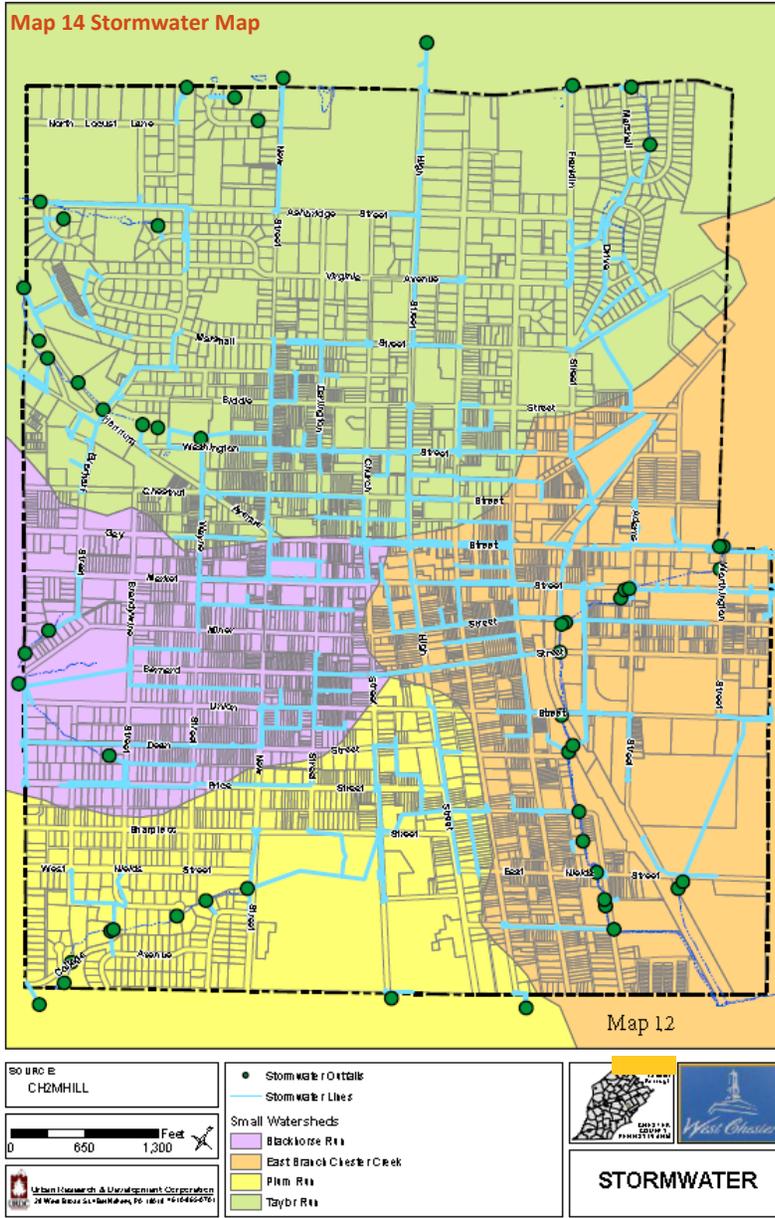
The parks and natural spaces in the Borough support continued community vitality and environmental sustainability. The public parks serve as community gathering spaces while providing opportunities for outdoor recreation.



Some services are jointly provided with neighboring municipalities including fire protection, sewage treatment and specialized recycling of waste. West Chester operates two wastewater treatment plants. The main water supply for the West Chester area is withdrawn from the East Branch of the Brandywine Creek in East Bradford.

Map 13 Sanitary Sewer System





The Urban Center Revitalization Plan outlines current and future capital improvements necessary to support Borough operations and services .

**Recommendations:**

1. Develop a list of priority park improvements
2. Improve Police Department facilities to support the functioning of the department and provision of police services
3. Improve facilities to support the Public Works Department
4. Coordinate with local Fire and Emergency Services providers to ensure quality service provision
5. Explore opportunities for intergovernmental cooperation to share resources and jointly provide public services
6. Coordinate with surrounding municipalities to identify opportunities to coordinate recreation programs
7. With new development and redevelopment, coordinate street, stormwater and utility improvements as a part of the development process
8. Require developers to demonstrate adequate utility capacity for all new development

## Urban Center Revitalization Plan

An Urban Center Revitalization Plan for West Chester Borough was originally prepared in 2003 with grant funding assistance by Chester County as part of the County's Vision Partnership Program. This section presents an updated Urban Center Revitalization Plan that is based on the key focus areas of this Comprehensive Plan.

The purpose of the Revitalization Plan is to help the Borough make decisions in four key areas: economic development, housing, infrastructure, and transportation improvements. The goals of the Urban Center Revitalization Plan represent a subset of the goals in the Comprehensive Plan as a whole.

The Urban Center Revitalization Plan should serve as a guide for all parties involved in implementing the various recommendations of this plan. Required to ensure the Borough's eligibility for funding from the Community Revitalization Program for Chester County, the Urban Center Revitalization Plan should be used as a basis to support applications for Community Revitalization funding for future planning initiatives and capital improvements.

There is some overlap between this section and the other sections, but the Action Plan presented on the following two pages is narrower in focus than that of the Comprehensive Plan as a whole. The plan incorporates actions from each of the five Focus Areas and

supplemental plan elements that relate to Economic Development, Public Infrastructure, Circulation and Housing and Public Safety.

A successful downtown is one of West Chester's most important assets, and any future revitalization actions should build on its strengths. The success has been achieved over many years by maintaining a highly attractive setting that emphasizes the historic character and maintains a vibrant mix of uses. Much of the success results from the work of the West Chester Business Improvement District (BID), which is funded through an assessment on businesses in the district and certain proceeds from the Borough's parking revenues.

Downtown revitalization requires a full range of continued activities: managing an effective retail mix, managing special events, organizing joint promotions and coordinated advertising, maintaining an attractive historic character, linking building owners and businesses to available resources, managing parking, and providing a safe and clean environment.

The Borough needs to develop a retail strategy to capitalize on the Borough's unique demographic while preserving the economic vitality and historic character of the Downtown.

Action	Priority	Responsible Party	Potential Funding
<b>Economic Development</b>			
1. Complete a Borough-wide Economic Development Plan	1-2 yr	Borough Staff; Council; RDA	Borough; Chesco; CCEDC; DCED
2. Implement recommendations of the 2017 master parking study	1-2 yrs	Borough Staff	Borough
3. Develop a downtown retail strategy to ensure a mix of uses that will appeal to a broad population while preserving community character	1-2 yrs	BID	BID
4. Investigate the feasibility of improving Prescott Alley and restricting automobile traffic on Gay Street.	1-2 yrs	Borough Staff	Borough; ChesCo; DCED
5. Strengthen downtown retail uses and upper story residential uses.	1-2 yr	BID Borough Staff	BID; Borough; DCED
6. Complete the conversion of the former Armory into a Community Theater	1 yr	Uptown Borough Staff	Uptown; DCED
7. Extend the historic streetscape improvements as noted on the list of current projects in Appendix B.	1-3 yrs	Borough Staff	Borough; Chesco; DCED
8. Explore wayfinding signage, especially to encourage greater use of parking structures	1-2 yrs	Borough Staff	Borough; PennDOT; ChesCo; DCED
9. Complete streetscape improvements on the Market/Gay East corridors	1-3 yrs	Borough Staff	Borough; WGT;ChesCo; DCED; PennDOT
10. Complete streetscape improvements on the Hannum Ave corridor	1-3 yrs	Council; Borough Staff	Borough; EBT; ChesCo; DCED; PennDOT
11. Develop a targeted strategic plan for potential future development of the Pfizer/Wyeth Property	1-2 yrs	Council; Borough Staff	Borough; Chesco; DCED
12. Develop a targeted strategic plan for the open space preservation of the West Chester Golf Course and Country Club property	1-2 yrs	Council; Borough Staff	Borough; Chesco; DCED

Action	Priority	Responsible Party	Potential Funding
<b>Public Infrastructure</b>			
1. Upgrade aging stormwater systems as noted on the list of current projects in Appendix B	Ongoing	Borough Staff	DCED; ChesCo
2. Upgrade aging sewer systems as noted on the list of current projects in Appendix B	Ongoing	Borough Staff	DCED; ChesCo
3. Complete street reconstruction as noted on the list of current projects in Appendix B	1-3 yrs	Borough Staff	PennDOT; ChesCo; DCED
4. Develop a program to incentivize green infrastructure	1 yr	Borough Staff	Borough
5. Improve the Market/Gay East corridors for bicycle and pedestrian circulation	1-2 yrs	Borough Staff	PennDOT; ChesCo; DCED
6. Improve the Hannum Ave corridors for bicycle and pedestrian circulation	1-2 yrs	Borough Staff	PennDOT; ChesCo; DCED

Action	Priority	Responsible Party	Potential Funding
<b>Circulation</b>			
1. Identify priority neighborhood circulation improvements	1-2 yrs	Borough Staff	Borough; ChesCo
2. Work with the University to develop a shuttle service and possible park and ride facilities	1 yr	Borough Staff	WCU; Borough
3. Implement the recommendations of the Borough's 2017 Parking Study	1-3 yrs	Borough Staff	Borough; ChesCo; DCED
4. Work with the University to develop a joint parking management plan	1 yr	Council; Borough Staff	NA
5. Coordinate with WCU, East Bradford and West Goshen on Rosedale Avenue corridor improvements	1 yr	Council; Borough Staff	Borough; EBT; WGT; PennDOT; ChesCo
6. Complete missing links of sidewalks along higher traffic areas	1 yr	Borough Staff	Borough
7. Incorporate "complete streets" improvements to support public transit, pedestrian and bicycle mobility throughout the Borough	1-3 yrs	Council; Borough Staff	Borough; ChesCo; PennDOT; DCED
8. Add additional bus passenger shelters	1 yr	Boro Staff	Borough; SEPTA

Action	Priority	Responsible Party	Potential Funding
<b>Housing and Public Safety</b>			
1. Explore regulatory strategies to break up concentrations of student housing	1 yr	Borough Staff	Borough
2. Coordinate with the University to develop a workforce housing program	1 yr	Council; Borough Staff	Borough; WCU
3. Investigate strategies to preserve existing affordable housing	1 yr	Borough Staff	Borough; ChesCo; DCED
4. Work with the University to develop a Housing Partnership to encourage faculty and staff to move into neighborhoods	1-2 yrs	Borough Staff	Borough; ChesCo; WCU
5. Encourage increased homeownership to better stabilize neighborhoods	1-2 yrs	Borough Staff	Borough; ChesCo; WCU

**Potential Funding Sources:**

- BID: West Chester Business Improvement District
- Borough: Borough of West Chester
- CCEDC: Chester County Economic Development Council
- ChesCo: Chester County
- DCED: Pennsylvania Community and Economic Development
- DCNR: PA DCNR Community Conservation Partnership Program
- EBT: East Bradford Township
- PA DEP: Pennsylvania Department of Environmental Protection
- PennDOT: Pennsylvania Department of Transportation
- PHMC: Pennsylvania Historic and Museums Commission
- SEPTA: Southeastern Pennsylvania Transportation Authority
- Uptown: Uptown Theater Company
- WGT: West Goshen Township
- WCU: West Chester University

## Compatibility with Surrounding Communities

The recommendations of this plan for the Borough of West Chester are generally compatible with the existing and proposed development in contiguous portions of neighboring municipalities. West Chester Borough shares a boundary with two municipalities: East Bradford Township and West Goshen Township. The Borough values its relationship with each neighbor and is committed to working with East Bradford Township and West Goshen Township to work together on joint initiatives that can produce mutual benefits.

Future redevelopment of any of the four enhancement areas will have an impact on surrounding communities. It will be necessary to coordinate with West Goshen Township on the development of Market/Gay East and the Pfizer/Wyeth Property. It will be necessary to coordinate with East Bradford Township on the redevelopment of Hannum Avenue.

### East Bradford Township

West Chester Borough and East Bradford Township naturally complement each other. East Bradford has focused primarily on residential development and open space protection. Residents of East Bradford look to West Chester Borough, particularly the downtown, for much of their commercial, retail, and cultural needs. A recent survey of residents in East Bradford indicate their strong support of West Chester's downtown businesses and community events.

Conversely, residents of West Chester Borough benefit from East Bradford Township's abundance of regionally recognized open space and recreational opportunities, such as the Brandywine Creek Trail and Greenway. Borough residents benefit from the proximity of these

resources. The two municipalities should work together to enhance interconnections and linkages to facilitate pedestrian connections.

The recently adopted Comprehensive Plan for East Bradford Township emphasizes the need to improve the Downingtown Pike corridor to improve bike/pedestrian connectivity. The Borough should coordinate with East Bradford Township on planning and improvements for Bradford and Hannum Avenues. The Borough should also work with East Bradford Township to improve the corridor at the gateway to West Chester Borough. These improvements are consistent with the recommendations for the Hannum Avenue Future Enhancement Area.

### West Goshen Township

There are many ways in which West Chester Borough and West Goshen Township can work together to address areas of mutual interest related to this plan. The Gay and Market Street east corridors are shared by West Chester Borough and West Goshen Township. The two municipalities should work together to fully leverage resources to bring change to this corridor to enhance connectivity between the two municipalities and bring physical improvements to the corridor.

The Delaware Valley Regional Planning Commission (DVRPC), in cooperation with CCPC, is planning to complete a multi-modal transportation study of the Paoli Pike, Gay Street, Market Street, Chestnut Street and Hannum Avenue corridors. The study will evaluate potential changes to the east-west streets in West Chester and adjacent portions of West Goshen, including street widths, speeds, and improving traffic patterns around some of the existing uses. The study will also consider improvements along the corridors to improve bicycle safety, such as a potential bike lane along East Gay Street. The two municipalities should be active partners in this effort.

Future development of the Pfizer/Wyeth property will have an impact on West Goshen Township. As the largest undeveloped site in the Borough, it is anticipated that the most significant future land use change will be in and around the area of the Pfizer/Wyeth property. West Chester Borough and West Goshen Township should work together to plan for future redevelopment throughout this area and carefully consider circulation, including pedestrian and bicycle connections, stormwater, open space and recreation amenities, and the fiscal impact of any new development.

West Chester University is located partly in West Chester Borough, West Goshen and East Bradford. Future planning for the University will be improved with a coordinated effort among the three municipalities. The three municipalities should continue to work together with WCU to implement the recommended improvements along Rosedale Avenue from the 2014 Traffic Study of the corridor. The three municipalities should also coordinate on the development of a unified University overlay zoning district.

### **Shared Services**

The Borough should continue to consider opportunities for shared services with neighboring municipalities. Intergovernmental cooperation in the provision of services can decrease the costs of many services, while improving the quality of services. Overall, this comprehensive plan recommends many cooperative efforts with West Goshen and East Bradford, which could be enhanced with joint service provision. Presently the Borough has an agreement with East Bradford Township to provide police services and sewer services. Shared services provide opportunities to share costs and decrease capital expenditures. With economies of scale, services can be provided more efficiently. The Borough should explore joint service delivery in the future in the areas

of shared recreation programs, joint purchasing and possible shared staff-persons.

## Implementation Plan

The Implementation Plan serves as a guiding tool to achieve the major recommendations of the Comprehensive Plan. The Implementation Plan provides a work program that the Borough and other stakeholders will use to achieve the vision and goals of the Comprehensive Plan. Short and long-range implementation strategies are detailed in this section. The primary tools that a municipality can use to implement a comprehensive plan include: capital improvement programming, new and updated development regulations and use of public funds.

The Implementation Table on the following pages organize the recommendations of the plan by priority, responsibility and funding source. The Implementation Plan identifies one or more Responsible Parties for each action. Responsible Parties include Borough administration and staff, elected officials, appointed committees and others.

The Implementation Plan can be used as a separate document by the Borough Manager, Borough Council, Planning Commission and citizens as they consider and prioritize changes to ordinances and capital improvement spending.

This implementation plan should be reassessed annually to reevaluate priorities and recommendations.

The Implementation Plan includes a *Timeframe* column. Assigning a timeframe to each action item can help the Borough prioritize actions capital expenditures related to the implementing the recommendations.

A *Potential Funding Sources* column is included which identifies county, state and federal programs that might be potential sources of funding.

## 1. Focus Area One Community and Economic Vitality

Recommendation		Timeframe	Responsible Party	Possible Funding Source
<b>A. Upgrade aging stormwater systems and wastewater lines</b>				
1.1	Implement the Stream Protection Fee program	Complete	Borough staff	Borough
1.2	Develop a multi-year capital improvement plan for stormwater system	Ongoing	Borough staff	Borough
1.3	Develop and implement a multi-year sanitary sewer inflow and infiltration reduction program	Immediately	Borough Staff	Borough
1.4	Study the economics the Borough's wastewater collection, conveyance and treatment system, including multi-year capital improvement planning, and of divestment	1 year	Borough Staff; Consultant	Borough; DCED
1.5	Require new or redevelopment projects to improve existing sewer and stormwater management facilities through compliance with the Borough's Stormwater Management and Subdivision and Land Development Ordinances	Immediately	Borough Staff	NA
<b>B. Consider strategies for neighborhood enhancement.</b>				
1.6	Investigate the feasibility of Neighborhood Improvement Districts (NIDs) or Local Economic Revitalization Tax Assistance (LERTA) programs as implementation tools to support economic and neighborhood development initiatives	1-2 years	Borough staff	DCED
1.7	Discuss the potential of NIDs and LERTAs with interested neighborhood organizations and consider programs when requested by neighborhoods	1-2 years	Borough staff	Borough

1.8	Identify priority neighborhood circulation improvements including missing sidewalk sections, pedestrian street markings, signage, and possible bike lanes	1-2 years	Borough staff	Borough
1.9	Develop a coordinated neighborhood infrastructure enhancement planning and construction program focusing on infrastructure improvements on a neighborhood block basis	1-2 years	Borough Staff	Borough; ChesCo; DCED
<b>C. Explore regulatory and market strategies to break up off-campus concentrations of student housing</b>				
1.10	Work with the University to analyze student housing patterns and identify regulatory strategies such as zoning to limit concentrations and location of student housing.	Immediately	Borough staff	Borough
1.11	Identify market strategies such as the use of LERTAs to incentivize the conversion of rental housing to single-family owner-occupied housing.	Immediately	Borough staff	Borough DCED
1.12	Undertake a Borough-wide economic and community development planning process	1-2 years	Council; RDA; Borough Staff; consultant	Borough; DCED; ChesCo; CCEDC
<b>D. Coordinate with the University to develop a workforce housing program</b>				
1.13	Work with the University through BUOG to explore opportunities to address a joint need for workforce housing	Immediately	Council Borough staff	Borough
1.14	Coordinate with the University Foundation to purchase housing that is appropriate for conversion from rental to owner occupied.	Within 5 years	Council Borough staff	DCED
<b>E. Investigate strategies to provide additional affordable homeownership</b>				
1.15	Incorporate density bonuses into new zoning for the Pfizer/Wyeth property to incentivize the development of affordable owner-occupied homes in return for added amenities such as open space and pedestrian features.	1-2 years	Council; Planning Commission	DCED
1.16	Explore opportunities to coordinate with the County Community Development Department to utilize existing programs for affordable homeownership in the Borough.	Immediately	Borough staff	Chester Co Community Devt

1.17	Analyze housing patterns in the Borough to identify areas that lack workforce homeownership opportunities. A future TDR program can be evaluated to potentially utilize to target housing development to suitable areas.	1-2 years	Borough staff	Borough
<b>F. Complete a Borough-wide parking study</b>				
1.18	Implement recommendations from the 2017 parking study	1-2 years	Borough Staff	Borough
<b>G. Develop a downtown retail strategy to ensure a mix of uses that will appeal to a broad population while preserving the existing community character.</b>				
1.19	Survey existing retailers and restaurants who gather metrics on their customer base and reevaluate marketing programs to ensure that the BID is marketing to their customer base.	1-2 years	BID	BID
1.20	Review zoning ordinances to make sure that they assist in accomplishing the Borough's development goal of an appropriate mix of retail and restaurants.	1-2 years	Borough Staff; Plng Comm; BID	Borough
1.21	Encourage residential uses by removing regulatory obstacles to residential development such as modifying parking standards.	1 year	Borough Staff	Borough
1.22	Establish better communication between Council and residents, so that Council knows what residents want, and works with developers to complete projects in an informed and timely manner.	Immediately	Council	NA
1.23	Find ways, through marketing, investment and enforcement, to improve both parking and cleanliness downtown.	Immediately	BID; Borough Staff	BID
1.24	Study other successful towns to compare zoning, marketing strategies, and customer base.	1-2 years	BID; Council	DVRPC & PDC
1.25	Reevaluate BID's priorities to see if areas of commitment should be rearranged.	1-2 years	BID	NA

1.26	Study potential means to decrease truck traffic on Gay Street.	1-2 years	Council; Plng Comm	Borough
<b>H. Amend the zoning ordinance to ensure that there is not a surplus of bars</b>				
1.27	Develop a plan to be proactive in attracting and retaining desirable restaurants in the downtown	1-2 years	Borough Staff	BID; Borough
1.28	Investigate opportunities to amend zoning to minimize the clustering of bars in the Downtown.	1-2 years	Borough Staff; Planning Commission	Borough
1.29	Investigate opportunities to amend zoning to encourage retail development, for example by tightening the retail overlay district definition.	1-2 years	Borough Staff; Planning Commission	Borough
<b>I. Enhance walkability and general pedestrian circulation in the Downtown</b>				
1.30	Conduct a feasibility study for converting Gay Street to a pedestrian mall from Walnut Street to New Street, and consider improving Prescott Alley to more safely accommodate pedestrians.	1-2 years	Borough Staff; West Chester Chamber of Commerce	PennDOT; Borough; DCED; ChesCo; West Chester Chamber of Commerce
1.31	Coordinate with the County to plan for circulation improvements along Market street from New Street to Route 202.	2-3 year	Borough Staff	PennDOT; Borough; DCED; ChesCo
1.32	Investigate circulation and pedestrian corridor options along Gay Street from Matlack to New Street	1-2 years	Borough Staff	PennDOT; Borough; DCED; ChesCo
<b>J. Complete the conversion of the Armory on N. High Street into a Community Theater</b>				

1.33	Obtain Keystone Community Grant Funding for development and expansion	1 year	Borough Staff; Uptown	DCED; Uptown
<b>K. Incorporate more public art into the Downtown and promote the arts</b>				
1.34	Develop an Arts Council	1-2 years	Borough Staff	Borough
1.35	Explore the possibility of creating a retail gallery or art district with private developers.	1-2 years	Borough Staff	Borough
1.36	Explore local, outdoor mural programs to see if they have application in the Borough and see how they are managed and regulated.	1-2 years	Borough Staff	Borough
<b>L. Develop a community event management program</b>				
1.37	Develop a Borough program to be more proactive in managing community events	1 year	Borough Staff	Borough
1.38	Review all Downtown events to evaluate cost and impact	1-2 years	BID; Borough Staff	Borough
1.39	Survey retail and restaurant establishments to determine how community events affect them.	1-2 years	BID	BID
1.40	To ensure public safety as a priority consideration in approving and managing events, discuss all events with the Police and Fire Departments to make sure they are safe, manageable and cost effective.	1 year	Borough Staff	Borough

## 2. Focus Area Two Environmental Sustainability

Recommendation		Timeframe	Responsible Party	Possible Funding Source
<b>A. Develop a program of priority floodplain management improvements</b>				
2.1	Identify future flood zones and ensure floodplain map is up to date in context of increased rain events due to climate change	Ongoing	Borough Staff	N/A
2.2	Create an overflow management plan that builds upon the Stream Protection Fee program and identifies further mitigation strategies, critical conservation areas for restoration, restoration strategies such as riparian buffers, public outreach/participation goals, and additional stormwater management improvements	1-2 years	Borough Staff	PennVEST; DCED; PA DCNR; PA DEP
2.3	Implement action items resulting from overflow management plan, possibly including but not limited to zoning changes	3 years	Borough Staff; Council; Planning Commission	Borough
<b>B. Consider implementing regulatory measures to protect steep slopes</b>				
2.4	Evaluate and recommend steep slope protection regulations, generally located in both zoning and subdivision and land development ordinances.	1 year	Borough Staff; Planning Commission	Borough
<b>C. Fully implement the Stream Protection Fee Program</b>				

2.5	Task the Sustainability Advisory Committee with education regarding the Stormwater Protection Fee and best practices to mitigate stormwater. The Sustainability Advisory Committee should also investigate possible implementation of incentive and cost-sharing programs for stormwater mitigation such as rain barrels.	Immediate	Sustainability Advisory Committee	NA
2.6	Inventory and assess the surface waters of the Borough and determine the most important measures (beyond stormwater mitigation) to restore their environmental health. Amend Borough ordinances as needed to implement recommended measures	Within 5 years	Borough Staff; Planning Commission	PADEP
<b>D. Develop a program to incentivize green infrastructure</b>				
2.7	Tie incentives into Sustainability Advisory Committee's <i>Sustainable West Chester</i> recognition program	1 year	Borough Staff	NA
2.8	Evaluate and recommend additional incentives and requirements	1 year	Borough Staff; Planning Commission	NA
<b>E. Amend Chapters 97, 102, and 112 of the Borough Code to require and incentivize the protection and restoration of woodlands in the Borough, including public trees, street trees, and heritage trees on private property.</b>				
2.9	Expand the size and scope of the Shade Tree Commission	Immediately	Council	NA
2.10	Modernize the tree ordinance as well as zoning, subdivision and land development ordinances as they pertain to the urban canopy	6 months	Borough Staff; Planning Commission	Borough
2.11	Produce and implement a communications/outreach plan and a comprehensive tree program (including a Borough Tree Manual, approved list of street trees, and financing/funding programs)	1 year	Borough Staff	TreeVitalize PA, Tree Bank, other municipal funding; private partnerships

<b>F. Amend the Administrative Code to strengthen and expand the role of the Shade Tree Commission as an advisory board to Borough Council, to offer landscape review of subdivision and land development plans, new policies and a comprehensive tree program for West Chester</b>				
2.12	Draft and pass an ordinance to amend the Administrative Code	Immediate	Borough Staff	NA
<b>G. Encourage residents, businesses and institutions to incorporate energy conservation and renewable energy in their structure and operations.</b>				
2.13	Implement and continue to refine the Sustainability Advisory Committee's <i>West Chester Sustainable</i> certification program for commercial and residential construction.	6 months - Ongoing	Borough Staff	Borough
2.14	Task the Sustainability Advisory Committee with recommending measures for encouraging energy conservation	Immediately	Council	NA
	Coordinate the SAC's renewable energy efforts promoting accessory solar installations with the Shade Tree Commission's tree protection and restoration efforts	Immediately	SAC; Shade Tree Commission	NA
<b>H. Create community-wide programs to ensure quick and widespread adoption of renewable energy production as a more sustainable alternative to fossil fuel use.</b>				
2.15	Pass a resolution demonstrating the Borough's commitment to reducing carbon emissions	1 year	Council	Borough
2.16	Ensure close community involvement and agreement through public workshops and outreach	1-2 years	Borough Staff; Council	NA
2.17	Provide education opportunities for contractors and homeowners in solar installation, regulations and permitting in the Borough	Immediate	Borough Staff	NA
<b>I. Work with community partners including West Chester University on impactful sustainability initiatives</b>				
2.18	Assign a liaison from the Borough Sustainability Advisory Committee to attend the WCU SAC meetings and recommend partnership opportunities to Borough Council	Immediate	Borough Staff	NA
<b>J. Encourage walking, biking and the use of public transit as alternatives to vehicle trips</b>				

2.19	Propose and consider adoption of a complete streets program	2 years	Borough Staff; Plng Comm	Borough
2.20	Continue to support the Committee to Restore Rail Service to West Chester	Ongoing	Borough Staff; Council	NA
<b>K. Continue the existing development pattern of compact, mixed use, walkable areas</b>				
2.21	With each new zoning change and with each new development plan review, ensure this continues to be a priority	Ongoing	Borough Staff; Council; Plng Comm	NA
<b>L. Explore ways to strengthen requirements for green building and green site development practices in all new development and redevelopment</b>				
2.22	Evaluate and propose strengthened green building/site requirements. Support the effort with financial backing for outside consultants as needed.	1 year	Borough Staff	PA DCNR
2.23	Benchmark solid waste handling in the Borough against best practices in similar communities. Identify and implement measures to reduce waste production, reduce waste to landfill, encourage on-site composting, and increase recycling and re-use	2 years	SAC; Borough Staff	NA
2.24	Implement Borough code changes to promote creation, wherever possible, of a sufficiently wide verge between sidewalk and curb for street trees	1 year	Borough Staff; Planning Commission; Council	NA
2.25	Investigate programs for integrated management of disease vectors that can reduce or eliminate use of toxic pesticides, particularly about mosquito-borne contagion (West Nile, Zika) currently threatening our communities. Fully invest in an IPM approach	1 year	Borough Staff	NA

### 3. Focus Area Three: Preservation of the Historic Character

Recommendation		Timeframe	Responsible Party	Possible Funding Source
<b>A. Discourage new single-purpose, auto-oriented uses and fast-food retail services with drive-thrus within the Market/Gay East Corridor</b>				
3.1	Consider zoning changes to the CS district to permit and incentivize a mix of uses and restrict drive-thrus.	1-2 years	Plng Comm; Council	Borough
<b>B. Consider an expansion of the existing Downtown Historic District</b>				
3.2	Initiate amendments to the Historic District Ordinance to include additional areas along High Street, including areas north of Rosedale Avenue and south of Ashbridge Street.	1-2 years	HARB, Plng Comm, Council	PHMC
3.3	Consider amending the Historic District Ordinance to include the West Chester State College Quadrangle Historic District.	Within 5 years	HARB, Plng Comm, Council, WCU	PHMC
3.4	Evaluate adding a historic resource overlay and/or a heritage conservation district within the zoning ordinance that applies throughout the Borough to help protect historic resources from demolition, and provides incentives such as adaptive reuse.	1-2 years	Plng Comm Council	PHMC
3.5	Consider adding a Historic Resource Impact Study requirement to the Subdivision and Land Development Ordinance to identify and mitigate the impacts of new subdivisions and land developments when proposed near historic buildings and structures.	Immediately	Borough Staff Plng Comm Council	PHMC
<b>C. Discourage new development that will change the character of the Downtown</b>				
3.6	Retain the Retail Overlay District and Height Overlay District and Conditional Use Standards to help protect the historic streetscapes of the Downtown.	Immediate (ongoing)	Plng Comm Council HARB	Borough
3.7	Evaluate and amend the Zoning Ordinance’s Town Center District, as necessary, to ensure that new development will complement and contribute to the existing historic character and scale of uses within and adjoining this District.	1-2 years	Plng Comm Council	Borough

3.8	Amend the zoning along the east Market Street and Gay Street corridors to attract landowner and developer interest in establishing new, multi-story commercial and residential development as an eastward expansion of the downtown.	1-2 years	Plng Comm Council	Borough
<b>D. Ensure that all new redevelopment in the downtown is consistent with the scale and historic character of the downtown and adjacent properties</b>				
3.9	When deciding on land use applications for the downtown, consider the recommendations of the Historic and Architectural Review Board (HARB) regarding exterior design of new buildings, building expansions and alterations for areas regulated by the Historic District Ordinance.	Immediate (Ongoing)	Plng Comm Council	NA
3.10	Amend the Zoning Ordinance’s Town Center District, as necessary, to ensure that new redevelopment will complement and contribute to the existing historic character and scale of uses within and adjoining this District.	1-2 years	Plng Comm Council	Borough
<b>E. Consider the creation of a historical commission and supporting ordinance regulations to protect individual historic properties outside the Certified Local Historic District</b>				
3.11	If establishing a historic resource protection overlay district within the zoning ordinance, form a historic commission to help administer this district’s provisions and provide recommendations to the Planning Commission and Council on relevant land use applications.	1-2 years	Plng Comm Council	Borough
<b>F. Investigate the feasibility of the establishment of an incentive program such as a revolving loan fund to support historic rehabilitation</b>				
3.12	Dedicate a Borough staff position to serve as a local resource regarding private and public finance programs, grants, and other information that property owners interested in historic building rehabilitation within the Borough would be able to access.	Immediate	Borough staff	Borough
3.13	Investigate the creation of Borough funds that could be used as a local match for state and federal grants that can be used by property owners interested in historic building rehabilitation.	1-2 years	Borough staff	Borough
3.14	Help Borough applicants for state or federal historic preservation funding achieve the best possible position for achieving such support by providing background information on the historic significance of West Chester and providing information on funding sources and application requirements.	1-2 years	Borough staff	Borough

<b>G. Continue and, if possible, expand public education programs to raise awareness of the history of the Borough, the importance of historic preservation, and historic preservation resources</b>				
3.15	Implement the Education/Better Information recommendations of the Borough's adopted Comprehensive Historic Preservation Plan	Within 5 years	Borough staff HARB, BID Plng Comm Council	Borough
3.16	Review and update the Borough's adopted Comprehensive Historic Preservation Plan as appropriate.	Within 5 years	Borough staff HARB, BID Plng Comm Council	Borough
3.17	Effectively utilize the Borough's website and other social media for public education	Immediate (Ongoing)	Borough staff	Borough
3.18	Support the West Chester Preservation Awards program.	Immediate (Ongoing)	Borough Council	Borough
3.19	Work in partnership with Chester County Planning Commission staff, Chester County Historical Society, and Chester County Historic Preservation Network to inform Borough residents and visitors of local historical features.	Immediate (Ongoing)	Borough staff	NA
<b>H. Support the efforts of the West Chester Historic Preservation Awards Program</b>				

#### 4. Focus Area Four: Future Enhancement Areas

Recommendation		Timeframe	Responsible Party	Possible Funding Source
<b>A. Discourage new single-purpose, auto-oriented uses and fast-food retail services with drive-thrus in the Market/Gay East Corridor.</b>				
4.1	Consider amending the CS district zoning to disallow drive-thrus	1-2 years	Borough	Borough; WGT
<b>B. Complete street tree and streetscape improvements to the Market Street, Gay Street and Hannum Avenue corridors, in cooperation with East Bradford and West Goshen Townships.</b>				
4.2	Develop a plan for consistent and cohesive streetscape improvements including street lights and street trees, sidewalks, crosswalks, and signage along the Hannum Avenue corridor, in cooperation with East Bradford Township.	1-2 years	Borough	Borough; EBT; WGT; ChesCo; DCED; PennDOT
4.3	Develop a plan for consistent and cohesive streetscape improvements including street lights and street trees, sidewalks, crosswalks, and signage along the Market and Gay Street east corridors, in cooperation with West Goshen Township.	1-2 years	Borough	Borough; EBT; WGT; ChesCo; DCED; PennDOT
4.4	Consider updating the Borough’s Code to establish appropriate standards and/or requirements for streetscape and pedestrian improvements along the Hannum Avenue Corridor and the Market/Gay Street East Corridor	1-2 years	Borough	Borough; EBT; WGT
<b>B. Improve the Market/Gay East and Hannum Avenue corridors to make them more bicycle and pedestrian friendly and to encourage safe connections and better access with neighboring municipalities.</b>				
4.5	Continue to coordinate with East Bradford Township on a joint grant application to build a pedestrian connection at Hannum Avenue and Route 322.	Immediately	Borough Staff	Borough; EBT; WGT; ChesCo; DCED; PennDOT

4.6	Work with East Bradford Township to promote trail and bicycle connections between West Chester Borough and East Bradford Township. The Chester County Bicycle Circulation plan should be used as a resource to guide local planning.	Immediately	Borough Staff	Borough; EBT; WGT; ChesCo; DCED; PennDOT
4.7	Coordinate with DVRPC, CCPC and West Goshen Township on the proposed multi-modal transportation study of the Paoli Pike, Gay Street, Market Street and Hannum Avenue corridors	Immediately	Borough Staff	Borough; EBT; WGT; ChesCo; DCED; PennDOT
<b>C. Enhance the physical appearance of the Market/Gay East and Hannum Avenue corridors so that they create attractive gateways to the Borough</b>				
4.8	As part of an overall streetscape improvement program, include signage to clearly identify the entrance to West Chester Borough	1-2 years	Borough Staff	Borough; ChesCo; DCED; PennDOT
4.9	Coordinate with the Sustainability Advisory Committee and Shade Tree Commission regarding streetscape enhancements.	Immediately	Borough Staff	Borough
4.10	Consider applying for a Gateway Planning Grant from DCED to fund gateway planning studies for each area.	1-2 years	Borough Staff	Borough; PennDOT; DCED; ChesCo
<b>D. Permit a greater density of uses and increased number of use types in the Market/Gay East corridor.</b>				
4.11	Amend the existing CS District to discourage additional single-story, auto-oriented retail and service commercial uses within the Market Gay/East Corridor, and promote a mix of residential, professional office, and service commercial uses within multi-story buildings with retail on the first floor and offices or apartments on the second floor.	1 year	Borough Staff; Planning Commission	Borough; ChesCo
4.12	Provide density, area and bulk standards, and design architectural design guidelines that incentivize mixed-use and multi-story development with the corridor.	1 year	Borough Staff; Planning Commission	Borough; ChesCo
<b>E. Coordinate with West Goshen Township in the planning of the Market/Gay East corridor</b>				
4.13	Consider a joint land use plan and zoning standards with West Goshen Township in the corridor to ensure consistent and cohesive development along the corridor.	1-2 years	Borough Staff;	Borough; ChesCo

			Planning Commission	
4.14	Develop a strategy to coordinate traffic signalization along the corridor	1-2 years	Borough Staff	Borough; ChesCo
<b>F. Coordinate with East Bradford Township in the planning of the Hannum Avenue corridor</b>				
4.15	Consider a joint land use plan and zoning standards with East Bradford Township in the corridor to ensure consistent and cohesive development along the corridor.	1-2 years	Borough Staff	Borough; ChesCo
<b>G. Develop a targeted strategic plan for potential future development of the Pfizer/Wyeth Property in concert with West Goshen Township</b>				
4.16	Complete a master planning study of the Pfizer/Wyeth property to fully assess the impact of different development options of the site on the community.	1-2 years	Council; Borough Staff	Borough; ChesCo; DCED
4.17	Develop a comprehensive set of community goals to guide future development including desired fiscal, environmental, transportation, and community outcomes.	1-2 years	Council; Borough Staff	Borough; ChesCo; DCED
<b>H. Develop a targeted strategic plan for any potential development of the West Chester Golf Course and Country Club Property</b>				
4.18	Develop a full analysis of alternative scenarios for any future change and assess the community impacts of each scenario.	1 year	Council; Borough Staff; Planning Commission	Borough; ChesCo; DCED
4.19	Investigate the feasibility of a Transfer of Development Rights ordinance to protect the golf course and shift development to desired areas of the Borough. Research other municipalities in the region that have adopted TDR ordinances to identify best practices	1 year	Council; Borough Staff; Planning Commission	Borough; ChesCo; DCED
4.20	Complete an analysis of the development potential of the Golf Course to determine the current development rights. Identify potential receiving zones in the Borough	1 year	Council; Borough Staff;	Borough; ChesCo; DCED



	and their ability to accommodate additional development. If warranted, develop a TDR ordinance for West Chester Borough		Planning Commission	
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## 5. Focus Area Five West Chester University

Recommendation		Timeframe	Responsible Party	Possible Funding Source
<b>A. Strengthen the existing framework for ongoing communication and cooperation with West Chester University including the Borough University Officials Group and the Community Campus Coalition</b>				
5.1	The BUOG is a key entity to facilitate long term coordination between the Borough and the University. Regular meetings can help to work towards aligning priorities and addressing areas of concern.	Immediately	Council; Borough Staff	NA
<b>B. Investigate additional mechanisms for communication and collaboration</b>				
5.2	As needed, create additional ad-hoc working groups that meet regularly to discuss shared concerns and issues	Immediately	Council; Borough Staff	NA
<b>C. Work cooperatively with the University to explore the viability of a shuttle service and possible park and ride facilities</b>				
5.3	Coordinate with the University in supporting the existing shuttle service to promote awareness and encourage ridership.	Immediately	Council; Borough Staff	Borough; WCU; PennDOT
<b>D. Implement the recommendations from the Borough's 2017 Parking study</b>				
5.4	Implement 2017 parking study recommendations	1 year	Borough Staff	NA
<b>E. Work with the University to develop a joint parking management plan</b>				
5.5	Develop a joint parking management plan with the University	1 year	Council; Borough Staff	NA

<b>F. Investigate the feasibility of revising the parking requirements in the zoning ordinance as they pertain to the University</b>				
5.6	Consider as part of the development of the University overlay district	1 year	Borough Staff	NA
<b>G. Discourage new student housing in neighborhoods</b>				
5.7	Work with the University to analyze student housing patterns and identify regulatory strategies such as zoning to limit concentrations and location of student housing.	Immediately	Council; Borough Staff	NA
<b>H. Work with the University to develop a Housing Partnership to encourage faculty and staff to move into neighborhoods including exploration of tax abatements to stimulate redevelopment</b>				
5.8	Explore opportunities to purchase existing rental housing to convert to owner-occupied housing affordable to faculty and staff.	Immediately	Council; Borough Staff	NA
<b>I. Work with the University to develop and enforce a neighborhood code of conduct with strict sanctions for poor behavior and positive incentives to encourage good student behavior</b>				
5.9	Coordinate with the University to implement this recommendation	Immediately	Council; Borough Staff	NA
<b>J. Increase security patrols on weekends</b>				
5.10	Increase security patrols in key areas on weekends	1-2 years	Council; Borough Staff	NA
<b>K. Add security cameras in blocks experiencing the most problems.</b>				
5.11	Identify areas for additional security cameras	1-2 years	Council; Borough Staff	NA
<b>L. Address alcohol-related issues by controlling new establishments with liquor licenses and limiting late night hours of operation</b>				
5.12	Explore related alternatives to controlling the number of liquor licenses	1-2 years	Council; Borough Staff	Borough

<b>M. Coordinate with WCU, East Bradford and West Goshen on the planning for Rosedale Avenue from Matlack Street to New Street to enhance the corridor</b>				
5.13	Coordinate with East Bradford Township, West Goshen Township and West Chester University to improve vehicular and pedestrian circulation and implement the recommendations of the 2014 Traffic Study of the corridor	Immediately	Council; Borough Staff	Borough; WGT; PennDOT; ChesCo
5.14	Coordinate with East Bradford Township, West Goshen Township and West Chester University to develop a cohesive and consistent plan of streetscape improvements including street lights and street trees, sidewalks, crosswalks and signage along Rosedale corridor.	Immediately	Council; Borough Staff	Borough; WGT; PennDOT; ChesCo
<b>N. Partner with East Bradford Township, West Goshen Township and West Chester University to develop a new educational overlay zoning district to coordinate the regulation of development of the University.</b>				
5.15	Engage a consultant to work with West Chester, East Bradford and West Goshen to develop a joint ordinance language for an educational overlay zoning district	Immediately	Borough Staff	Borough; WGT

**Potential Funding Sources:**

- BID: West Chester Business Improvement District
- Borough: Borough of West Chester
- CCEDC: Chester County Economic Development Council
- ChesCo: Chester County
- DCED: Pennsylvania Community and Economic Development
- DCNR: PA DCNR Community Conservation Partnership Program
- EBT: East Bradford Township
- PA DEP: Pennsylvania Department of Environmental Protection
- PennDOT: Pennsylvania Department of Transportation
- PHMC: Pennsylvania Historic and Museums Commission
- SEPTA: Southeastern Pennsylvania Transportation Authority
- Uptown: Uptown Theater Company
- WGT: West Goshen Township
- WCU: West Chester University

## APPENDIX A – DEMOGRAPHIC PROFILE AND TRENDS

The Borough has been experiencing a slow, but steady, increase in population. The population in the Borough increased 3.4% from 2000 to 2010 and it is estimated that an additional 500 people (3%) were added between 2010 and 2013. This was a slower rate of growth than that of Chester County, which grew at over 15%. The slower growth rate reflects the developed stage of the Borough.

**Table 1 Population Change 2000-2010**

	Population		Change	
	2010	2000	Number	Percent
<b>West Chester</b>	18,461	17,861	600	3.4%
<b>Chester County</b>	498,886	433,501	65,385	15.1%

The Delaware Valley Regional Planning Commission (DVRPC) projects that the population increase in West Chester Borough from 2010 to 2040 will be 1,703 residents. This would represent a 9.2% increase.

**Table 2 Population Projections**

<b>2010 Actual</b>	<b>18,461</b>
<b>2020 Projection</b>	18,919
<b>2030 Projection</b>	19,706
<b>2040 Projection</b>	20,164

### Student Population

West Chester University creates a unique demographic profile for the Borough. The U.S. Census defines student residence halls as “non-

institutional group quarters,” which house 20% of Borough residents. Students living in regular apartments are not separately reported by the Census.

**Table 3 Student Population**

	2010		2000	
	Number	Pct. of Total	Number	Pct. of Total
<b>West Chester</b>	3687	20.0%	3,123	17.5%
<b>Chester County</b>	9,303	1.9%	8,822	2.0%

Enrollment at WCU has steadily increased in recent years. As summarized in Table 4, from 2002 to 2016, the total number of students taking all or some course on the West Chester campus (including graduate and undergraduate students) increased by more than 3,211 students. The majority of that increase occurred between 2007 and 2012.

**Table 4 West Chester University Enrollment Taking Courses on Campus**

Year	Enrollment*	Change	
		Number	Annual Percent Change
<b>2016</b>	15,215	+136	+0.9%
<b>2015</b>	15,079	+140	+0.9%
<b>2014</b>	14,939	+48	+0.3%
<b>2013</b>	14,891	+332	+2.2%
<b>2012</b>	14,559	+2,145	
<b>2007</b>	12,414	+410	
<b>2002</b>	12,004		

Source: West Chester University

\*These figures represent the total number of WCU students taking all or some of their class on the West Chester campus.

Several older dormitory complexes in West Chester have been replaced in recent years by new residence halls that are owned by University Student Housing. WCU reports that 5,140 students live in on-campus housing, including housing owned by their affiliate, University Student Housing and the University Arms Apartments on S. High Street.

**Age and Race**

Summary census data indicate that the Borough population has a different age and racial profile that of Pennsylvania. Compared to other states, Pennsylvania has one of the highest proportions of senior citizens, with 15.4 percent age 65 or older in 2010. In West Chester, 7.7 percent of residents were age 65 or older in 2010. Only 4.1 percent of West Chester residents were under age 5, compared to 5.7 percent for Pennsylvania. Only 11.9 percent of West Chester residents were under age 18, compared to 22.0 percent for Pennsylvania.

In 2010, 12.1 percent of West Chester residents classified themselves as solely African American, compared to 10.8 percent for Pennsylvania. 13.4 percent of West Chester residents classified themselves as Hispanic or Latino, compared to 5.7 percent for Pennsylvania.

**Income**

From 1999 through 2012, income in West Chester was considerably lower than in Chester County of Pennsylvania. As indicated in Table 5, median household income in 2012 was more than \$41,000 lower in the Borough than in Chester County overall.

**Table 5 Median Household Income, 1999-2012**

	Est. Median Household Income		Change, 1999-2010	
	2012	1999	Number	Percent
<b>West Chester</b>	\$45,071	\$37,803	\$7,268	19.2%
<b>Chester County</b>	\$86,184	\$65,295	\$20,889	32.0%
<b>Pennsylvania</b>	\$52,267	\$40,106	\$12,161	30.3%

Census data in 2010 for income and poverty affirm that, overall, West Chester has a considerably lower median household income and higher proportion of persons in poverty than in Chester County (see Table 6). The US Census estimated that 25.8% of West Chester residents lived in households with incomes below the poverty level, compared to the county average of 7.3% and the statewide average of 13.6%. This number, however, is skewed by the number of college students in West Chester.

**Table 6 Income and Poverty**

	Median Household Income	Persons in Poverty
<b>West Chester Borough</b>	\$48,779	25.8%
<b>Chester County</b>	\$86,093	7.3%
<b>Pennsylvania</b>	\$53,115	13.6%

Source: US Census

**Education**

West Chester had only 6.0 percent of the younger population (ages 18-24) with less than a high school diploma compared to 13.2 percent in Chester County and 13.3 percent in the state. The Borough had a significantly higher share of the younger population – 62.2 percent –

with at least some college experience or obtaining an associate’s degree, compared to 42.8 percent in the County and 43.0 percent in the state. This indicator, again, is consistent with the presence of WCU.

Among the population age 25 and older, West Chester has a higher share of the population with less than a 9<sup>th</sup> grade education – 6.4 percent – compared to 2.9 percent for Chester County.

Among the population age 25 and older, West Chester has a lower share of the population with graduate or professional degrees – 13.2 percent – compared to 18.8 percent for Chester County. However, the share of the population in the Borough with Bachelor’s degrees – 30.7% - is considerably higher than the 16.6% for the state.

**Employment**

Employment composition for the Borough can be analyzed using occupation data from the US Census. Table 7 summarizes occupations of residents in the Borough compared to the County. The data indicate that compared to Chester County, West Chester had a lower than average share of jobs in three broad categories:

- 1) management/business/science/arts;
- 2) natural resources/construction/maintenance, and;
- 3) production/transportation/material moving

The Borough has the highest share of jobs in the service and sales/office occupations.

*The Census reported that, in 2010, 53.2% of housing units in West Chester were in multi-unit structures, compared to 20.6% for Pennsylvania*  
US Census, 2010

**Table 7 Occupations by Residents, 2008-2012**

	West Chester		Chester County	
	Number	Percent	Number	Percent
<b>Civilian Employed Pop. age 16 &amp; older</b>	10,125	100.0%	255,115	100.0%
<b>Management, Business, Science, Arts</b>	3,378	33.4%	120,974	47.4%
<b>Service</b>	2,805	27.7%	33,135	13.0%
<b>Sales and Office</b>	2,799	27.6%	62,294	24.4%
<b>Natural Resources, Construction, Maintenance</b>	540	5.3%	19,270	7.6%
<b>Production, Transportation, Material Moving</b>	603	6.0%	19,442	7.6%

Source: U.S. Census, American Community Survey, 2008-2012 five-year estimates

**Housing**

West Chester’s traditionally designed neighborhoods and walkable downtown naturally generate a greater balance between renter and owner-occupied units than the more conventional suburban

municipalities in Chester County. The location of a major University generates and even greater demand for rental housing.

According to the US Census, there were 6,762 housing units in West Chester in 2010. This represented a 3% increase from 2000. In the same period, Chester County experienced a 17.5% increase in housing units. However, housing units as defined by the Census does not include dormitory housing without separate kitchens and bathrooms.

**Table 8 Total Housing Units, 2000-2010**

	Housing Units		Change	
	2010	2000	Number	Percent
<b>West Chester Borough</b>	6,762	6,541	221	3.4%
<b>Chester County</b>	192,462	163,773	28,689	17.5%

Source: US Census

Tables 9 and 10 indicate that the average household in West Chester is smaller and more likely to be in a renter-occupied unit than in Chester County generally. In 2010, only 35% of occupied housing units in the Borough were owner-occupied, half of the average owner-occupied rate for Chester County and Pennsylvania. This is typical of communities with large student populations, but a higher homeownership rate would better promote neighborhood stability.

**Table 9 Owner-Occupied Housing Unit Rate**

	Percent Owner Occupied
<b>West Chester Borough</b>	36.4%
<b>Chester County</b>	75.3%
<b>Pennsylvania</b>	69.5%

Source: US Census

**Table 10 Average Household Size**

	Average Household Size
<b>West Chester Borough</b>	2.34
<b>Chester County</b>	2.65
<b>Pennsylvania</b>	2.49

Source: US Census

Despite the comparatively low median household income, high poverty rate and high rental population, the Borough’s desirability and quality housing stock and diverse housing mix results in a comparable median house value and median rent when compared to the rest of Chester County, as indicated in Table 11.

**Table 11 House Value and Rent**

	Median House Value	Median Rent
<b>West Chester Borough</b>	\$301,400	\$1,125
<b>Chester County</b>	\$323,600	\$1,192
<b>Pennsylvania</b>	\$164,900	\$832

**APPENDIX B CURRENT CAPITAL PROJECTS**

Current Capital Projects	Cost Estimate
Renovation of Borough Municipal Building	\$5,000,000
Construction of Public Works Facility (incl. land acquisition)	\$7,500,000
Construction of Town Center Parking Garage	\$7,500,000
Stream Protection Program (see exhibit, CH2M report 23 Dec 2013)	\$3,500,000
Veteran Park SWM & Park Project	\$100,000
Hoopes Alley SWM Project	\$140,000
Everhart Street SWM Project	\$160,000
Borough Muni Bldg SWM Project	
John O. Greene SWM & Park Project	\$150,000
Multi Modal circulation improvements	\$1,000,000
Paoli/Gay/Market Corridor Improvements	\$750,000
Town Center Closed Loop Traffic Signalization	\$2,000,000
Neighborhood Enhancement Initiatives (street, curb, streetscape)	\$5,000,000

Wayfinding Study & Improvements	\$350,00
Tree Canopy Replacement	\$2,000,000
Bradford & Hannum Avenue Gateway	\$500,000
Park & Rec Improvements (see P&R Commission Capital Plan, 12/2016 ver.)	\$10,000,000
Goose Creek WWTP Capital Improvements	\$15,000,000
Taylor Run WWTP Capital Improvements	\$15,000,000
Sanitary Sewer Collection and Conveyance System Capital Improvements	\$7,500,000
Implementation of Parking Study Recommendations	TBD
Community and Economic Development Plan	\$100,000
Pfizer Special Study Area Plan	\$100,000
Town Center Security Cameras	\$250,000
Emergency Radio System	\$750,000
<b>TOTAL</b>	<b>\$84,000,000*</b>

## APPENDIX C: RESOLUTION ADOPTING THE COMPREHENSIVE PLAN

### RESOLUTION NO. 4-2017

#### BOROUGH OF WEST CHESTER CHESTER COUNTY, PENNSYLVANIA

WHEREAS, Article III of the Pennsylvania Municipalities Planning Code, (the "MPC") requires municipalities to review and update their comprehensive plan every ten years; and

WHEREAS, pursuant to Section 301.2 of the MPC, the Borough Council of the Borough of West Chester (the "Council") established a Comprehensive Plan Task Force (the "Task Force") to act as the Planning Agency for Council to assist in the preparation, review and analysis of the surveys, maps, and studies and to make recommendations for the preparation of a revised Comprehensive Plan; and

WHEREAS, the Task Force represented various sectors and interests in the Borough and conducted interviews of various stakeholders, two Town Hall visioning sessions and various public meetings to receive public input on the Comprehensive Plan; and

WHEREAS, the Task Force, with assistance from various planning consultants and the Chester County Planning Commission, developed a revised Comprehensive Plan titled, "Borough of West Chester Comprehensive Plan and Urban Revitalization Plan 2016 (the "2016 Plan"); and

WHEREAS, pursuant to Section 302(a) of the MPC, the Borough Planning Commission considered and discussed the 2016 Plan at its public meetings held from September through December 2016; and

WHEREAS, at its meeting on January 24, 2017, the Planning Commission recommended to Council that it approve the 2016 Plan; and

WHEREAS, pursuant to Section 301(c)(2) and Section 301.3 of the MPC, on December 14, 2016, the Borough delivered a copy of the 2016 Plan to the Chester County Planning Commission ("CCPC") and the CCPC issued its recommendations to Council in a review letter dated January 9, 2017; and

WHEREAS, pursuant to Section 301(c)(2) and Section 301.3 of the MPC, on December 14, 2016, the Borough sent copies of the 2016 Plan to the governing bodies of contiguous municipalities and the West Chester Area School District for review and comment; and

WHEREAS, pursuant to Section 302(b) of the MPC, Council conducted a public hearing on the 2016 Plan on January 30, 2017, pursuant to public notice, at which it considered and voted to approve the 2016 Plan; and

WHEREAS, Council desires to adopt this Resolution approving and adopting the 2016 Plan.

**NOW THEREFORE, BE IT AND IT IS HEREBY RESOLVED**, as follows:

1. The Background to the Resolution is incorporated in and fully made a part hereof.

2. After considering the recommendations and comments from the Borough Planning Commission, the CCPC and the public, and following notice to the School District, adjacent municipalities and the public, Council hereby resolves to adopt the 2016 Plan which is comprised of the maps, charts, textual matter and all other materials constituting a part thereof as more particularly specified in the Table of Contents attached hereto as Exhibit "A", incorporated herein by reference and made a part hereof, and the said 2016 Plan is hereby adopted as the Comprehensive Plan of the Borough of West Chester.

**RESOLVED AND ADOPTED** this 15th day of February, 2017.

ATTEST:

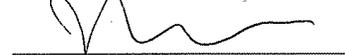
  
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Michael A. Gotter, Secretary

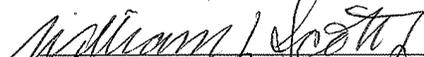
**COUNCIL FOR THE BOROUGH  
OF WEST CHESTER**

BY:   
\_\_\_\_\_  
Diane C. LeBold, President

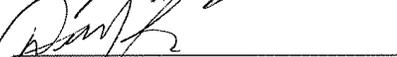
  
\_\_\_\_\_  
Jordan C. Narley, Vice-President

  
\_\_\_\_\_  
Donald Braceland, Member

  
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James A. Jones, Member

  
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William J. Scott, Member

  
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Michael Galey, Member

  
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Denise Polk, Member