

Western Chester County: Future Focus Study

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Western Chester County Economic Development Study

PREFACE

With its rolling hills, bucolic landscape, and rich natural heritage, Chester County, Pennsylvania is among the most picturesque regions of the State. While much of the County's commerce is located in its more heavily developed eastern communities, there are areas of Western Chester County that have long been centers for business and industry. The greater Coatesville area is one such location.

As an outgrowth of the County Planning Commission's *Landscapes2 Project*, and stemming from concerns about the need to enhance the ratable base of the region, several municipalities comprising the Coatesville School District banded together to initiate an economic development study of the region. The study area includes the nine municipalities of South Coatesville Borough, Modena Borough, Sadsbury Township, East Fallowfield Township, West Brandywine Township, Caln Township, West Caln Township, Valley Township, and the City of Coatesville.

Through funding provided by the Delaware Valley Regional Planning Commission; the Chester County Board of Commissioners through the County Planning Commission's Vision Partnership Grant; the participating municipalities of the Western Chester County Region; the Chester County Economic Development Council; the Coatesville Area Partners for Progress; and PECO, the study consortium prepared and released a Request for Proposals (RFP) for an Economic Development Study of the region. The Western Chester County Chamber of Commerce and Caln Township took the lead in organizing this effort.

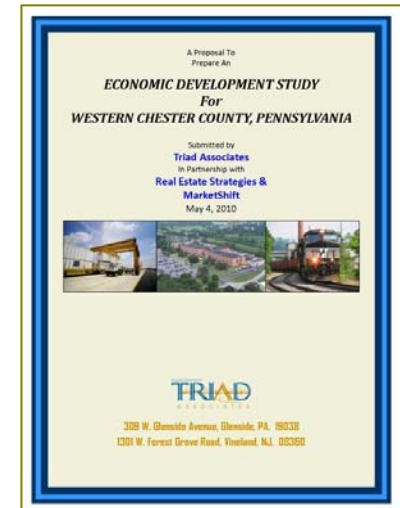
Through funding provided by the DVRPC and Chester County, communities in the Coatesville School District submitted a Request for Proposals and hired a consultant team to conduct this Study.

The RFP requested an analysis of the existing assets and constraints that affect economic development opportunities in the Western Chester County Region. It also stressed the need for revitalization and reinvestment in the urban areas of the region and appropriate development or preservation of the suburban and outlying rural areas. Broadening the regional tax base where appropriate, while protecting the quality of life of the region's residents, was emphasized as a key goal of the study.

In the summer of 2010, the firm of Triad Associates and its proposal partners – Real Estate Strategies and MarketShift – were retained to conduct this study. The formal study got underway in September 2010 with a Workshop for municipal and stakeholder representatives comprising the Regional Planning Committee.

The following pages present the study findings. They are presented in two principal sections. Section 1 is the Background Analysis. This section takes a look at the demographic and economic trends and characteristics in the region today. It examines some of the challenges facing the regional economy as well as the unique opportunities that distinguish the area.

Section 2 frames the recommendations of the study. It establishes a vision for the region and defines a broad set of goals and objectives for the future of the area and presents various policies, strategies and projects for advancing the goals of the study. Specifically, attention is given to implementation of these initiatives. Suggestions for partners, funding sources and the other resources necessary to realize the vision of the study are offered.



The proposal of the Triad Team suggested a multi-phased approach to the study process, with particular attention to community outreach and strategic implementation.

Section 1

Background Analysis

THE REGIONAL SETTING OF WESTERN CHESTER COUNTY

The nine municipalities of the Western Chester County region are located at the edge of what is typically defined as the Philadelphia Metropolitan Area. This metro area includes the Pennsylvania counties of Bucks, Chester, Delaware, and Montgomery as well as the City of Philadelphia.

Western Chester County is also influenced by two neighboring metropolitan areas – those of Lancaster and Reading. Approximately 22% of the region’s workforce, (or 6,500 commuters), travels outside of the Philadelphia Metro Area to work. Most of these workers are traveling north towards Reading or west towards Lancaster. Less than 2% of the region’s workforce travels to Philadelphia itself.

The City of Coatesville sits as the urban hub of the Western Chester County region and is surrounded by smaller, urban areas; suburban townships; and rural farming communities. Map 1 depicts the location of the Western Chester County Region within the Philadelphia Metropolitan Area and Map 2 delineates the towns and municipalities of the region.

The municipalities of the Western Chester County region are located within the corridor of U.S. Route 30 - the famous “Lincoln Highway.” This was the first transcontinental automobile road built in the United States. It ran from New York City to San Francisco and linked many of the smaller towns and cities in between. The highway soon became known as the “Main Street across America” after its dedication in 1913.

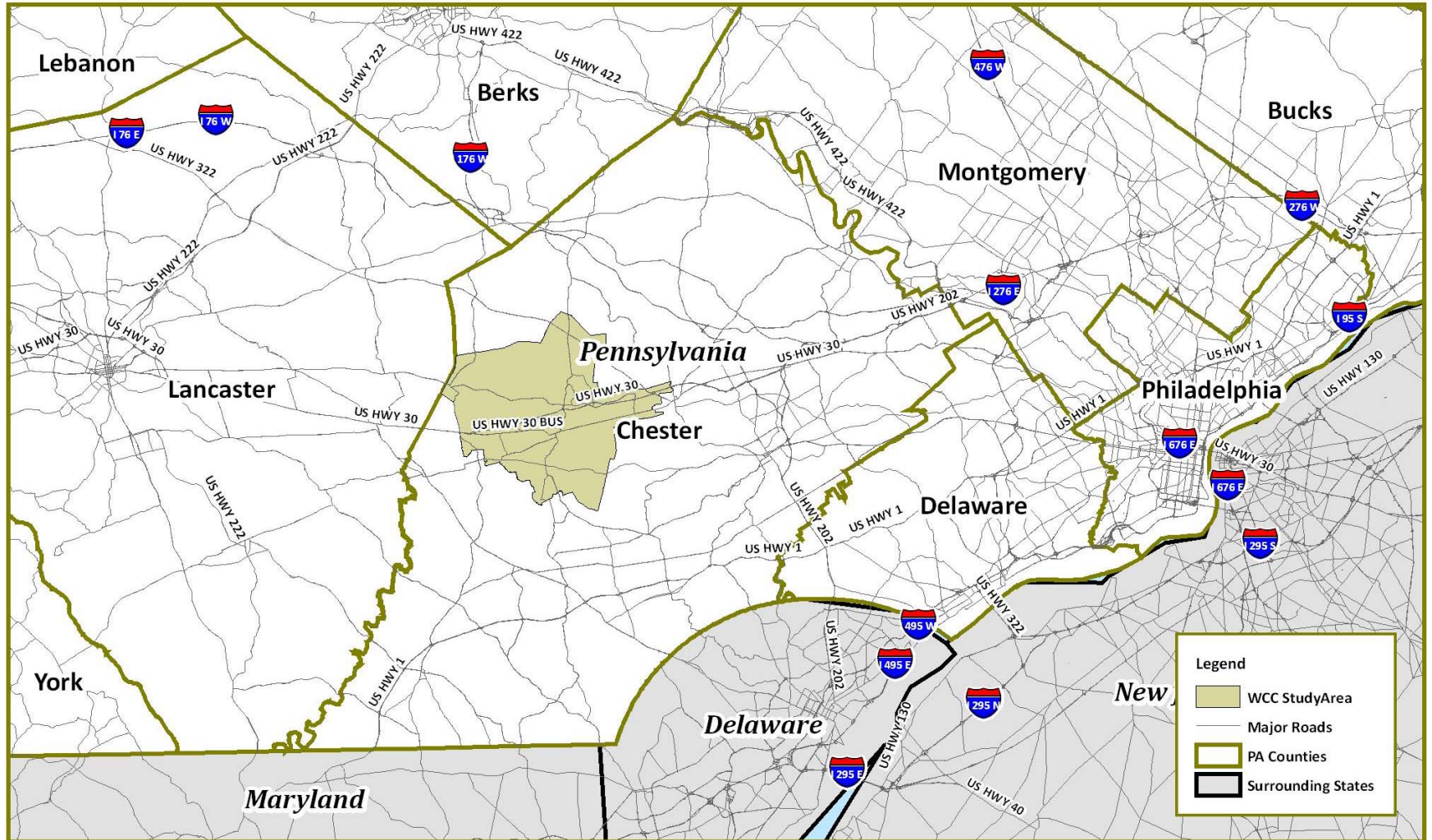


The development of the Western Chester County Region has been influenced significantly by historic transportation patterns, including its location on the famous “Lincoln Highway.”

Regional Map

Western Chester County

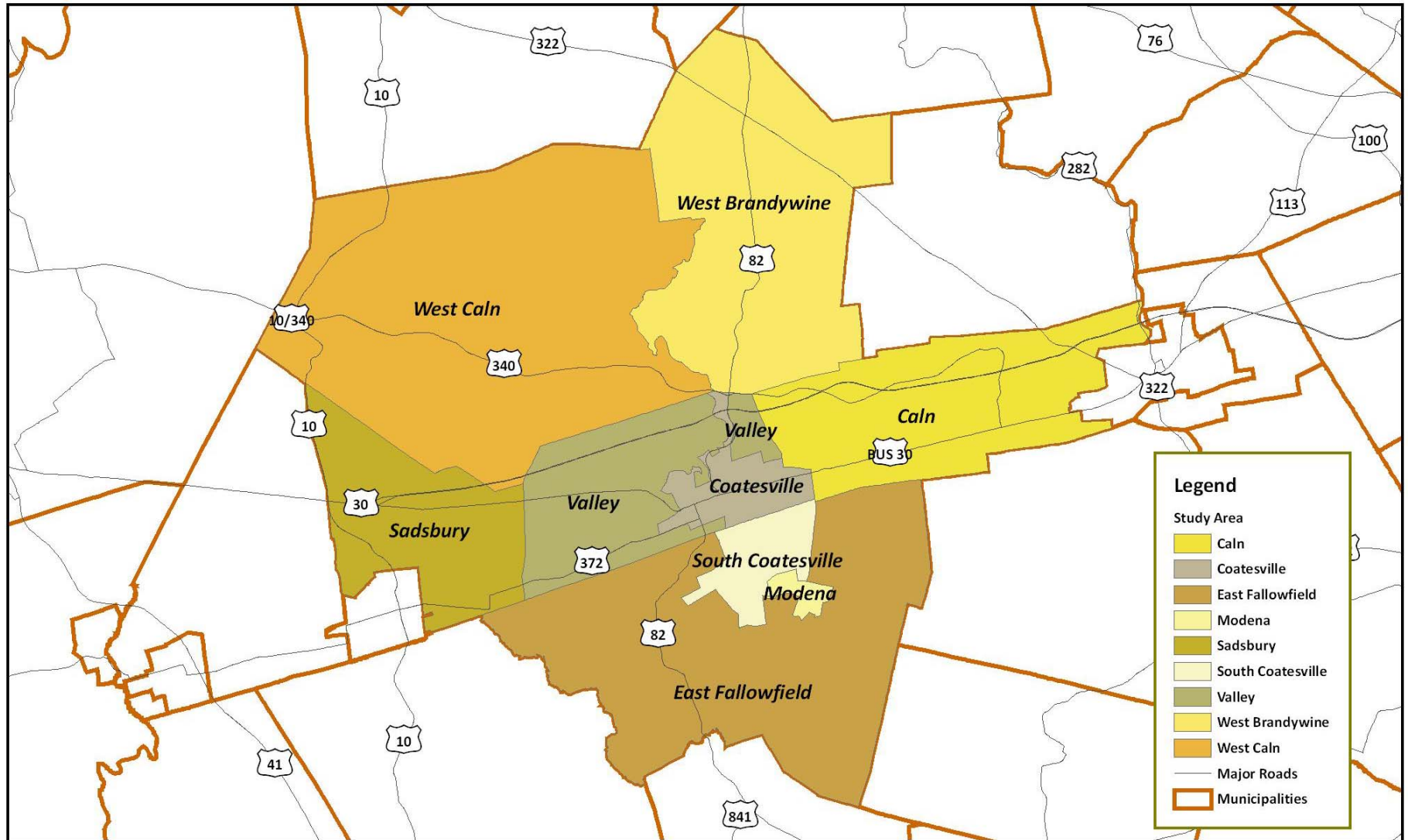
Map 1



Study Area

Western Chester County

Map 2



5 Miles



With the completion of the Route 30 Bypass in 1995, Western Chester County was opened to greater suburban development. This four-lane, limited access highway is the principal commuter link and regional highway artery serving the region. Other highways of regional significance include U.S. Route 322, which serves the eastern part of the study region and provides connections to West Chester, the County seat, and locations north and west of the region. PA Routes 10 and 82 link the Reading area and points south towards greater Wilmington.

Also central to the Western Chester County Region is the main line of the former Pennsylvania Railroad. Like the Lincoln Highway, the railroad provided a critically important transportation artery in the region. The railroad predated the Lincoln Highway by about 70 years. Known originally as the Philadelphia and Columbia Railroad, operation in the Western Chester County region began in the late 1830s. The Pennsylvania Railroad was commissioned by the Commonwealth of Pennsylvania in 1846 and shortly thereafter, statewide rail service was inaugurated. The Station at Coatesville was constructed in 1869. Rail freight and rail passenger service continue to offer important transportation connections for business, employment and commerce.

The Importance of Regional Location

The location of Western Chester County has important economic development and demographic implications. These implications provide both challenges and opportunities for the region.

- *Links to the Past.* The development of transportation arteries influenced the economic growth of the region. Those arteries will continue to have important impacts. Route 30 and the Amtrak/Norfolk Southern Main Line have obvious



The Region is provided rail freight service by Norfolk Southern Railroad, CSX Transportation and two shortline railroads, and passenger rail service by both Amtrak and SEPTA.

implications for transportation and regional access. The railroad is also a link to the region's industrial heritage and a reminder of the importance that steel and manufacturing continue to have for this area. The region's farming industry and agricultural heritage also define its present character and will influence future growth and development.

- *The Future of Commerce.* The region's strategic location places it in easy commuting distance for jobs within three of southeastern Pennsylvania's metropolitan areas. Greater Wilmington, Delaware is also an important market within reach of Western Chester County. Connections with these areas will provide links to jobs for the region's residents and markets for business and industry. But, they are also areas that offer competition for new business and the type of economic development that Western Chester County is seeking.
- *Defining a Regional Identity.* In order to compete effectively for new development and economic opportunity, Western Chester County will have to define itself as a region with unique possibilities. These possibilities are influenced in part by what is happening within the region today and also by those activities occurring in surrounding areas. The influence of demographic trends, transportation assets, geographic characteristics, and other aspects of the region's location will ultimately help to shape this identity.

The Region's location including the trends, characteristics and other influences from surrounding areas, will be an important aspect of its economic growth and development.

The following pages examine more closely the characteristics of the region today and begin to build a base of data and information that will influence the policy recommendations of this study. Demographic aspects of the population; economic trends and characteristics; and various aspects of the physical environment that are important to the growth and development of the region are examined.

DEMOGRAPHIC TRENDS AND CHARACTERISTICS

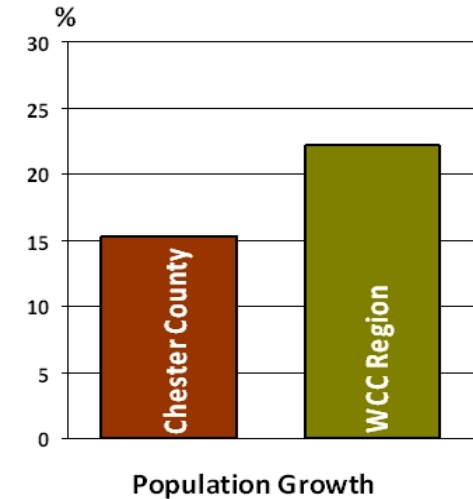
Western Chester County is a community with an increasing population and levels of income that rival or exceed many other areas of the region. According to the 2000 U.S. Census, median household incomes in Western Chester County exceeded those of all surrounding counties with the exception of Montgomery. More recent estimates based on 2008 American Community Survey and ESRI data indicate that incomes remain very competitive. Table 1 illustrates population growth the region and County between 1990 and 2010, from the latest U.S. Census figures.

Table 1
Population Growth in Western Chester County, 1990-2010

Jurisdiction	1990 Pop	2000 Pop	2010 Pop	% Change 2000-2010
Caln Township	11,820	11,916	13,817	16.0%
City of Coatesville	11,077	10,838	13,100	20.9%
East Fallowfield Township	4,265	5,157	7,449	44.4%
Modena Borough	561	610	535	-12.3%
Sadsbury Township	2,510	2,582	3,570	38.3%
South Coatesville Borough	1,237	997	1,303	30.7%
Valley Township	3,968	5,116	6,794	32.8%
West Brandywine Township	5,980	7,153	7,394	3.4%
West Caln Township	6,154	7,054	9,014	27.8%
Western Chester County Region	47,625	51,423	62,976	22.4%
Chester County	376,389	433,501	498,886	15.1%

Source: 2010 U.S.Census

The table illustrates a number of interesting facts. First, the population of the region is increasing at a pace faster than the County as a whole and Chester County is one of the most rapidly growing counties in the Philadelphia area. This population increase speaks to the desirability of the region as a place to live.



The population of the Western Chester County Region has increased at a rate faster than that of the County as a whole over the past ten years.

Much of the region's population growth has occurred over the past decade. Certainly, the rate of growth has increased. Between 1990 and 2000, the region's population increase was 8.0%. Between 2000 and 2010 that rate accelerated almost three-fold to 22.4%. One of the explanations for this increase is the completion of the U.S. Route 30 Bypass in December 1995.

By reducing commuter times to the more heavily populated and developed eastern areas of the County and Philadelphia Region, Western Chester County became a haven for people seeking a more rural and less congested lifestyle. In addition, SEPTA extended its rail service to Thorndale in November of 1999 which opened up additional commuter options for residents of the region.

Just as important as the increase in new residents are the characteristics of these residents. The past decade saw a doubling of households in the region with incomes in excess of \$150,000. In 2000, only 2.8% of all households fell into this income bracket. By 2010 it is estimated that this figure increased to 5.7%. More significantly, the percentage of all households earning \$100,000 or more increased from 12.8% to 26.1%.

These income trends can be explained in part by the fact that there was a noticeable increase in numbers of persons in the typically high earning cohort 45-64 years of age. This age group increased by over 7,000 persons between 2000 and 2010, which represents more than 50% of the region's population increase during this period.

The resident population of the region is also highly educated. Estimates for 2010 demonstrate that 63.8% of adults 25 years of age and older have some college education. More than a quarter have a college or post college degree. Only 11.8% of the population does not have a high school diploma, which is well below the national average of 14.8%.



In the mid-and-late 1990s, the Route 30 Bypass was completed and SEPTA Rail Service was extended to Thorndale. Both of these initiatives helped open the Western Chester County Region to new development and increased potential for economic growth.

A comparison of Census 2000 statistics illustrate that the regional population, 25 years of age and older has a generally better educational attainment rate than adjacent Metropolitan Statistical Areas.

Table 2
Educational Attainment of the Regional Population

Jurisdiction	Less than H.S.	H.S. Diploma	College Degree	Advanced Degree
Western ChesCo Region	17.3%	41.3%	13.4%	7.0%
Reading MSA	22.0%	39.4%	12.0%	6.5%
Lancaster MSA	22.7%	38.8%	13.8%	6.7%
Philadelphia MSA	17.6%	31.5%	17.2%	10.5%

Source: 2000 U.S. Census

Clearly, it can be inferred from these figures that in-migration to the Western Chester County Region has brought the area new affluence; a broader range of professional skills; and a mobile and well educated workforce. Educational attainment levels are estimated to have risen significantly over the course of this ten year period.

Racial and Ethnic Characteristics of the Region

The 2010 Census figures for the Western Chester County Region’s racial and ethnic composition indicate a diverse and increasingly diversifying area. Of the region’s 62,976 residents, 72.3% are White; 19.5% are Black; 1.8% are Asian; and the remaining 6.4% are of mixed or other races. Changes in these compositions and the numbers are shown in Table 3.



The in-migration of new residents to the region has increased the average educational attainment of the population; enhanced regional incomes; and broadened the skills of the area workforce.

Table 3
Racial Breakdown and Changes in Composition, 2000-2010

Racial Composition	2000 Population	2010 Population	Increase in Persons
White Alone	38,939	45,586	6,647
Black Alone	10,153	12,292	2,139
Asian Alone	459	1,120	438
Mixed or Other Race	1,871	3,978	2,747

Source: 2000 and 2010 U.S. Census

The ethnic characteristics of the region are not as diverse, with the great majority of residents being born in the United States. Of the 2010 residents of Western Chester County who are of Hispanic heritage, the overwhelming majority were of Puerto Rican descent. The percentage of residents of Hispanic descent doubled between 2000 and 2010 from 4.1% of the population to 8.6%.

Official figures and estimates, however, can be deceiving given that this segment of the population is historically undercounted. Given the region’s agricultural heritage, the actual numbers and rates of increase may be significantly greater.

Housing Trends and Household Characteristics

Between 2000 and 2010, the number of housing units in Western Chester County increased from 19,452 to 24,655. The majority of these units – (77.8% in 2000) – are single family units, either detached or attached. Of the approximately 24,900 units, 93.9% are occupied. Of the occupied units, 75% are owner occupied and 25% are renter occupied. Only 6.1% of units in the region are classified as vacant.

The median value of a home in Western Chester County increased from \$125,452 in 2000 to \$220,205 today. More than 78% of all owner occupied housing units have a value in excess of \$150,000.

The region has a diverse population racially and ethnically. The changes in the numbers of Spanish residents however, are probably underreported.

The Western Chester County Region has seen a significant increase in the number of housing units and the value of those units over the past 10 years. However, there is considerable diversity in these figures among the individual municipalities.

These figures vary widely by municipality. Table 4 illustrates a breakdown in housing trends and characteristics for the nine municipalities of the Western Chester County Region.

Table 4
Western Chester County Housing Characteristics and Trends, 2000-2010

Jurisdiction	Number of Units in 2000	Number of Units in 2010	% Change	% in 2010 Occupied	% in 2010 Vacant	Median Value, (\$) 2010
Caln Township	4,498	5,612	24.8%	93.7%	6.3%	\$212,486
City of Coatesville	4,360	4,988	14.4%	90.1%	9.9%	\$135,714
East Fallowfield	1,793	2,762	54.0%	95.6%	4.4%	\$259,429
Modena Borough	210	209	0.0%	90.9%	9.1%	\$144,792
Sadsbury Township	1,025	1,361	32.8%	96.3%	3.7%	\$212,140
South Coatesville	504	551	9.3%	90.9%	9.1%	\$218,929
Valley Township	1,974	2,828	43.3%	93.9%	6.1%	\$209,181
West Brandywine Twp.	2,608	2,980	14.3%	95.5%	4.5%	\$267,188
West Caln Township	2,461	3,364	36.7%	96.9%	3.1%	\$242,238
Regional Totals	19,452	24,655	26.7%	93.9%	6.1%	\$220,205

Source: 2010 ESRI Database and 2010 U.S. Census

As can be seen from this table, all the municipalities in the region had occupancy rates in excess of 90%. These are healthy rates of occupancy. The rates of housing unit increase varied widely from a low of 0.0% in Modena Borough to a high of 54% in East Fallowfield Township. The high rate of growth in some of the smaller municipalities is due to a relatively small 2000 housing base. Most municipalities fell in the 14% to 50% range.

Housing values also varied widely. West Brandywine Township had the highest median housing value at \$267,188. Coatesville had the lowest value at \$135,714. Regionally, median housing values increased 75.5% from 2000 to 2010, which was roughly at pace with the rate of increase Countywide which was 77.3%.

East Fallowfield saw the largest percentage increase in housing units between 2000 and 2010, while Caln Township realized the largest increase in the number of units.

Economic Indicators and Trends

Given the Western Chester County Region's industrial heritage, it is not surprising that manufacturing industries continue to have a significant presence in the area today. Manufacturing represents 14.2% of total employment in the region. Other sectors of the economy with significant employment include retail trade; transportation and warehousing; education; and health care. Much of this economic activity is concentrated in just a few municipalities. For example, manufacturing employment is concentrated heavily in the urbanized core of the region. Coatesville, South Coatesville, Caln and Modena collectively account for 1,637 or 76.8% of the region's 2,131 manufacturing jobs. West Brandywine and Caln Townships are home to 2,040 of the region's 2,467 jobs in health care; and Caln Township and Coatesville account for 1,050 of the 1,567 regional jobs in education. Tables 5 and 6 illustrate a breakdown of the region's economic base by sector.

Tables 5 and 6 delineate the numbers of businesses and employees by major industrial sector (SIC Code) for each municipality in the Western Chester County Region and for the region as a whole.

**Table 5
Employment in Major Economic Sectors by Municipality, 2010**

Sector	Caln	Coates.	East Fallow.	Modena	Sadsbury	South Coates.	Valley	West Brandy.	West Caln	Region
Agri., Mining, & Construction	180	113	37	10	24	11	155	189	142	861
Manufacturing	413	56	1	132	75	1,036	223	85	110	2,131
Transpo., Comm., & Utilities	23	116	0	2	401	0	105	627	40	1,314
Wholesale Trade	132	70	82	0	98	74	85	91	27	659
Retail Trade	1,670	222	78	0	899	43	208	38	23	3,181
Finance, Ins., Real Estate	133	63	5	0	26	0	79	8	6	320
Services	1,823	862	172	2	120	174	519	1,968	281	5,921
Public Sector	265	181	18	0	0	25	52	62	27	630
Other	1	2	4	0	0	0	0	0	0	7
Total	4,640	1,685	397	146	1,643	1,363	1,426	3,068	656	15,031

Source: 2010 ESRI Database

Table 6
Business Establishments by Major Economic Sectors, 2010

Sector	Caln	Coates.	East Fallow.	Modena	Sadsbury	South Coates.	Valley	West Brandy.	West Caln	Region
Agri., Mining, & Construction	91	52	21	1	9	7	17	43	40	281
Manufacturing	18	6	2	3	5	2	14	8	6	64
Transpo., Comm., & Utilities	14	13	0	1	3	0	7	9	6	97
Wholesale Trade	29	17	8	0	4	4	11	11	11	95
Retail Trade	127	73	13	0	15	3	25	13	10	279
Finance, Ins., Real Estate	43	23	3	0	5	1	11	9	4	99
Services	230	179	39	2	23	13	73	85	47	691
Public Sector	12	18	2	1	3	3	7	5	5	56
Other	19	8	3	0	1	0	8	6	1	46
Total	583	389	91	8	68	33	173	189	130	1,664

Source: 2010 ESRI Database

Given the data presented in Tables 5 and 6, it is worth comparing that information to the business patterns nationally and regionally to determine the extent to which the Western Chester County Region has a concentration or specialization in a particular industrial sector.

A cursory look at these figures indicates that the Western Chester County Region has a higher than average concentration of employment than the nation or the Greater Philadelphia Region in the following industrial sectors:

- Agriculture, Forestry and Fisheries
- Manufacturing
- Retail Trade
- Transportation and Warehousing

The Region demonstrates a larger than average concentration of employment in a range of economic sectors. These concentrations imply strengths around which an economic and business recruitment strategy can be built.

- Educational Services
- Health Care and Social Assistance
- Other Services

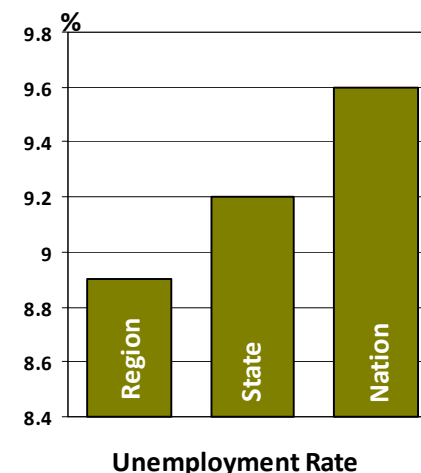
The implication of these findings is that these broad industrial sectors are ones that collectively represent a regional economic niche today and that could be the basis for expanding and growing the regional economy. They are certainly sectors where the business patterns, employment base, municipal location and concentration of businesses and other more detailed factors need to be examined. Unemployment rates are also good, broad-brush indicators of a region’s economic health. A comparison of the most recent unemployment rates indicates that Western Chester County has a lower rate than either the Commonwealth of Pennsylvania or the Nation. These rates along with the differences that exist at the municipal level will need to be examined further, as the Study unfolds, to assess the types of economic opportunities that would be best fits for the region.

INDUSTRIAL SECTORS—OPPORTUNITIES FOR GROWTH

An understanding of the economic niches within which the Western Chester County study area can compete for businesses and employment is necessary to lay the policy and investment groundwork for the future economic success of the region.

Targeted Industry Clusters

As a first step, the consultant team reviewed analyses and strategic planning documents prepared by the Pennsylvania Department of Labor and Industry (PADOL) and the Chester County Workforce Investment Board (CCWIB) that detail industrial clusters currently targeted in the Commonwealth and in Chester County. The PADOL clusters, identified in 2004, are used by the state’s workforce development agencies to target training efforts and guide workforce investments. The clusters also form



Unemployment in the Western Chester County Region is lower than in the Commonwealth or the nation.

the basis for the Commonwealth’s Industry Partnership initiative. Industry Partnerships are “employer/worker consortiums that bring together companies with similar products, markets and human resource needs.” The Industry Partnerships provide industry intelligence to the public sector and help to shape training and other workforce development initiatives impacting their respective sectors. The table below summarizes the Commonwealth’s target industry clusters—including subclusters of particular importance to Pennsylvania-- as developed by PADOL. The table also presents those industry clusters identified by the CCWIB as particularly relevant to Chester County.

**Table 7
Targeted Industry Clusters and Subclusters**

Table 7 identifies potential industry clusters that are currently being promoted by the Commonwealth of Pennsylvania and the Chester County Workforce Investment Board. They represent potential sectors that would be good fits for the Western Chester County Region.

Targeted Industry Cluster	Commonwealth of PA	Chester County WIB
Life Sciences	X	X
<i>Bio-Medical</i>	X	X
<i>Health Care</i>	X	
Business and Financial Services	X	
<i>Financial and Insurance</i>	X	
<i>Business Services</i>	X	
Education	X	
Energy	X	X
Advanced Material and Diversified Manufacturing	X	X
<i>Chemical, Rubber and Plastics</i>	X	
<i>Electronics</i>	X	
<i>Metals and Metal Fabrication</i>	X	
<i>Printing</i>	X	
<i>Vehicle and Vehicle Equipment</i>	X	
Building and Construction	X	
Agriculture and Food Production	X	
Information and Communication Services	X	X
Logistics and Transportation	X	
Lumber Wood and Paper	X	

Sources: PADOL; CCWIB Labor Market Profile, 2008

According to documentation submitted to the PADOL, the CCWIB has focused its workforce development efforts since 2005 on the five clusters/sub-clusters identified in Table 7 above: Bio-medical, Life Sciences, Information and Communication Services, and Advanced Materials and Diversified Manufacturing. In a 2008 Labor Market Profile prepared as part of the Board's strategic planning process, the CCWIB also identified the importance of the other Commonwealth targeted clusters to Chester County, with the exception of Lumber, Wood and Paper, which does not play a significant role in the County's economy.

Location Quotient

The table on the following page provides a snapshot of 2010 employment by NAICS sector for the United States, Chester County and the Western Chester County study area. A location quotient (LQ) has been calculated for both Chester County and for the study area showing the relative concentrations of employment in each sector compared to the national employment distribution. An LQ of 1.00 indicates that the percent of the workforce employed in a given sector in the smaller geography is equivalent to the percentage of the U.S. workforce employed in that sector. A LQ significantly higher than 1.00 suggests that the smaller geography offers a competitive advantage for employment in that sector. Generally, LQs in the range of .85 to 1.15 are considered to be statistically equivalent to 1.00. Sectors with LQs above 1.15 in the study area, and LQs equal to or greater than the County LQ are candidates for particular focus from a policy and workforce development perspective. Sectors in this study which meet these criteria include:

- Manufacturing
- Retail Trade
- Transportation and Warehousing
- Educational Services
- Health Care and Social Assistance
- Other Services (except public administration)

Location Quotients measure the concentration of a region's economic characteristics relative to larger jurisdictions. In Western Chester County there are six industrial sectors that point to a regional competitive advantage.

Table 8
Location Quotient Analysis for Industries in Western Chester County

Location Quotient by Industry (NAIC Category) 2010 / 1								
Employment by Industry								
Note/ 2	Chester County		Study Area		United States		Location Quotient	Location Quotient
	Number	Percent	Number	Percent	Number	Percent	For Chester County	For Study Area
Agriculture, Forestry, Fishing and Hunting	5,252	2.2%	89	0.6%	640,553	0.5%	4.62	1.25
Mining	318	0.1%	0	0.0%	354,978	0.3%	0.51	0.00
Utilities	1,377	0.6%	5	0.0%	553,615	0.4%	1.40	0.08
Construction	10,554	4.4%	650	4.3%	6,740,762	5.0%	0.88	0.87
Manufacturing	34,603	14.4%	2,132	14.2%	12,667,061	9.3%	1.54	1.52
Wholesale Trade	13,257	5.5%	653	4.3%	7,109,954	5.2%	1.05	0.83
Retail Trade	30,692	12.8%	2,522	16.8%	17,418,727	12.8%	0.99	1.31
Transportation and Warehousing	6,223	2.6%	1,310	8.7%	3,671,510	2.7%	0.96	3.22
Information	4,032	1.7%	41	0.3%	3,337,084	2.5%	0.68	0.11
Finance and Insurance	19,847	8.3%	160	1.1%	6,115,198	4.5%	1.83	0.24
Central Bank; Credit Intermediation and Related Activities	2,742	1.1%	102	0.7%	2,472,336	1.8%	0.63	0.37
Securities, Commodity Contracts, and Other Financial Investme	12,327	5.1%	11	0.1%	1,115,934	0.8%	6.23	0.09
Insurance Carriers and Related Activities; Funds, Trusts, and								
Other Financial Vehicles	4,778	2.0%	47	0.3%	2,526,928	1.9%	1.07	0.17
Real Estate and Rental and Leasing	6,293	2.6%	223	1.5%	3,557,680	2.6%	1.00	0.57
Professional, Scientific, and Technical Services	20,358	8.5%	381	2.5%	8,392,852	6.2%	1.37	0.41
Legal Services	2,417	1.0%	38	0.3%	1,749,080	1.3%	0.78	0.20
Management of Companies and Enterprises	249	0.1%	0	0.0%	246,185	0.2%	0.57	0.00
Administrative and Support and Waste Management and Remediat	6,269	2.6%	200	1.3%	4,281,020	3.2%	0.83	0.42
Educational Services	13,751	5.7%	1,567	10.4%	11,030,105	8.1%	0.70	1.28
Health Care and Social Assistance	28,492	11.8%	2,467	16.4%	17,777,353	13.1%	0.90	1.25
Arts, Entertainment, and Recreation	3,721	1.5%	179	1.2%	2,933,495	2.2%	0.72	0.55
Accommodation and Food Services	14,069	5.8%	671	4.5%	11,370,668	8.4%	0.70	0.53
Accommodation	2,291	1.0%	12	0.1%	2,321,251	1.7%	0.56	0.05
Food Services and Drinking Places	11,778	4.9%	659	4.4%	9,049,417	6.7%	0.73	0.66
Other Services (except Public Administration)	12,220	5.1%	1,144	7.6%	7,561,322	5.6%	0.91	1.37
Automotive Repair and Maintenance	1,810	0.8%	144	1.0%	1,223,439	0.9%	0.83	1.06
Public Administration	7,343	3.1%	633	4.2%	9,236,983	6.8%	0.45	0.62
Unclassified Establishments	1,610	0.7%	10	0.1%	673,091	0.5%	1.35	0.13
Totals	240,530	100.0%	15,037	100.0%	135,670,196	100.0%	1.00	1.00

Source: ESRI and Triad Associates Inc., 2010
Notes /1 The location quotient calculates the concentration of industry compared to a regional or national indicator. In this case, the Study area and Chester County is compared to the United States.
/2 Yellow highlights area of concentration for the Study Area, and Blue Highlights areas of concentration in the County and not in the Study Area.

Growth Trends

In addition to the competitive position indicated by the LQ analysis, growth in employment and business formation are also important indicators of the prospects for a particular industrial sector to function as an economic engine within a region. Table 9 on the following page uses data from the Census Bureau's County Business Patterns series to track employment and establishment trends for each NAICS sector between 1998 and 2008. Of particular interest are growth patterns occurring in the more recent 2003 to 2008 timeframe. For this data source, sub-county data is available only at the zip code level; therefore data were analyzed for all zip codes that are entirely or partially located within the study area boundaries. As a result the geographic scope of this analysis extends somewhat beyond the municipalities included in the study area.

An analysis of 5 and 10-year employment and establishment patterns in the zip codes that are included in the Western Chester County study area indicate that the sectors with the highest overall employment include manufacturing, retail trade and health care and social assistance sectors.

The sectors with employment in the study area of over 100 persons that experienced above average employment growth between 2003 and 2008 include: wholesale trade; retail trade; transportation and warehousing; professional, scientific and technical services; administration, support, waste management and remediation services; health care and social assistance; and arts entertainment and recreation.

Sectors with above average study area establishment growth during the same period include: construction; wholesale trade; transportation and warehousing; real estate rental and leasing; professional, scientific and technical services; administration, support, waste management and remediation services; and arts, entertainment and recreation.

Data on growth trends were obtained from both the ESRI Database and from County Business Patterns (a Census Bureau publication) that rely on different methodologies for calculating and estimating information. Nonetheless, both data sources point to a healthy potential for growth in a number of business sectors.

Table 9
Employment and Establishment Trends for the Western Chester County Study Area

Indust Industry Description	Employment						Establishment							
	Establishments			Employment			% Growth Over 5 Yr Period		10 Year Period		% Growth Over 5 Yr Period		10 Year Period	
	1998	2003	2008	1998	2003	2008	1998-2003	2003-2008	1998-2008	1998-2003	2003-2008	1998-2008	1998-2003	2003-2008
----- Total for all sectors	749	757	813	10,968	10,114	11,331	-8%	12%	3.3%	1.1%	7.4%	8.5%		
11--- Forestry, fishing, hunting, and agriculture support	4	7	6	8	46	27	475%	-41%	238%	75%	-14%	50%		
22--- Utilities	1	2	2	174	41	9	-76%	-78%	-95%	100%	0%	100%		
23--- Construction	93	97	111	483	451	506	-7%	12%	5%	4%	14%	19%		
31--- Manufacturing	48	42	38	2,445	1,539	1,433	-37%	-7%	-41%	-13%	-10%	-21%		
42--- Wholesale trade	38	36	43	439	391	543	-11%	39%	24%	-5%	19%	13%		
44--- Retail trade	108	89	93	1,422	1,126	1,274	-21%	13%	-10%	-18%	4%	-14%		
48--- Transportation & warehousing	17	24	28	116	127	386	9%	204%	233%	41%	17%	65%		
51--- Information	5	11	9	166	207	112	25%	-46%	-33%	120%	-18%	80%		
52--- Finance & insurance	40	40	31	330	407	358	23%	-12%	8%	0%	-23%	-23%		
53--- Real estate & rental & leasing	21	20	27	95	101	104	6%	3%	9%	-5%	35%	29%		
54--- Professional, scientific & technical services	51	57	72	146	280	415	92%	48%	184%	12%	26%	41%		
55--- Management of companies & enterprises	3	3	3	83	82	30	-1%	-63%	-64%	0%	0%	0%		
56--- Admin, support, waste mgt, remediation services	42	51	63	276	351	529	27%	51%	92%	21%	24%	50%		
61--- Educational services	6	11	9	124	297	191	140%	-36%	54%	83%	-18%	50%		
62--- Health care and social assistance	103	111	121	3,264	3,443	4,037	5%	17%	24%	8%	9%	17%		
71--- Arts, entertainment & recreation	6	6	11	216	56	231	-74%	313%	7%	0%	83%	83%		
72--- Accommodation & food services	56	56	53	699	641	678	-8%	6%	-3%	0%	-5%	-5%		
81--- Other services (except public administration)	101	92	93	458	524	468	14%	-11%	2%	-9%	1%	-8%		
99--- Unclassified establishments	6	2	0	24	4	0	-83%	-100%	-100%	-67%	-100%	-100%		

Notes: /1 The "Study Area" was defined by six zip codes that are within the study area: 19316, 19320, 19358, 19367, 19369, 19372.
Source: County Business Patterns, 1998, 2003 and 2008. Data was manipulated using assumptions to derive employment numbers when ranges were provided.

Key Economic Sectors for the Western Chester County Study Area

Table 10 summarizes economic growth indicators exhibited by each NAICS industrial sector in the Western Chester County study area. Sectors exhibiting at least three of the criteria are highlighted in blue and represent key opportunities for continued growth in the Western Chester County region. These include:

- Manufacturing
- Retail Trade
- Transportation and Warehousing
- Health Care and Social Assistance

Table 10
Summary of Economic Growth Indicators for NAICS Sectors

NAICS Code	NAICS Sector	High Employment 2010	Above Average Employment Growth 2003-8	Above Average Establishment Growth 2003-8	Above Average Location Quotient (LQ)	CCWIB Targeted Sector /1	Commonwealth of PA Targeted Sector/1
11----	Forestry, fishing, hunting, and agriculture support						X
22----	Utilities						
23----	Construction			X			X
31----	Manufacturing	X			X	X	X
42----	Wholesale trade		X	X			
44----	Retail trade	X	X		X		
48----	Transportation & warehousing		X	X	X		X
51----	Information					X	X
52----	Finance & insurance						X
53----	Real estate & rental & leasing			X			
54----	Professional, scientific & technical services		X	X			
55----	Management of companies & enterprises						
56----	Admin, support, waste mgt, remediation services		X	X			
61----	Educational services				X		X
62----	Health care and social assistance	X	X		X	X	X
71----	Arts, entertainment & recreation		X	X			
72----	Accommodation & food services						
81----	Other services (except public administration)				X		
99----	Unclassified establishments						

1/ NAICS sectors extrapolated from PADOL data on industries included in targeted industrial clusters.

Growth Opportunities in Western Chester County

In conjunction with the economic indicators analysis detailed above, the consultant team reviewed the region’s assets and liabilities and interviewed economic development officials, representatives of selected major employers and commercial real estate brokers to understand the dynamics of business attraction and expansion in the region.

This additional input has helped shape a refined target industry list for the Western Chester County region, which includes:

Growth opportunities in Western Chester County are particularly strong in Advanced Materials Manufacturing and Design; Healthcare Services; Warehousing and Distribution; and Improved Retail Services.

- Advanced Materials Manufacturing and Design, particularly:
 - Helicopter/Aviation Supply, Repair and Service
 - Medical Instruments and Devices
 - Metallurgy
 - Electronics
 - Energy
 - Food Processing
 - Biopharmaceuticals
- Local Health Care Services
- Warehousing and Distribution
- Strengthened Retail
 - Reoriented retail along Route 82 near the proposed Coatesville Velodrome site
 - “Motor Main Street” along the western portion of Route 30 in Caln Township

Recent investments in aviation manufacturing and repair, food processing and distribution complement the traditional industrial base in Western Chester County.

The sections below discuss the rationale for the industries on which the region may wish to focus.

Advanced Materials Manufacturing and Design The advantages of Western Chester County for manufacturing include:

- Access to labor and an existing skill base in specific sectors including aviation mechanics, metallurgy, and electronics repair;
- Four appropriately zoned industrial parks with existing sewer and water capacity, plus rail served industrial sites within the industrial core of Coatesville;

- Access to production facilities and qualified corporate staff within the labor force of the region is provided by the Chester County Airport;
- Proximity to a robust higher education and research base in the Philadelphia metropolitan area.

The Western Chester County study area enjoys access to a large pool of both blue collar and white collar labor. Area businesses draw employees not only from surrounding areas of Chester County, but also from eastern Lancaster County, Philadelphia and Berks Counties. Table 11 on the following page shows the top 25 “source” municipalities for workers employed in the Western Chester County study area. Study area communities appearing on the list are highlighted. Of interest is the diffuse pattern of commuting for workers. Almost 45 percent of workers commuting to the study area come from communities other than those shown in the table. This finding supports the viability of a reverse-commute strategy as part of the region’s business attraction effort.

Place of Residence of Western Chester County Study Area Workers

The consultant team’s interviews with area employers, economic development officials and commercial and industrial real estate brokers indicated that the availability of a reliable, quality blue collar work force is a significant asset for the Western Chester County region.

The presence of existing employers such as Sikorsky Global Helicopters and Arcelor Mittal present opportunities for expansion of suppliers or leveraging of employee skill sets. Sikorsky has been expanding in the study area and currently provides space for suppliers within its existing facilities.

Almost 45% of workers commuting to the Western Chester County Region for employment come from outside the locales in and immediately surrounding the region. This fact points to the potential for a reverse commute strategy as part of a business attraction agenda.

Interviews with area employers and economic development officials helped to define the types of workforce most in demand.

Table 11
Source of Employment for Western Chester County Employers

Total All Jobs : Western Chester County Study Area		
	2008	
	Count	Share
Total All Jobs	15,608	100.0%
Jobs Counts by Municipality Where Workers Live (Top 25)		
	2008	
	Count	Share
Caln township (Chester, P A)	992	6.4%
Coatesville city (Chester, P A)	868	5.6%
West Caln township (Chester, P A)	843	5.4%
West Brandywine township (Chester, P A)	561	3.6%
Valley township (Chester, P A)	548	3.5%
East Fallowfield township (Chester, P A)	473	3.0%
West Bradford township (Chester, P A)	355	2.3%
Salisbury township (Lancaster, P A)	351	2.2%
Philadelphia city (Philadelphia, P A)	347	2.2%
East Brandywine township (Chester, P A)	345	2.2%
Downingtown borough (Chester, P A)	330	2.1%
Honey Brook township (Chester, P A)	288	1.8%
Uwchlan township (Chester, P A)	267	1.7%
West Whiteland township (Chester, P A)	260	1.7%
Parkeburg borough (Chester, P A)	255	1.6%
Sadsbury township (Chester, P A)	238	1.5%
West Goshen township (Chester, P A)	217	1.4%
West Chester borough (Chester, P A)	154	1.0%
West Sadsbury township (Chester, P A)	151	1.0%
Upper Uwchlan township (Chester, P A)	129	0.8%
South Coatesville borough (Chester, P A)	118	0.8%
Honey Brook borough (Chester, P A)	113	0.7%
East Goshen township (Chester, P A)	107	0.7%
Reading city (Berks, P A)	106	0.7%
West Nantmeal township (Chester, P A)	102	0.7%
All Other Locations	7,090	45.4%

Source: US Census Bureau Local Employment and Household Dynamics (LEHD) series.

Only about 30% of employees working in the Western Chester County Region live in the region. Some workers commute long distances for jobs in this area.

At Northeast Airport in Philadelphia, the presence of competing helicopter manufacturer Agusta has attracted supplier SEI America, which is expanding its business to include fit out of aircraft produced by other manufacturers. The presence of Agusta also led to the establishment of an aircraft mechanics school at the Northeast Airport. A similar pattern of spin off businesses may occur in Western Chester County, particularly if expansion at Sikorsky leads to expansion of suppliers operations.

Arcelor Mittal has extensive experience in working with alloys and formulating steel plate properties to meet customer specification. This skill set, long established in the area, may attract companies requiring workers with skill in metallurgy. Arcelor Mittal Coatesville produces plate steel, typically considered a commodity product. Plate steel is used in some energy applications. For example, proximity to the plate provider could be an advantage for a wind turbine manufacturer.

The presence of a number of major education and medical institutions (eds and meds economy), including a major veterinary school and research center, in the Philadelphia metropolitan area makes the location a major center for pharmaceutical and related medical equipment manufacturing. The life sciences target industry clusters recognized by both the Commonwealth and CCWIB includes these types of manufacturers. While pharmaceutical research and production is concentrated along the Route 422 corridor in Montgomery County, the manufacturing of medical instruments and equipment is well suited for Western Chester County. For example Synthes, a manufacturer of metal devices used in trauma and orthopedic surgery, is an expanding company located in the West Chester area. The company is a major user of the Coatesville airport for corporate jet travel. Western Chester County would be a logical expansion location for this firm.

Adequate water and sewer capacity in the regions industrial parks opens the possibility for food processing operations. Currently these types of businesses are



The presence of Arcelor Mittal in the region reflects the strong tradition for metallurgy and highly specialized steels and alloys.

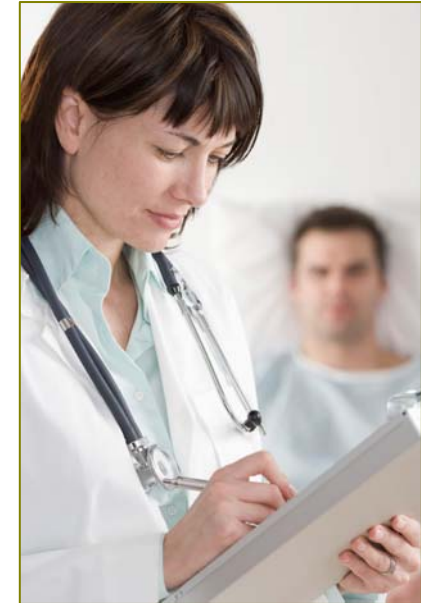
clustered in the Honeybrook area and in Lancaster County, but given the proximity to agricultural production operations and the availability of blue collar labor, food processing is a reasonable target for Western Chester County. (See Map 11, as part of Land Use examination.)

The Greater Coatesville Area Enterprise Zone, which includes parts of the City of Coatesville, Boroughs of South Coatesville and Modena and Valley Township, is located within the heart of the study area. All of the study area business and industrial parks—Highlands Corporate Center, Meetinghouse Business Center, Belaire Business Center and Valley View Business Center---as well as the industrial core of Coatesville are located within the Enterprise Zone boundaries. Enterprise Zones offer certain investment and employment tax credit, priority treatment under Commonwealth business programs, and low-interest loans, all of which could benefit a manufacturer locating within the Zone. The enterprise zone designation and benefits are available for a limited number of years.

Health Care

Every region creates demand for hospital and health care facilities to serve its population. Currently the health care and social assistance sector has the largest level employment in the Western Chester County region with over 4,000 employees in private, non-profit and government enterprises. The study area has a growing and aging population, thus its need for health care facilities and services is growing as well.

Western Chester County is home to the Coatesville Veterans Administration (VA) hospital which provides primarily gerontology, psychiatric and primary care services. This mix of specialties serves both aging veterans as well as the growing population of younger veterans returning from Iraq and Afghanistan. Together the growing demand for both community health care and specialized care for veterans should



The Coatesville VA Hospital and Brandywine Hospital provide the foundation for an expanding healthcare industry in the region.

support additional employment in the health care and social assistance sector in Western Chester County.

Warehousing and Distribution

According to commercial and industrial brokers active in the study area, the Western Chester County region is a preferred location for warehousing and distribution operations associated with businesses started or growing in further east in the County. The accessibility of Western Chester County, particularly Coatesville and Valley and Sadsbury Townships by both north-south and east-west non-tolled highways in combination with relatively inexpensive land costs when compared to eastern Chester County, makes the region attractive to distribution operations. The map below illustrates truck routes in Chester County as approved under the federal Surface Transportation Act. Despite the capacity limitations of Route 10, 82 and Business 30, all are approved for large tractor trailer passage, as shown on Map 3.

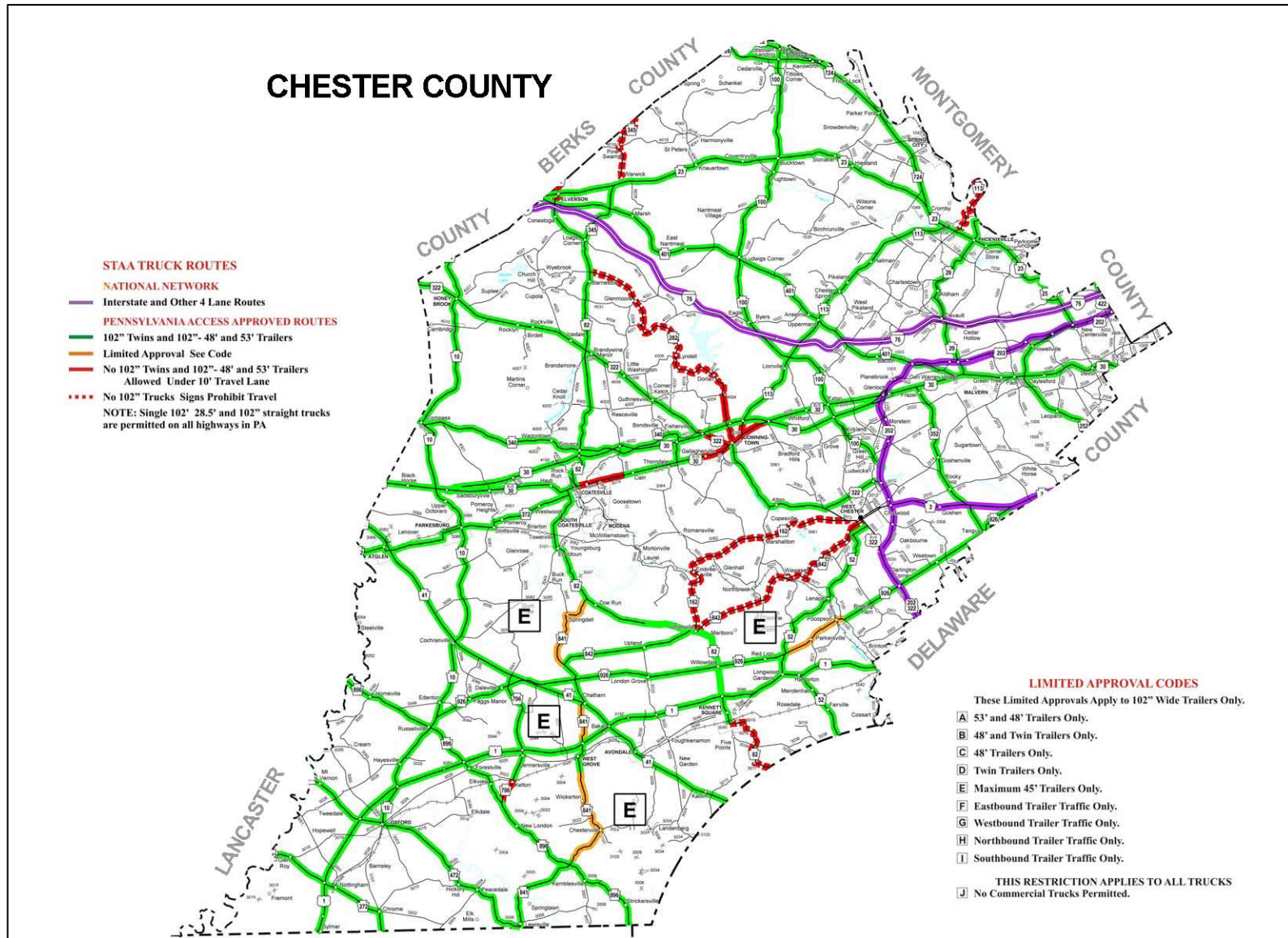
To date, warehousing has been largely limited to local or regional firms, although Keystone Foods, an international firm based in West Conshohocken, recently opened a regional distribution facility in Valley Township that delivers food products to McDonalds restaurants in parts of Pennsylvania, New Jersey and Delaware. The Chester County Economic Development Council has fielded inquiries from national retailers interested in exploring locations for large distribution facilities in the Parkesburg vicinity. This interest may indicate a broader trend of companies looking for distribution points to serve retailers in the mid-Atlantic region. Although the recession has softened demand for both the retailers and related distribution operations, an uptick in economic conditions will lead to a resumption of activity in both sectors.



The recent Keystone Foods project points to the increasing importance of Western Chester County as a location for warehousing and distribution facilities that serve the greater region.

Map 3

STAA Approved Truck Routes in Chester County



Source: PennDOT; PUB 411 (8-09); Pennsylvania STAA Truck Routes For 102" Wide Trailers

The Chester County Airport also presents possibilities for business development related to distribution. Air courier services serving the region could benefit from the Airport's ability to accommodate jet traffic, particularly if the proposed airport expansion and runway extension plans are implemented.

Like manufacturers, distribution operations may benefit from certain provisions of locating in a Keystone Enterprise Zone.

Retail

Areas with growing populations typically see a parallel growth in retail establishments to serve new households. The study area has grown by over 25 percent since 2000 and has seen growth in retail employment during this period. The area sees an inflow of shopper dollars from households living outside of the study area, particularly in the grocery and electronics sectors. When automotive and gasoline expenditures are removed from the analysis, ESRI data suggests that approximately \$99.7 million in shopper expenditures in excess of the amount expected to be generated by study area residents flowed into the study area in 2009.

Retail establishments in the study area are clustered along Business Route 30 with concentrations in Caln Township and in downtown Coatesville. A number of free-standing retail establishments and a small shopping center are located in the vicinity of the Chester County Airport.

Caln Township has seen private investment in retail centers to the east of the Thorndale train station, however the retail corridor between Bailey Road and the Coatesville line is aging and in need of revitalization. The trade area for businesses on this stretch of Route 30 is constrained due to the barrier formed by the railroad viaduct and the steep topography to the south of the railroad tracks. This location is most appropriate for destination businesses or service establishments. A field survey

The region showed particularly strong sales in the electronics and grocery sectors of the retail economy. In addition, the high concentration of automobile uses along Business Route 30 in Caln Township might make a portion of this an attractive "Motor Main Street."

identified more than 15 auto-related uses along this part of Business 30, including auto dealerships, auto glass stores, transmission shops, car and truck rental, auto parts stores and car washes. The presence of the Thorndale SEPTA station benefits these uses; customers can leave a car for service and commute to work by train.

Currently the study area attracts spending for automobiles and related items from outside the study area. This aggregation of automotive businesses could be promoted as a “Motor Main Street” attracting additional business and creating additional customer traffic along Business 30, which would benefit stores in the new nearby shopping centers as well. Recently, the Caln Township Mobility Study recommended the expansion of the Station Overlay District to include parcels fronting Lincoln Highway including all parcels west of the station area to the Coatesville city line. The provisions of the Overlay District would not restrict automotive uses.

In Coatesville, Business Route 30 is the main commercial street. No stores face Route 82, despite what field observations indicate is significant traffic flow through the main intersection at Routes 30 (Business) and 82. DVRPC traffic counts were not available for this intersection. If the proposed Velodrome is developed at the Coatesville “Flats” site on the northwest corner of this intersection, it will be difficult for visitors to be drawn into Coatesville’s commercial core unless efforts are made to visually link the downtown with Route 82.

Like many older downtowns, Coatesville offers a streetscape of attractive older buildings. Restaurants typically are the first “retail” tenants to occupy space in a revitalizing downtown. The construction of the Velodrome and reconstruction of the Coatesville Amtrak station may help to attract restaurant operators to downtown.



The potential for a new Velodrome in Coatesville brings significant new energy to revitalization initiatives in the downtown and throughout the region.

Additional Opportunities for Coatesville

There are two others sectors that have seen growth in Chester County as a whole and that offer opportunities for the region and more specifically for revitalization in Coatesville. The professional, scientific and technical services sector (NAICS 54) includes many small professional services businesses, including those in creative occupations such as architecture, urban planning, photography, advertising and graphic design, that are open to locations in urban settings and historic buildings.

The arts, entertainment, and recreation sector (NAICS 71) has also seen growth in the County, albeit from a low base number of establishments. Tourism opportunities such as the proposed Velodrome and steel heritage museum are venues that could draw visitation and expenditures to the region while increasing awareness of the Western Chester County region. Recreational or tourist oriented venues associated with the region's equestrian industry are also options for attracting regional visitation to the study area communities.

Table 12 on the following page lists the major employers in the Western Chester County Study area with employment in excess of 100 persons. The location of each of these employers can be found on Map 4.

The Local and Regional Labor Force

One of the "perceptions" of the region that was discussed by study participants is the notion that the regional labor force is not highly skilled or qualified. This perception is mitigated by the industrial information just presented and by the ability of large, new firms such as Sikorsky, Keystone Foods, and other industries to secure qualified and dependable labor. In addition, the region has access to a pool of qualified workers that fall within a 30 minute reverse commute of Western Chester County. While eastbound commuters from the region experience heavy traffic and periodic

The revitalization of Coatesville is a key component of the region's economic success. The Western Chester County Region cannot reach its full potential if the City of Coatesville is distressed.

congestion along the Route 202 corridor and other communities in the immediate ring of Philadelphia suburbs, the reverse commute from those areas to Western Chester County is a much less congested one, (see Page 34.)

Table 12
Major Employers in the Western Chester County Region

EMPLOYER NAME	APPROXIMATE EMPLOYMENT
Coatesville VA/Medical Center	1,300
Coatesville Area School District	1,000
Sikorsky Global Helicopter	900
Arcelor Mittal	850
Comar Test Design, Inc.	700
Brandywine Hospital	675
Freedom Village	300
Coatesville YMCA	300
Coatesville Savings Bank	280
Child & Career Development Center	200
St. Martha's Manor	200
Giant Foods	200
Acme Markets	200
Keystone Foods	150
Kohl's Department Store	145
Kmart	100
LNP Engineering Plastics	100
Bethel AME Church	100
Chester County Board of Assistance	100
Coatesville Country Club	100
Pennsylvania Clinical School	100

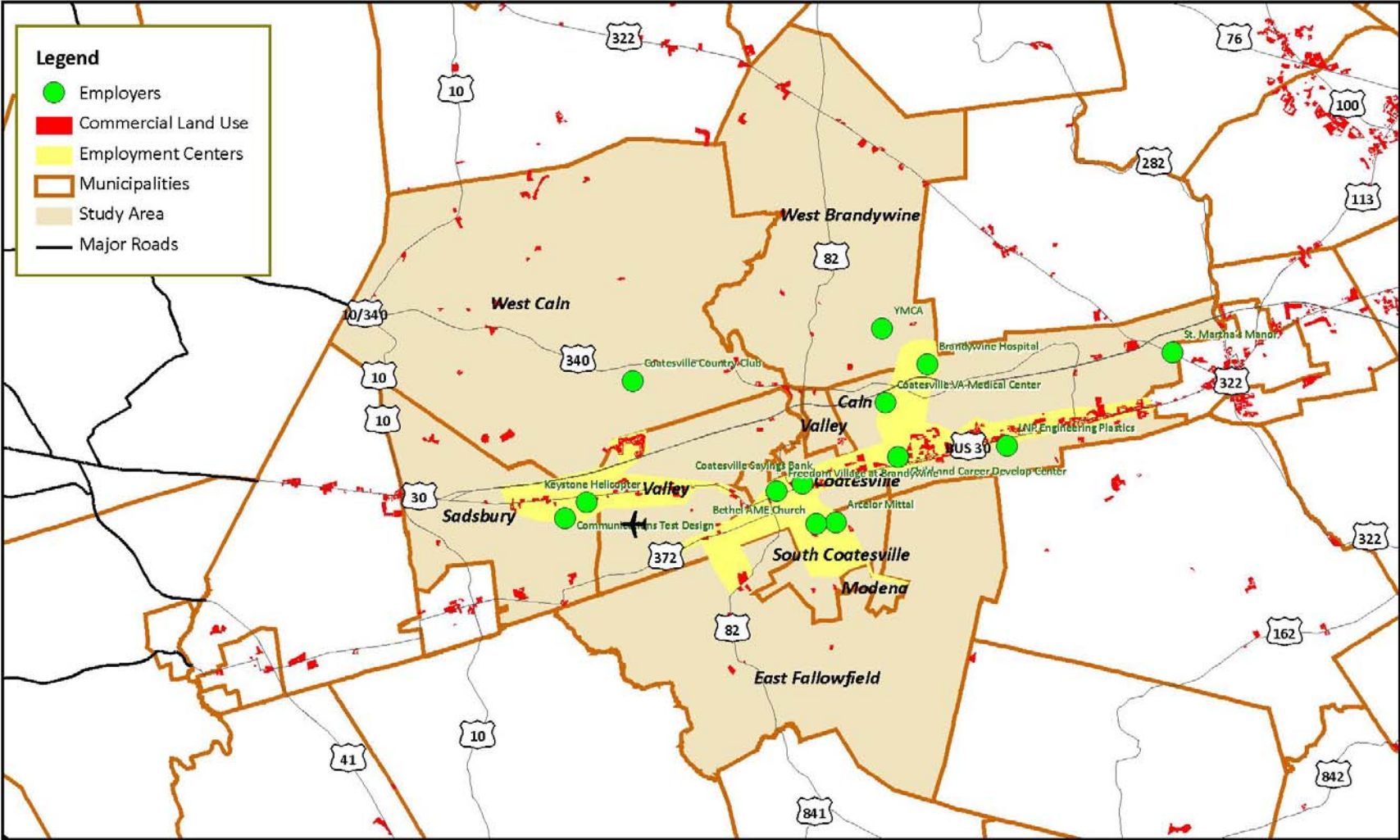
Sources: Reference USA, Employer Contacts, Area Media

The Western Chester County Region is home to a number of large companies and a diverse range of public and private employers.

Top Employers

Western Chester County

Map 4



As can be seen from the following table, the labor force of the Western Chester County Region is of similar composition to that of the 30 minute labor shed. The most significant exception to this is that the labor shed includes a higher percentage of white collar employees, thereby augmenting the ability of regional firms to recruit highly skilled, educated and technical employees. The 30 minute labor shed also draws from a population base of more than 200,000 workers.

Table 13
Labor Force Comparisons: Employed Population in the Western Chester County and the Thirty Minute Labor Shed, 16 Years of Age and Older, 2010

Economic Sector	WCC Numbers	WCC % of Total	Labor Shed Numbers	Labor Shed % of Total
Agriculture/Mining	353	1.2	4,686	2.3
Construction	2,060	7.0	12,631	6.2
Manufacturing	3,263	11.0	21,392	10.5
Wholesale Trade	1,118	3.8	7,945	3.9
Retail Trade	3,267	11.1	24,243	11.9
Transportation/Utilities	1,668	5.7	8,149	4.0
Information	500	1.7	4,278	2.1
Finance, Insurance, Real Estate	2,227	7.6	18,539	9.1
Services	14,003	47.6	96,769	47.5
Public Administration	971	3.3	5,093	2.5
TOTALS	29,430	100.0	203,725	100.0
Blue Collar	6,857	23.3	34,837	17.1
White Collar	17,776	60.4	143,626	70.5
Services	4,797	16.3	25,262	12.4
TOTALS	29,430	100.0	203,725	100.0

Source: ESRI Database, 2010. (WCC – Western Chester County)

Transportation Characteristics and Issues

Having access to good transportation is a cornerstone of any community's ability to retain existing businesses; recruit prospective employers; and expand its labor force. The Western Chester County Region has a solid transportation network in place. Of course there are improvements that can be made. That is true in any region.

The following pages examine the transportation network in Western Chester County, particularly as it relates to economic opportunity and development.

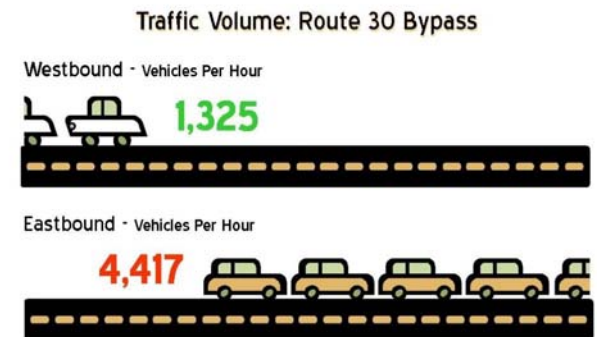
The Regional Highway System

The Route 30 Bypass is the four-lane, limited access highway connection to and from the Western Chester County Region and the principal commercial artery for the movement of goods and services. Through this region, the Route 30 Bypass carries approximately 65,000 vehicles per day. An analysis of recent traffic counts on the Bypass shows that commutation patterns are heavily weighted toward eastbound travel in the morning and westbound travel in the evening.

As demonstrated in the figure to the right, from 2008 information compiled by DVRPC, the peak hour, morning commute traffic count eastbound between 6 and 7 am. was 4,417 vehicles. The comparable westbound volume was 1,325 vehicles. In other words, 77% of vehicles traveling the Route 30 Bypass during this peak commute hour were headed eastbound. This level of volume causes significant and regular congestion eastbound in the morning and westbound in the evening.

To some extent, this congestion will be mitigated by improvements that are just getting underway for the Route 30/202 corridor. This corridor provides access to jobs and commerce in the King of Prussia, Valley Forge and Great Valley areas and to other point east including Philadelphia.

Highway access in the region is centered on the U.S. Route 30 Bypass – the region's only four-lane, limited access highway and one of Chester County's principal east west arteries.



The Exton Bypass was opened to traffic in late 1995 improving accessibility along the corridor. The eastern most section of US 202 in Chester County near Tredyffrin and Upper Merion Townships was widened to 6-8 lanes in 2003 providing substantial new capacity. The missing link in this corridor is what is referred to by PennDOT as US 202 Section 300. It is located just east of the Exton area.

Currently two eastbound lanes of the Exton Bypass have to merge with two lanes from US 202 along with two on-ramps from Business 30. These six lanes have to merge into two lanes in the East Whiteland area creating excessive congestion and inhibiting, to some extent, access to jobs and commercial activity.

For the PennDOT U.S. 303 Section 300 project, the major bridges have all been widened and reconstructed. The initial widening contract was just awarded in December 2010. This widening should be complete by 2014. The improvement is intended to rebuild and widen a 6.5 mile stretch of Route 202 from just south of the Swedesford Road Interchange in Tredyffrin Township to the Route 30 Interchange in East Whiteland Township. By mitigating this bottleneck, the eastbound movement of both people and goods from the Western Chester County Region will be improved.

Given the dominant, eastbound orientation of commuters from the region to work it may be worthwhile for planning a strategy for the region's economic development to consider attracting labor from areas to the east. This would provide an easier commute for workers heading westbound into the region and who may currently have a difficult commute based on their orientation to Philadelphia, the eastern leg of Route 30, Route 202, and/or the Schuylkill Expressway.

Map 5 illustrates the 30 Minute Labor Shed for people making a commute into Western Chester County. As can be seen from this map, this labor shed extends east as far as the King of Prussia area; north to Route 23 and the edge of the greater Pottstown Region; south to Kennett Square and Avondale; and west to the New

Recent commuter data indicate that approximately 80% of workers living in the region commute outside the region for their jobs.

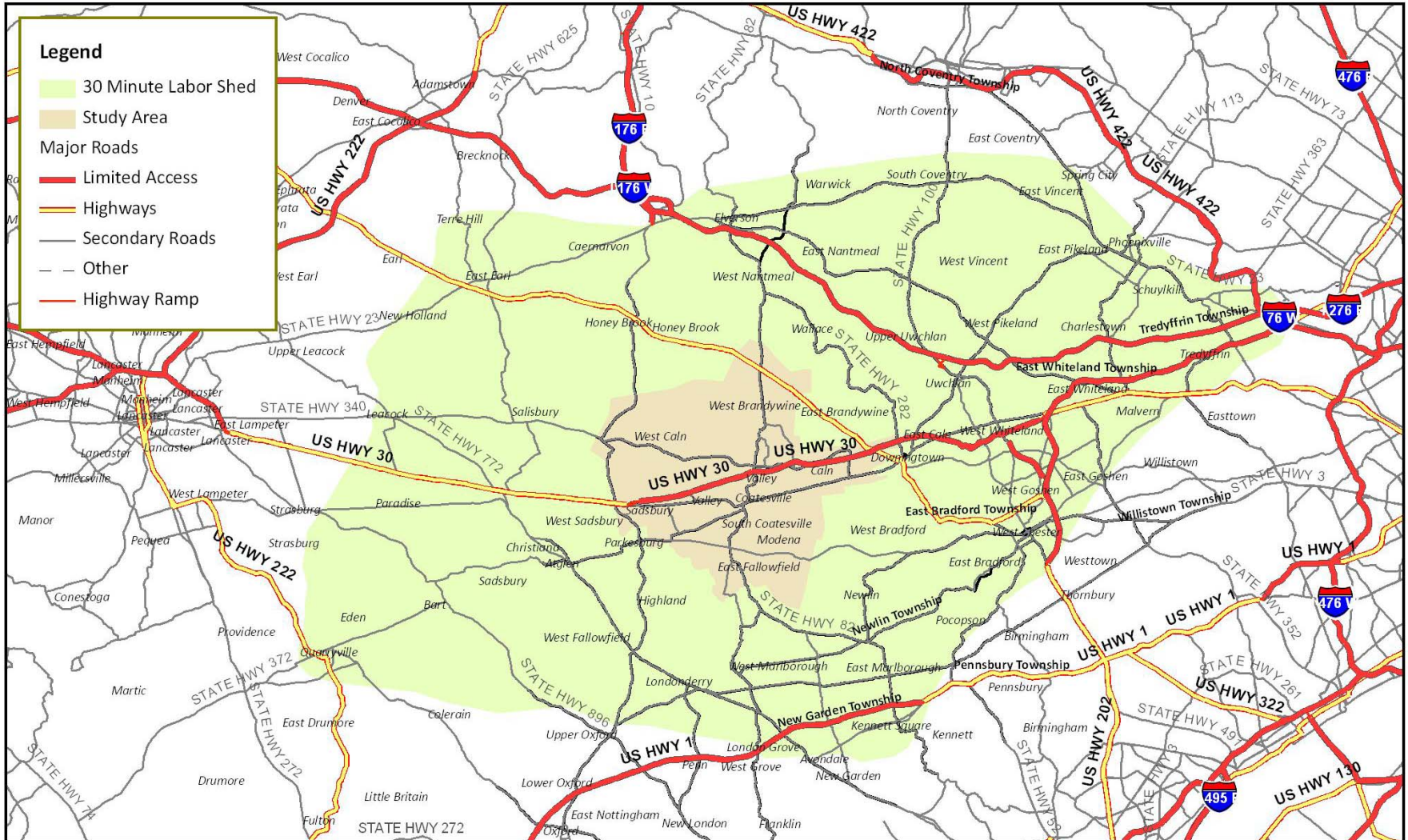


PennDOT's Section 300 Project, intended to increase traffic capacity in the Route 202 Corridor, will enhance access to points east of the Western Chester County Region.

30 Minute Labor Shed

Western Chester County

Map 5



8 Miles



Holland and Quarryville areas. (See Page 34 for labor force characteristics in this labor shed.)

In addition to the high capacity Routes 30/202 corridor, the Western Chester County Region is relatively proximate to the Pennsylvania Turnpike, with direct access at the Morgantown, Downingtown, and soon-to-be-open Great Valley connection linking Route 202 and the Turnpike.

Highway Challenges

Aside from the needed improvements on the Route 202 corridor that will relieve some of the highway congestion on the Route 30 Bypass, the most significant improvement to the Route 30 Bypass identified by local officials and area traffic planners is the need for a new interchange design at Airport Road. The current interchange is inadequate for a number of reasons. First, it provides for very difficult turning movements for commercial traffic headed to or from the existing industrial centers in and around the Chester County Airport. This area has seen significant growth over the past decade to include the expansion of Sikorsky Helicopter; the new Keystone Foods facility; and new businesses at the Highlands Corporate Center. Second, there are no ramps at the current interchange for westbound traffic. In particular, commercial traffic that is headed westbound must pass through the village of Sadsbury on Business Route 30. This creates traffic problems for Sadsbury Township and residents of the village. Thirdly, the bridge overpass is badly aligned and may need to be replaced as part of any redesign of the existing interchange. This project represents a major transportation investment, but is clearly the most significant challenge facing the highway transportation network in the region.

The most significant project to enhance the regional highway network involves the design and construction of a new interchange at the Route 30 Bypass and Airport Road. This critical interchange serves both the Chester County Airport and regional business parks.

At a meeting of the Regional Planning Committee in December, 2010, members attending that meeting identified other, smaller but significant highway

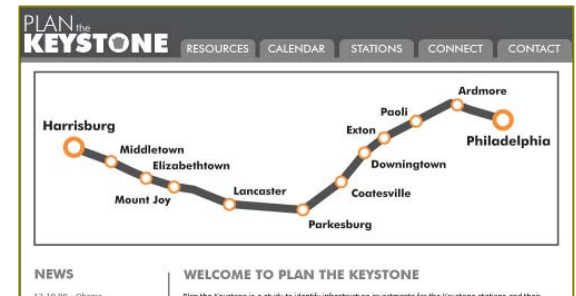
improvements that they felt were important to the future economic development of the region, including:

- 1st Avenue and Business Route 30 in Coatesville;
- Business Route 30 and Route 340 in Caln;
- South 1st Avenue and Modena Road in South Coatesville;
- Improvements to the ramps at Route 30 Bypass and Route 82;
- Reeceville Road and Route 340;
- 3rd Avenue Improvements in Coatesville to be completed in conjunction with Railroad Station Redevelopment;
- Pedestrian Improvements along Business Route 30 to enhance walkability, particularly around the Thorndale Train Station and other commercial nodes;

The 2009 Chester County Transportation Improvements Inventory also contains a number of local and regional transportation improvements. These include several of the highway projects identified by the Regional Planning Committee as well as traffic safety, bridge, signalization and other circulation enhancements. Map 6 identifies the location of the major improvements highlighted in the Western Chester County Region.

Public Transit

As was noted earlier, both SEPTA and Amtrak provide rail passenger service to the Western Chester County Region. SEPTA service extends west as far as Thorndale, in Caln Township and western most Amtrak Station is in Coatesville. Figure 1 on page 41, illustrates ridership trends for Amtrak and SEPTA at the various Chester County rail stops. Despite the relatively small ridership figures for Coatesville, the number of riders has increased 45% over the ten year 1999-2009 period. The recent study to upgrade the Coatesville Train Station is significant and could greatly enhance the City's viability as a commuter destination. Currently, \$17.96 million dollars has been earmarked in the Regional Transportation Improvement

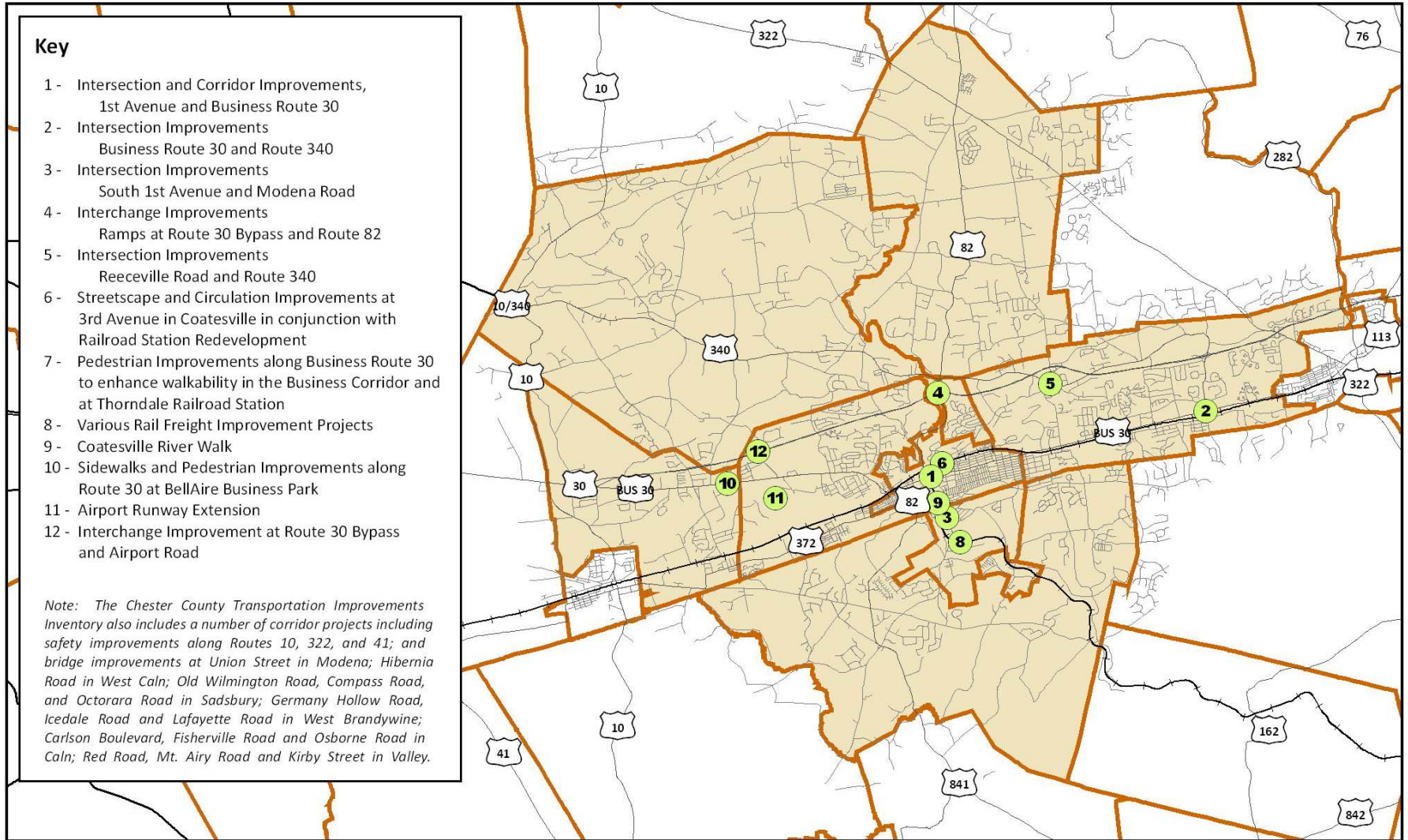


Plans to redevelop the Coatesville Train Station expand service, and revitalize the area around the existing station can be very powerful catalysts for revitalization and development in the City and Region.

Major Transportation Improvements, Proposed

Western Chester County

Map 6

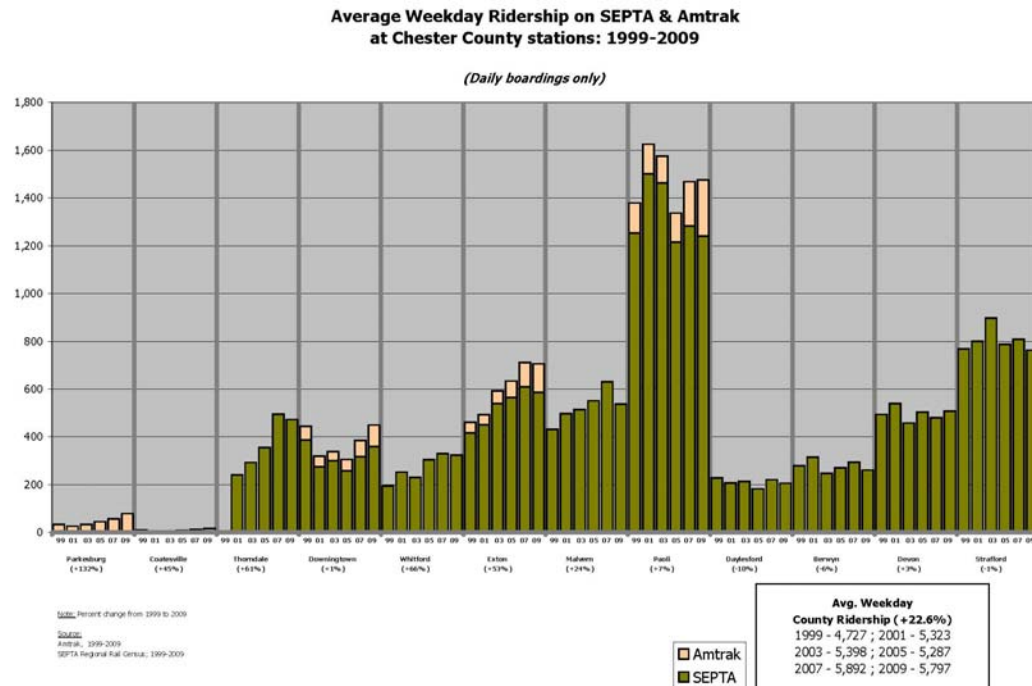


4 Miles

Program (TIP) for the redevelopment of this station. Not only will this project enhance public transit opportunities in the region, it will have a significant and positive impact on the revitalization of Coatesville’s downtown and business corridor.

Figure 1
Combined Ridership Statistics 1999-2009, Amtrak and SEPTA

Ridership is generally increasing at all the station stops in the Keystone Corridor, including the ones at Thorndale and Coatesville.



The level of service provided by SEPTA is adequate to handle the needs of commuters traveling to and from the region to points east. SEPTA service offers approximately 21 weekday round trips daily between Thorndale and locations such as Exton, Paoli,

Center City Philadelphia and other destinations along the Main Line Corridor that provide concentrations of employment.

Amtrak service in the corridor is not as commuter friendly. Amtrak currently provides approximately 7 weekday round trips daily from Coatesville, although a few additional stops are provided in nearby Parkesburg just west of the study region and in Paoli, 15 miles east of the region. Amtrak service, however, does provide connections at Downingtown that allow commuters to interchange with SEPTA and area bus routes in order to access additional employment centers.

Bus Transit

Bus service is provided in the region by the Transportation Management Association of Chester County (TMACC) and Krapf Bus Company, through three principal commuter and paratransit routes: the Bee Line; The A-Route; and Coatesville Link Service.

The Bee Line links Western Chester County, Downingtown, Exton, and the Great Valley Corporate Center. It currently offers 4 peak morning and peak evening trips daily, and serves approximately 40 persons/day. The Bee Line also connects with the SEPTA regional rail system in Thorndale. Funding for the Bee Line comes from U.S. DOT Congestion Management Air Quality (CMAQ) Program and must be renewed annually.

The A-(Bus) Route is the most heavily traveled bus line in the region. It has approximately 1,000 boardings daily and is a wholly unsubsidized daytime route. The A-Line Service connects Coatesville and the Western Chester County Region with Exton, Downingtown, and West Chester. Riders can access the SEPTA regional bus and rail systems at various points along the A-Line's Route. The A-Line provides 19

Bus service in the region is provided by Krapf Bus Company in partnership with the Chester County Transportation Management Association. Services include the Bee Line; the A-Route; and Coatesville Link Service.

weekday round trips between Coatesville and West Chester, and 3 evening round trips between Coatesville and Exton.

Coatesville Link Service, sponsored by the TMAAC provides important connections to a number of employment destinations in the City of Coatesville and surrounding region such as Career Link; Handicrafters; the VA Hospital; Brandywine Hospital; the Community Dental Center; Walmart; and West Sadsbury Commons. This service has approximately 1,800 boardings per day, 20% of which originate in Coatesville and is heavily subsidized with Federal CMAQ funding. Consequently, the system must compete annually for support.

In addition to these fixed route services, Krapf also operates paratransit throughout the region. Paratransit provides services targeted primarily at senior citizens and the disabled populations. Map 7 illustrates the routes of existing bus service.

Rail Freight Connections

Rail freight service to the region is provided by Norfolk Southern Railroad and East Penn Shortline (formerly Octoraro) Railroad. The East Penn Line provides connections in Wilmington, Delaware with the CSX Railroad, so the Western Chester County Region has links to two of the nation's premier national carriers.

In addition, the Brandywine Valley Railroad is a wholly owned operation controlled by Arcelor Mittal, which serves the steel mill properties in Coatesville, South Coatesville and portions of Modena. The East Penn Line interchanges with the Brandywine Valley Railroad in the south end of Modena Borough.

Opportunities for the expansion of rail freight service are somewhat limited with Norfolk Southern since rail service must be provided through the Amtrak Main Line, where freight service is not the primary use of the line. While there is potential for

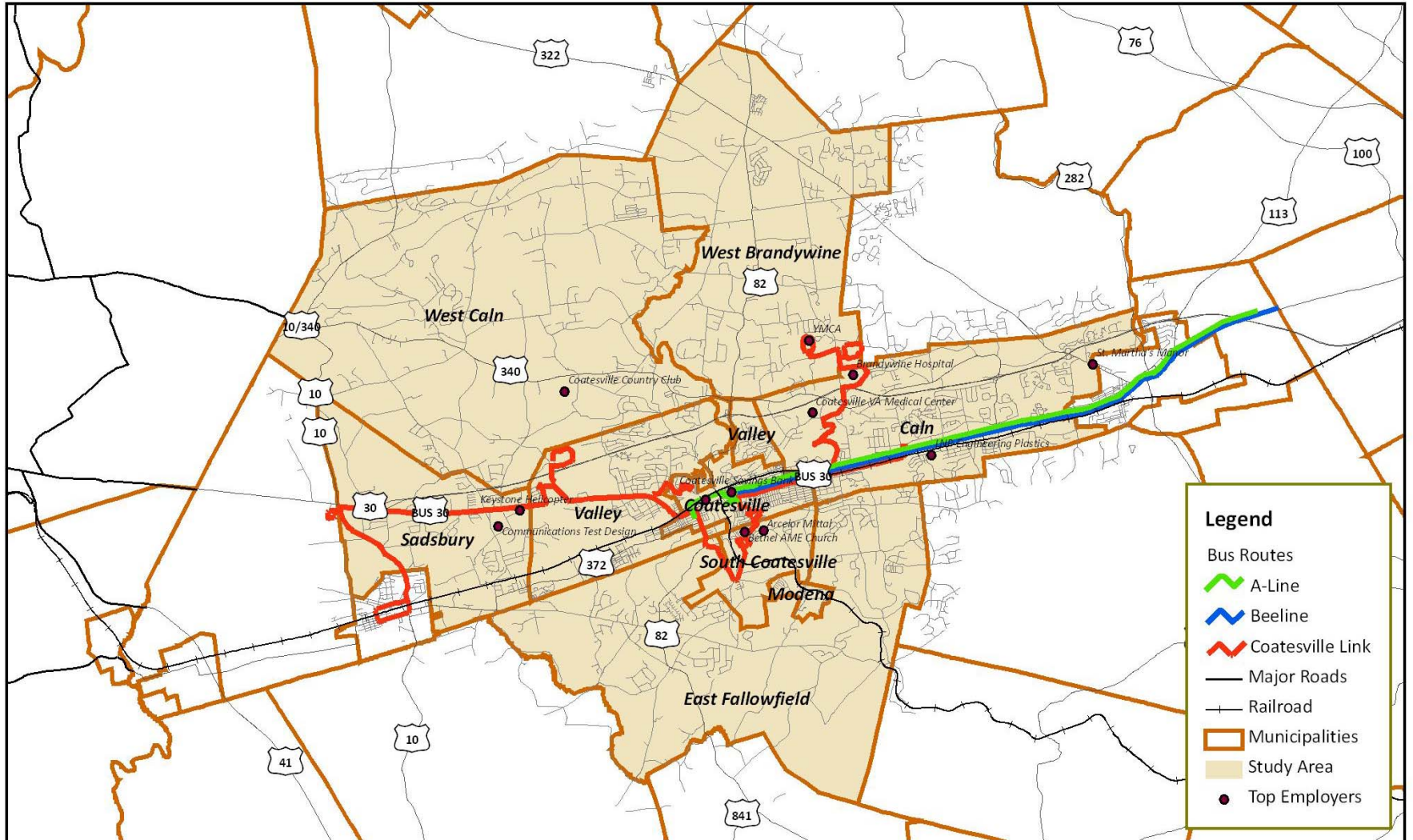


The Western Chester County Region has the advantage of having access to two of the nation's premier freight railroads: Norfolk Southern and CSX Transportation. NS service is provided across the Amtrak network and CSX interchanges with the East Penn Railroad in Wilmington.

Bus Routes

Western Chester County

Map 7



green field development, access to available sites from the Amtrak Line would require expensive switching and the construction of new rail lines to serve any newly developed industrial facilities. In addition, Amtrak places a tonnage limitation on rail freight traveling across its lines, which would restrict the largest and heaviest types of freight from movement along this corridor.

The East Penn Railroad has less restricted access to the heavily industrialized areas of the region although as was mentioned, any redevelopment of industrial properties that are part of or immediately adjacent to the former Lukens Steel sites are within the jurisdiction of the Brandywine Valley Railroad and Arcelor Mittal. Arrangements with that rail carrier would have to occur. Development along the East Penn Line from Modena through East Fallowfield Township is also hampered by topography. The embankments along the Brandywine Creek are quite steep and development of adjacent properties would be difficult as the rail line parallels the Creek in that location.

There are some opportunities, however, for the expansion of freight operations in the region including the development of new traffic that would stem from growth of the existing rail freight customer base; the redevelopment of existing unused, or underused industrial sites in Coatesville, South Coatesville and Modena; and/or from the development of green field sites in Sadsbury, Valley, Caln or other municipalities in the Amtrak Main Line Corridor. In addition, East Penn Railroad owns and operates a transloading facility in Avondale, which is about a 20 minute drive from the region, where existing or future industries having a need for the transloading of products can gain access to the rail system.

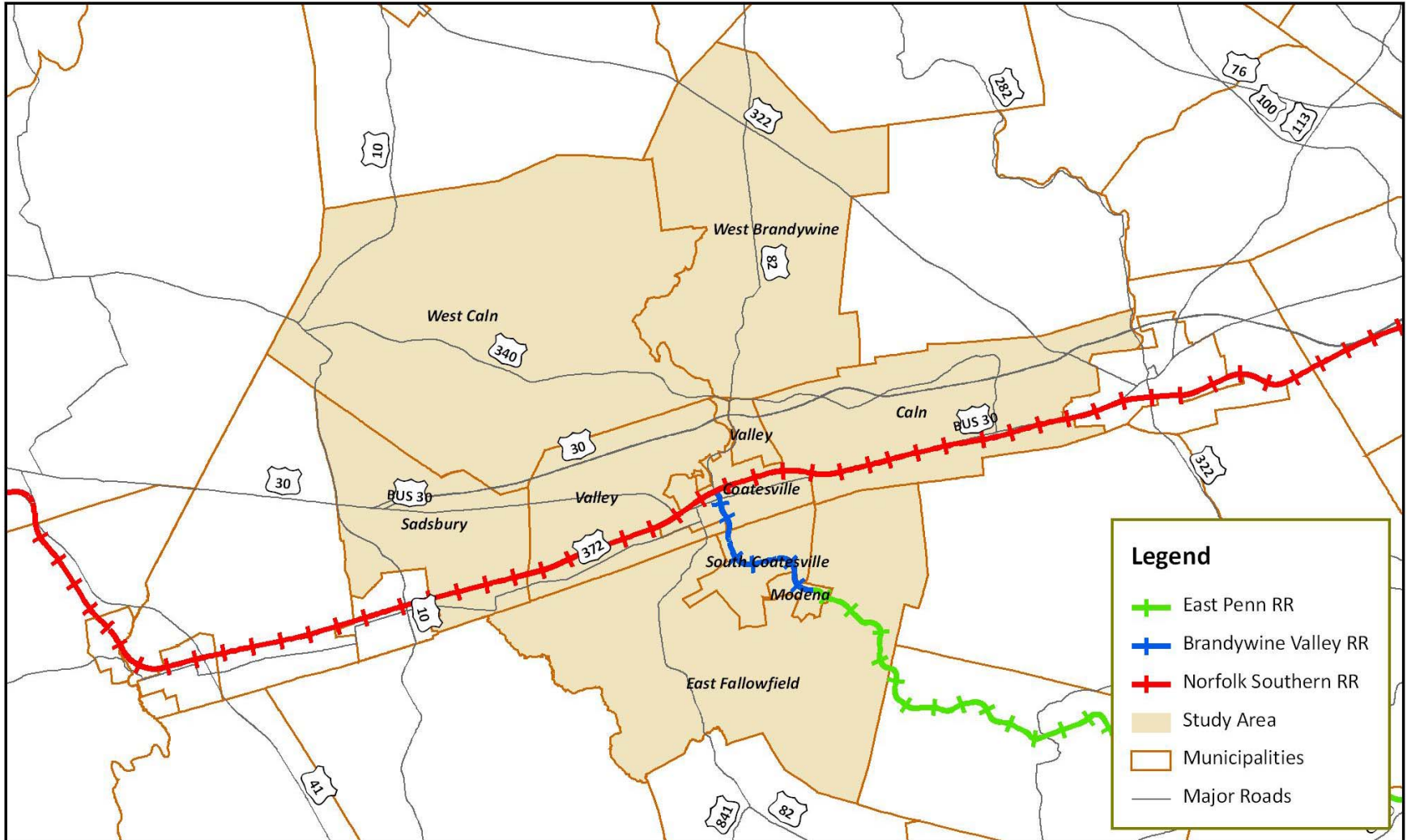
Map 8 illustrates the rail lines and corridors serving the Western Chester County Region.

In addition to the two major rail carriers, the region also has two shortline railroads: East Penn and Brandywine Valley. East Penn provides freight service from Modena south to Wilmington and Brandywine Valley generally serves those properties that are part of the Arcelor Mittal Steel complex.

Existing Rail Freight Network

Western Chester County

Map 8



5 Miles



Chester County Airport

The Chester County Airport is a regional hub for private and corporate aircraft. The Airport currently has approximately 50,000 takeoffs and landings daily and use of the airport by major area businesses and corporations is increasing. Many are Fortune 500 companies.

The Airport provides a range of services for its pilots and customers. The Flying Machine Café provides food services for customers, visitors and staff. For international or other long-distance corporate flights, the airport can arrange catering services for on-board meals and refreshments. There is a pilot's lounge and an array of aircraft services including:

- Fuel
- Parking both in Hangars and Tie Downs
- Airframe Services
- Power Plant Services
- Bottled Oxygen
- Bulk Oxygen

The Chester County Airport is home to a number of businesses and industries that use these and other airside services. They include:

- Chester County Aviations Holdings, which provides fuel and other services to the aircraft and airport;
- Jet East;
- Keystone/Sikorsky;
- Aero Med;
- Global Air Services;
- Sure Flight;



The Chester County Airport serves both small, private planes as well as corporate jets. The airport has approximately 50,000 take-offs and landings annually and offers a wide range of services for its clients.

In addition, there are 352 acres of land controlled by the Airport for potential expansion of air services hangars and related commercial uses. Currently, however, only a small percentage of those acres has access to public sewer, water, and electrical services.

There are also some development constraints associated with the airport itself. The current runway is only 5,400 feet in length. This is not long enough to accommodate completely the needs of the largest corporate aircraft. Specifically, many of the larger corporate jets must reduce their fuel intake and subsequent weight in order to gain lift-off. The long-term goal of the Airport is to move the runway approximately 400 feet to the south and extend its length to 6,100 feet.

Clearly, the airport is a major asset for current and future corporate development in the region and has the potential to be a significant economic development generator. Airport development can mean ancillary development in the aviation, hospitality, construction, distribution and other industries.

Bicycle and Pedestrian Trails

An important transportation related asset in the Western Chester County Region is the network of trails, parks and recreation areas. Map 9 shows the location of existing bike and hiking trails and regional and municipal parks and recreation areas.

This network is important because it links various municipalities, neighborhoods, and centers of business in the region. But it also forms the basis for a recreationally-based ecotourism or agri-tourism industry. So, in addition to its value as a Quality of Life asset, (see Page 53), the trail network can also provide a foundation for an economic development strategy that can augment traditional forms of industrial, commercial and business growth.

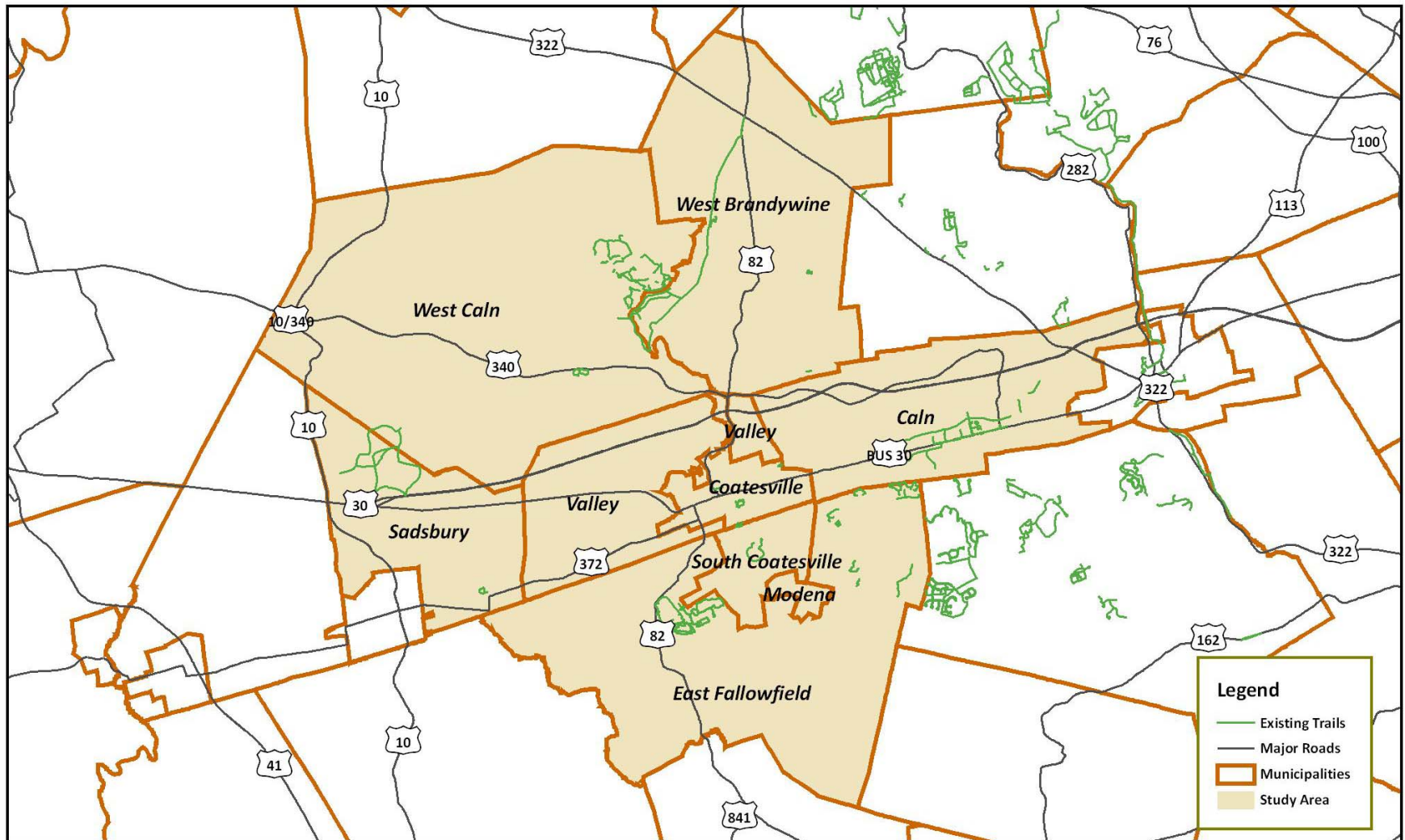
The airport is currently constrained by the length of its runway. There are plans to extend the runway to 6,100 feet to provide more efficient service to its current customer base.

Bicycle and pedestrian trails serve important transportation and economic development functions. In addition to their viability as transportation corridors, they also serve important recreational and tourism development functions.

Existing Bicycle and Pedestrian Trail Network

Western Chester County

Map 9



Land Use and its Implications for Development

As shown on Map 10, open space, farmland, and residential development are the primary land uses in the Western Chester County Region. Concentrations of commercial and retail uses parallel the Route 30 Business Corridor and of course, are present in the small villages and central business districts that are scattered around the region. Heavy industrial and manufacturing activities are concentrated in Coatesville, South Coatesville and Modena; but there are several industrial and business parks located west of Coatesville around the Chester County Airport.

Infrastructure and Utilities

Map 11 shows the location of existing water and sewer service in the Western Chester County Region. As can be seen from this map, most of the principal commercial and industrial locations and corridors in the region currently have service. The Coatesville Sewage Facility is currently designed to provide a capacity flow of 3.85 mgd, with peak flows of 7.7 mgd. The capacity of the plant is easily in excess of the approximately 2.5 mgd at which the plant is currently operating, so there is ample capacity for additional commercial and industrial growth.

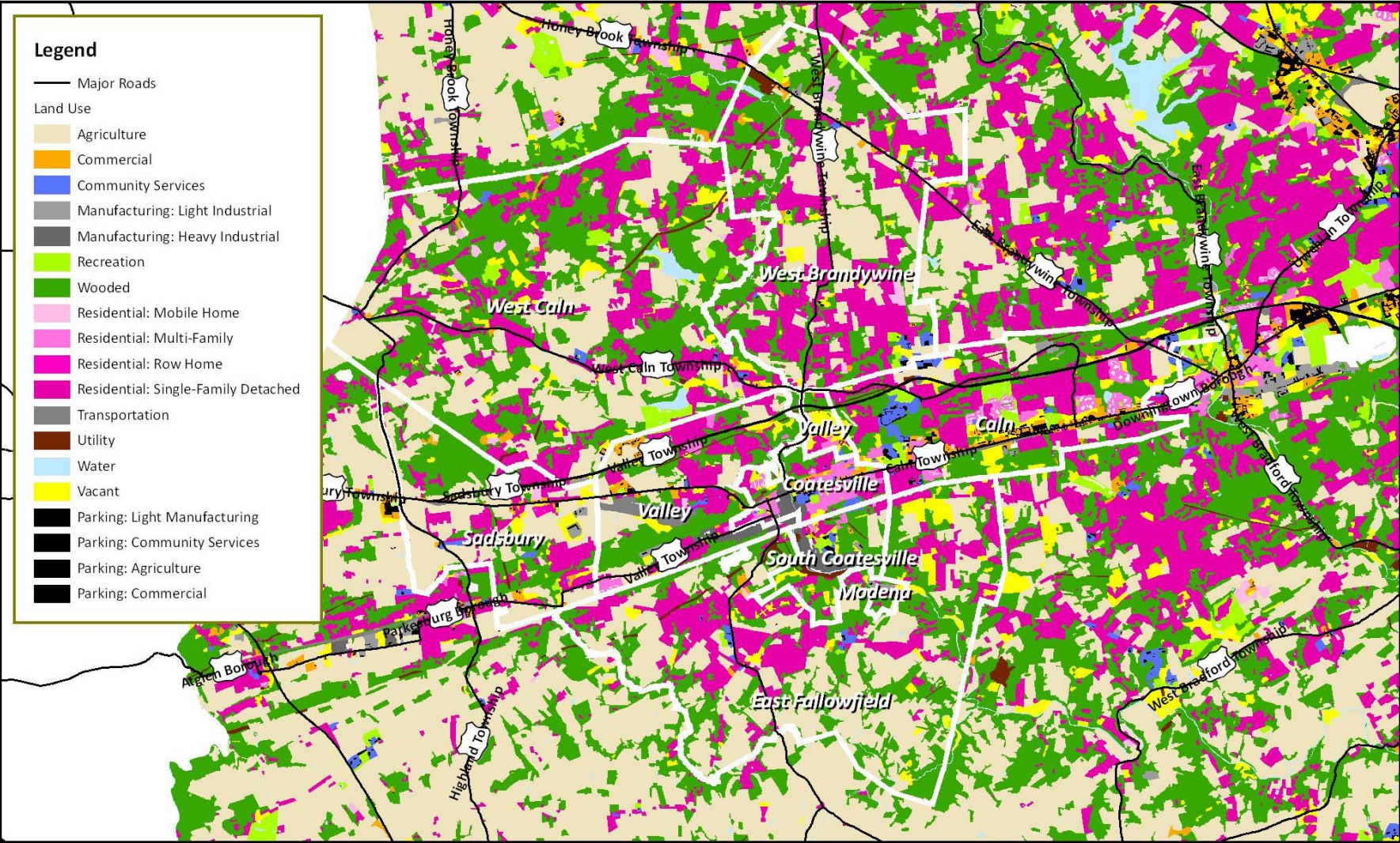
The same can be said for water supply. The Pennsylvania American Water Company is the owner and operator of the water franchise in the Western Chester County Region. The principal supply of water is the Coatesville Reservoir located on Rock Run Creek which has an average yield of 3 mgd. There is also a connection with the Octoraro Water Company that can provide an additional 2 mgd. As is the case with sewer capacity, there is sufficient water capacity in the region to accommodate new industrial and commercial growth.

Electricity and natural gas are both provided by the Philadelphia Electric Company (PECO).

Based on discussions with the regional planning committee and the information presented in Map 11, it appears that the region has a sufficient service area and capacity to accommodate future industrial and commercial growth.

Existing Land Use

Western Chester County



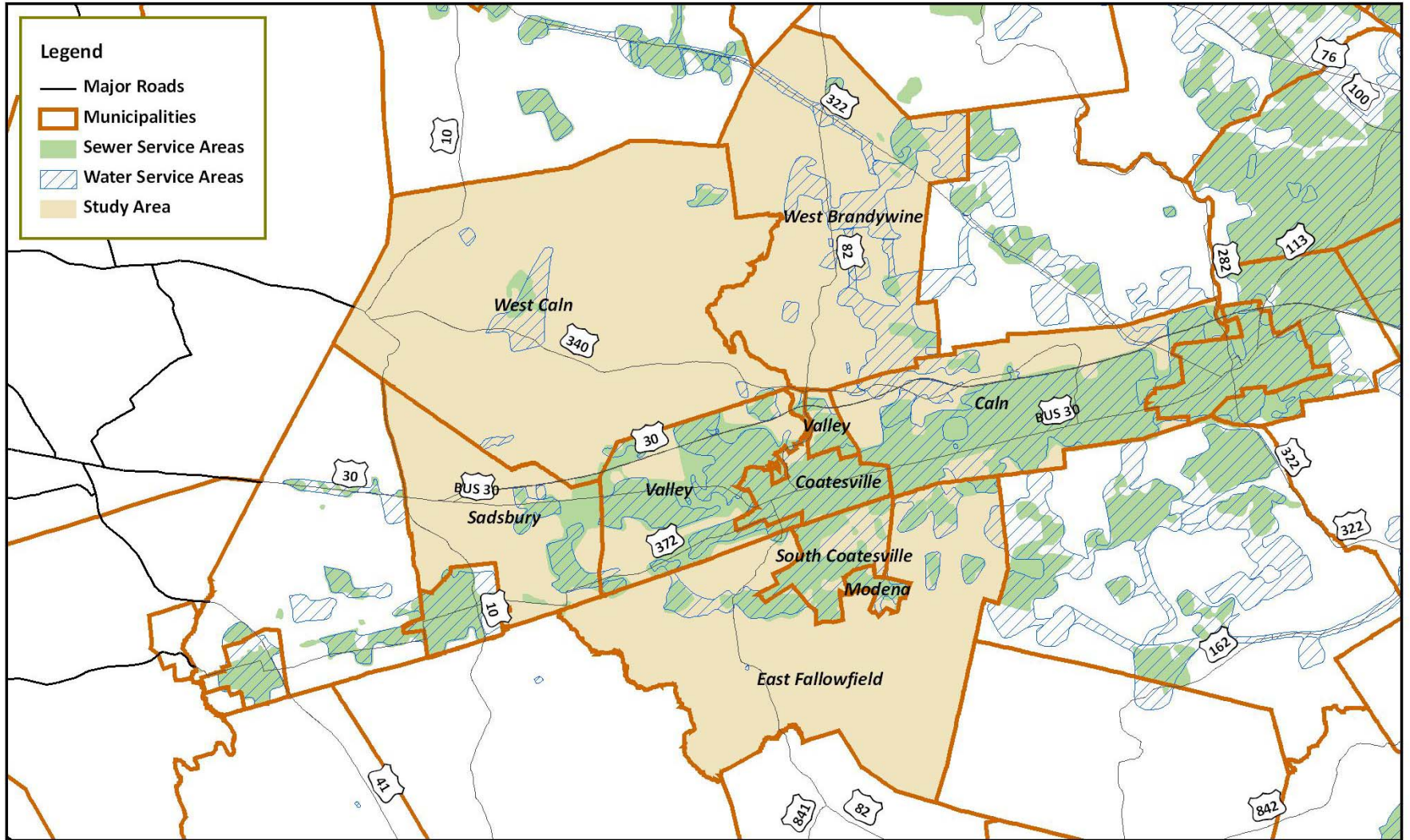
2.5 Miles



Existing Public Water and Sewer Service Areas

Western Chester County

Map 11



3 Miles



Quality of Life

The Quality of Life in the region is one of the assets identified by local officials and members of the Regional Planning Committee that make the area an attractive place to locate and do business. The phrase “Quality of Life” is always an elusive one to define, since it can mean so many things to different people. There are, however, a number of important assets in the Western Chester County Region that stand out.

Natural Features

The natural features and rolling topography of the region is very attractive. Farmlands, woodlands, large natural settings such as Hibernia Park, the Brandywine Creek and other natural features make the area extremely desirable. Approximately 68% of the region is covered by woodlands, open fields, or farmland, based on figures calculated from the latest Chester County Planning Commission, GIS Mapping.

History and Culture

The history of the area is also very interesting. The plans to develop the Lukens Steel Historical Site focus on a unique facet of the region’s industrial and steel heritage. Hibernia Mansion is a nationally significant 19th Century Mansion House that can trace its lineage back to the days when Hibernia was the location of the first iron forge in the region.

The Coatesville Historic District contains many examples of Italianate and Queen Anne style homes, most dating to the mid-19th Century. The District was named a National Historic District in 1987. In addition, the region boasts a large number of houses and sites that are currently part of the State and National Historic Registers.

There are a number of characteristics in the Western Chester County Region that enhance the area’s Quality of Life. These include natural features and the many historical and cultural sites.

The region also has the advantage of being surrounded by history. Lancaster County's heritage is well known. Hopewell Iron Furnace is just north of the area. Horse Country and the equine heritage of Chester County can be found in the southern part of the region. Kennett Square, the Mushroom Capital of the World, Longwood Gardens, Wyeth Country, and the Revolutionary Battlefield at Brandywine are located just a short distance south of Coatesville. Map 12 identifies a number of the historic sites and locations in the Western Chester County Region.

Recreation

The region offers an abundance of recreational opportunities, including large regional parks, municipal parks, and small neighborhood parks and recreation areas. Among the larger facilities are:

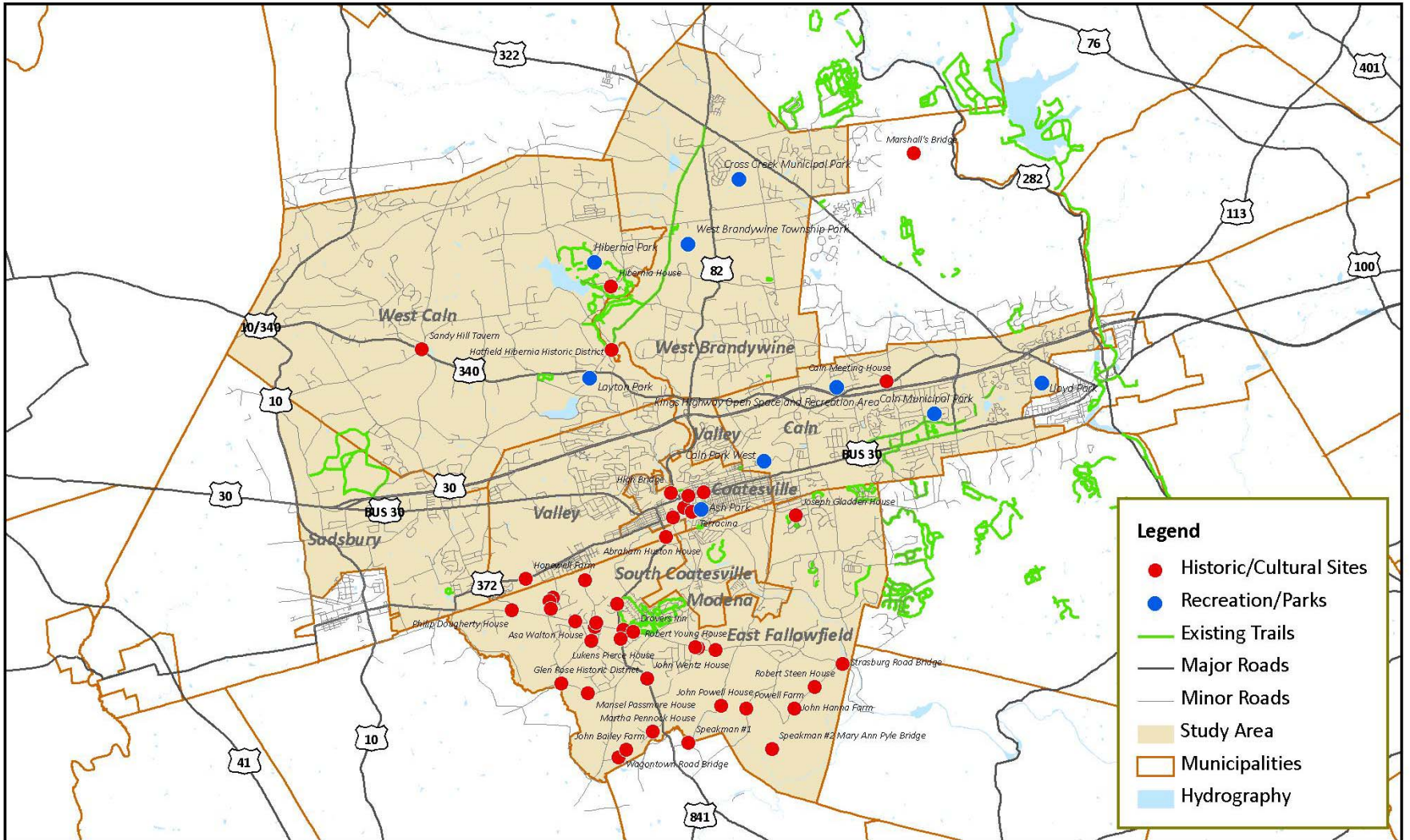
- Hibernia Park
- Layton Park
- Ash Park
- Paul Palmer Park
- Caln Municipal Park
- Lloyd Park
- Caln Park West
- Kings Highway Open Space and Recreation Area
- Cross Creek Municipal Park
- West Brandywine Township Park
- Numerous Trail Networks
- Brandywine Creek

The region is also surrounded by many premier Chester County attractions including Longwood Gardens, Wyeth Country, and the Brandywine Battlefield. These assets augment those of the region and complement the existing recreational and other amenities of the area.

Cultural and Historic Sites

Western Chester County

Map 12



5 Miles



Schools and Education

Education in the Western Chester County Region is provided by the Coatesville Area School District. The District encompasses all nine of the study municipalities. There are 6 public elementary schools in the region, including:

Table 14
Enrollment at Public Schools in Western Chester County

Name of School	Approximate Annual Enrollment (From 2011 Coatesville School District Records)
Caln Township Elementary School	611
East Fallowfield Elementary School	385
Friendship Elementary School	367
Kings Highway Elementary School	546
Rainbow Elementary School	765
Reeceville Elementary School	529
TOTAL ELEMENTARY SCHOOL ENROLLMENT	3,203

The Coatesville School District includes six elementary schools; three middle schools; and the regional high school. According to the most recent School Report Cards, all of these schools are meeting or exceeding the Commonwealth's targets for student attainment in major course curricula.

In addition, there are 3 public middle schools, including:

Name of School	Approximate Annual Enrollment (From 2011 Coatesville School District Records)
North Brandywine Middle School	508
Scott Middle School	415
South Brandywine Middle School	628
TOTAL MIDDLE SCHOOL ENROLLMENT	1,551

As of Fall 2011, the Coatesville Area 9/10 Center has 1,159 students and the Senior High School has an enrollment of approximately 1,048 students. The campuses are located on Lincoln Highway in the eastern end of the City. In addition to the High

School, the Benner Education Center provides alternative and special education for students in the middle and upper grades and has an enrollment of approximately 42 students.

There are also a number of private schools located in the region. They include the Graystone Academy Charter School, located on Modena Road, Coatesville; the Lancaster Christian School, located on Airport Road in Sadsbury Township; Pope John Paul II Elementary School, located on Manor Road in West Brandywine Township; and Maranatha Christian Academy, on Lincoln Highway in Coatesville.

Institutions of Higher Education

The Chester County Region is one that has an abundance of institutions of higher learning. All are within a 30 minute commute from the Coatesville area. They include:

- West Chester University. Established in 1871 as part of the Pennsylvania State teacher's college system, the university offers more than 80 undergraduate and 70 graduate programs.
- Lincoln University. Historically, Lincoln University was one of the first institutions to offer higher education to African Americans and women. Founded in 1854, it provides 22 undergraduate and 6 graduate programs.
- Cheyney University. Since 1837, Cheyney University has been the oldest historically African American college in the nation, offering over 35 programs of study, particularly in the educational fields.
- Immaculata University. This Catholic institution was founded in 1920 and offers 19 graduate and 11 undergraduate programs.
- Valley Forge Christian College. Valley Forge Christian College offers 25 undergraduate and 4 graduate programs. It was founded in 1939.

The Western Chester County Region has access to a number of institutions of higher learning. In fact, Harcum College has partnered with Life Transforming Ministries to provide off campus learning in Coatesville.

- Harcum College. While located in Bryn Mawr, Pennsylvania Harcum College has partnered with Life Transforming Ministries since 2007 to provide off-campus degree programs in Coatesville.
- Delaware County Community College (Downingtown Campus). The community college offers two year degrees in a range of academic and technical fields.

Crime and Public Safety

Crime is a national problem. In Western Chester County, crime rates have been declining in many of the Uniform Crime Statistic Classifications over the past two years.

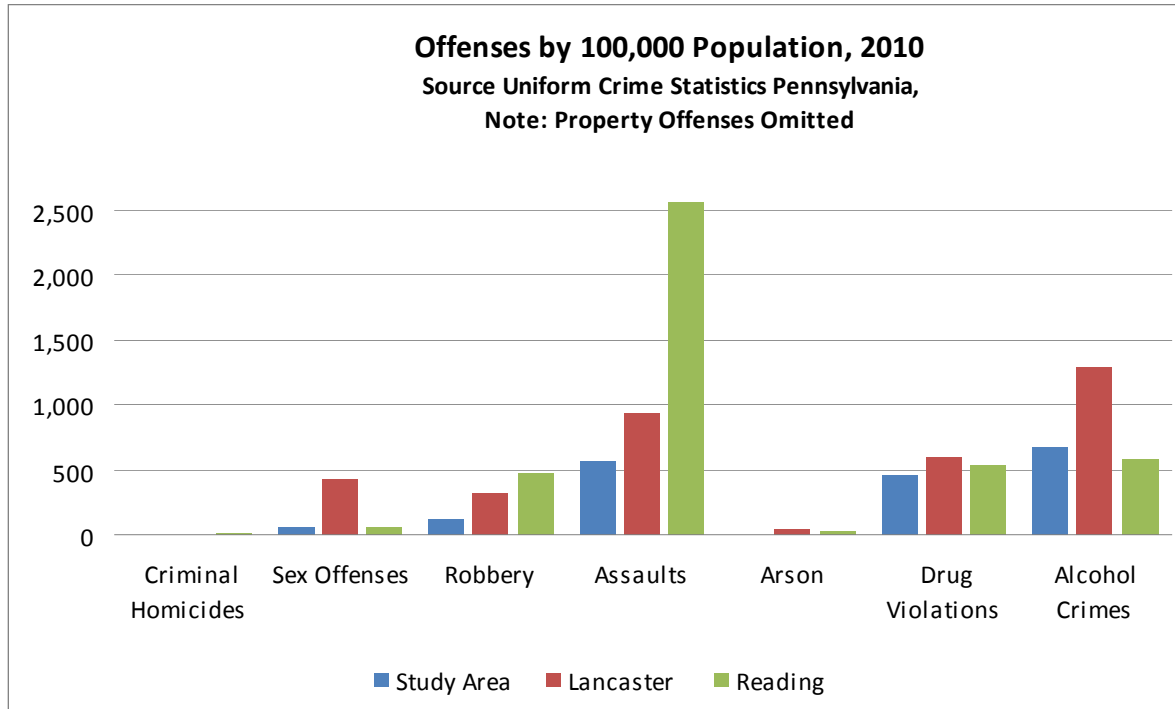
In the first workshop that was held with Western Chester County officials, several members indicated a “perception” that Western Chester County was a dangerous place to live and work was a deterrent to new business and industry locating in the area. Current statistics indicate that Coatesville’s crime rate is well in excess of that in surrounding study area municipalities.

But, when the region’s crime rate is compared to nearby urban areas such as Lancaster or Reading, rates in Western Chester County are lower, as can be seen in Figure 3 on the following page. While these figures paint a relatively favorable comparison to admittedly larger, urban areas, public safety is certainly an issue that should remain high on the region’s list of challenges as the economic development strategies that are part of this study are implemented. In addition, a specific look at Pennsylvania Uniform Crime statistics for Coatesville in 2009 showed a lower rate of homicide, sex offenses, assaults and property offenses when each of those statistics is compared to other comparably sized communities including West Chester, Lancaster and Norristown.

From an economic development perspective, the perception of public safety is as much an issue as the reality of crime statistics. As a region, the area compares favorably to larger urban areas in southeastern Pennsylvania.

Coatesville’s municipal crime statistics do not vary significantly from other local and regional urban areas.

Figure 2
Crime Rates Per Capita, 2010 Comparisons



Uniform crime statistics for 2010 show that the Western Chester County Region is an appreciably safer place to do business than some of the neighboring urban areas of the Commonwealth – which may not be a commonly held perception.

Source: PA Uniform Crime Reports, 2010

Perceptions and Reality

At the first workshop held with officials of the Western Chester County Region, participants were asked to identify the perceptions that they believed other people had about the region. The following figure illustrates those perceptions and also outlines the reality of the region based on the material presented in this study.

Figure 3
Perceptions and Reality

STATED PERCEPTION	REALITY
The Western Chester County Region is an isolated, rural area where there is not much happening.	Western Chester County is in the heart of a very diverse area, strategically located at the center of the Reading, Lancaster, and Philadelphia regions with good access to those and other markets. Population growth has easily outpaced that of Chester County in the past ten years. Business growth has also expanded nicely.
Business has left the region, which is economically distressed.	While the steel industry has clearly downsized and the number of industrial workers is well below its historic peak, the region has added jobs over the past ten years; attracting such large manufacturers as Keystone Foods and Sikorsky Helicopter.
The educational attainment of the workforce and population is poor and is compounded by a bad school system.	The working age (25+) population of the region has a higher percentage of high school graduates than surrounding areas and the percentage of college grads is comparable. In many cases, educational achievement in the Coatesville School District meets or exceeds State averages in Math, Reading, and other mandated measurements and continues to demonstrate significant improvement, according to recent State Academic Achievement Reports.
Crime and drugs are a problem in the region.	Crime and drugs are problems nationally. The Western Chester County Region is certainly not unique. An examination of Uniform Crime Reports for the Commonwealth of Pennsylvania indicate that while Coatesville has a much higher rate of crime than its neighboring municipalities, when Western Chester County is compared to neighboring urban areas, overall rates of crime are comparable or even lower in the region. A 2009 Uniform Crime Report for Coatesville alone showed its crime rate comparable in many categories to Lancaster, Norristown, West Chester and other small, nearby urban areas.
The quality of the workforce is poor	The resident labor force of the region has many of the same skills and is employed in most of the same industrial sectors as other jurisdictions in southeastern Pennsylvania. In addition, as was illustrated based on commutation patterns, there is considerable potential for current and future industries to tap into the “reverse commute” labor force which contains another mix of highly skilled and well educated workers.
There are many polluted areas in the region, including the Brandywine Creek.	According to the <i>Green Media Tool shed</i> , of the 20 largest emitters of industrial contaminants in Chester County, only 2 are located in the Western Chester County Region. Of the 18 superfund sites in Chester County, only 3 are in the region. The water quality of the Brandywine Creek is listed as “good” in the County’s Brandywine Creek Watershed Action Plan. Several streams in the region were identified as having high quality stream value in a 2006 study of the Brandywine Watershed conducted by West Chester University.

Summary and Implications

This information provides an initial broad brush of the region's demographic and economic characteristics. The next set of data will provide some more detailed information on those trends and characteristics that the Study Advisory Committee has identified as important strengths of the region and that can serve as the basis for defining those "Wow Factors" that sets the region apart from other areas.

The Wow Factors

One of the purposes of this study is to define those characteristics that make the Western Chester County Region different and unique. Based on the information contained in this background analysis, there are several features that warrant attention. These include:

- **The Landscape.** Western Chester County is a beautiful area. The topography, rolling hills, forests and farmlands all provide an attractive location to live and work. Not all areas of southeastern Pennsylvania have the range of natural features that this region has.
- **Exceptional Access to Quality Labor.** As was demonstrated, the resident labor force in the Western Chester County region has the training and educational attainment that makes it comparable to other areas of southeastern Pennsylvania. In fact, educational attainment exceeds that of other nearby labor markets such as Lancaster and Reading.
- **Location: "The Affordable Chester County."** A Chester County location is a prestigious address. While homes and property values in the eastern part of the County are among the highest in the greater Philadelphia region, Western

There are a number of "Wow Factors" that set the Western Chester County Region apart from other areas. These factors can be the basis for branding and marketing the area to interested companies and investors.

Chester County is a more affordable location. Centrally located between multiple markets in southeastern Pennsylvania and not far from the Wilmington and Metro New York Regions, this area combines the best of affordability, access to strategic markets, and quality of life.

- **Transportation.** Western Chester County has a good transportation network. There are issues, of course, but not all areas of southeastern Pennsylvania have the combination of public transit, highway access, air and rail freight services that the region possesses. By virtue of its location as part of the Philadelphia Metropolitan Area, but far enough removed from major congestion spots, the region offers good access to outlying areas for the movement of products and services. The Chester County Airport is the only General Aviation Airport offering a comparable range of services and facilities within 30 miles.
- **Economic Opportunity.** There is significant economic opportunity, for both new development and redevelopment. Data demonstrate that this is an area that is growing and attracting new jobs and industry and one that has potential for more, quality development. This includes growth in tourism, recreation, and hospitality industries by virtue of the development of such projects as the Velodrome, the Rail Station, and the Marriott Courtyard which is currently being constructed at the Route 30 Interchange at Route 82 in Coatesville with a scheduled opening in the spring of 2012.
- **Regional Cooperation and Coordination.** The fact that this study has been initiated by a regional consortium of interested municipalities, in partnership with Chester County government, the Western Chester County Chamber of Commerce, and other partners points to an a level of regional cooperation that is missing in many other localities.

The fact that this study has been initiated by a regional consortium of interested municipalities, in partnership with Chester County government and the Western Chester County Chamber of Commerce points to a level of regional cooperation that is often missing in many other localities.

Making the Transition to Study Recommendations

The next step in the study process was the development of specific recommendations that can be the foundation for new growth, development and redevelopment in the region. The process of defining these initiatives will be built around three important components:

- A. This Background Analysis and associated data and trends;
- B. Public Input and Involvement. Through a couple community surveys, comments at public meetings, and the participation of municipal and organizational representatives at stakeholder and other meetings, the goals of public interests for growth and development will be assessed;
- C. The Smart Growth Framework prescribed by the Chester County grant and the Landscapes II Plan.

The following section of the study outlines a vision, goals and parameters, and specific actions to enhance and sustain economic development in the Western Chester County Region. The findings of this study are complemented by the public outreach, citizen survey, and other collaborations among the planning committee and regional stakeholders.



The recommendations of this study, which are the subjects of the following section, are the result of a significant collaboration among regional partners and stakeholders.

SECTION 2

The Action Agenda

FROM BACKGROUND ANALYSIS TO ACTION AGENDA

The first section of this study provided information about the characteristics and trends evident in Western Chester County today. This background analysis offers a good foundation on which to build a policy framework and ultimately an Economic Development Action Agenda for the region.

In addition to the data and information base, there is another important element of the study process that contributes to the formulation of policy. That is the public outreach effort. People are important. Opinions matter. Through the engagement of the community-at-large, there are a number of perspectives that when combined with the information in the background analysis help to frame a vision for the region and the area's most critical economic development goals.

The Public Outreach Process

Public outreach and involvement are vital aspects of any economic development study. Residents, businesses, civic organizations, government agencies and other elected officials all have important stakes in the future of the Western Chester County Region. From the outset of the study process a number of efforts were made to provide opportunities for public and community involvement. These included:

- Regular meetings of the Western Chester County Regional Planning Committee;
- Municipal Discussions and Engagement;
- Two Community Surveys;

Public meetings and invitations to become involved through surveys on the Western Chester County Future Focus Webpage provided considerable public input that helped to guide the study process.

- Two Stakeholder Meetings;
- An Elected and Municipal Officials Meeting;
- Three Public Meetings;
- Preparation and Distribution of News Releases and other Media Outreach;
- Civic and Community Group Presentations.

No public outreach effort can be wholly inclusive. The obligation of the study process is to provide the best possible opportunity for community engagement within the realistic time and budgetary parameters of the study. The following pages describe the outcomes of the public engagement process and their contributions toward framing a future for the Western Chester County Region.

Regional Planning Committee Meetings

Throughout the study process, there were monthly meetings of the Regional Planning Committee. This committee is comprised of municipal, county, institutional, business, and other stakeholders in the region. The committee provided month-to-month guidance regarding the study process and played a critical role in shaping the outcomes and recommendations of the study.

Municipal Discussions and Engagement

Aside from their participation as part of the Regional Planning Committee, municipal representatives participated in a workshop at the outset of the study process that was important in defined some important concerns about the perception of the region. These concerns then led to the gathering of data and other information to address the concerns and define the reality of life in Western Chester County.

Municipal officials were also engaged through the Regional Planning Committee and at a special meeting held on August 31, 2011. They contributed to the inventory of

There were three public meetings held; monthly meetings with a regional planning committee; two stakeholder meetings; surveys for municipal officials; and various press releases to help spur community engagement and involvement.

potential projects and helped to define the economic development agendas for their respective communities.

Community Survey Results

There were two phases to the community survey process. The first phase got underway early in the study effort. It involved the posting of a survey on the Western Chester County Chamber of Commerce Website. Survey respondents were asked to answer a number of questions about what they would like to see as the future of the region. Some of the key findings from this survey are as follows:

The excellent location of the Western Chester County Region was viewed by area residents and business people as one of the region's top assets.

Respondents felt that the Top Five Economic Development Issues facing the Western Chester County Region (in descending order) are:

- A Poor Perception of the Community;
- Vacant or Underutilized Land and Buildings;
- No Marketing Strategy for Recruiting New Business and Industry;
- Lack of Public Transit;
- Inadequate Highway Capacity.

Individuals answering the survey felt that the Top Five Key Assets of the Western Chester County Region that can help to Attract Business are:

- The Region's Excellent Location;
- The overall Quality of Life;
- The History, Natural Resources, and Scenic Landscape of the Area;
- The "Chester County" Address; and
- Available Land and Buildings.

Conversely, people were asked to indicate what they believed the top barriers to new economic development are in the region. The top responses to this survey question are as follows:

- The Current Tax Burden;
- The School System;
- An Inaccurate Perception of the Region;
- Little or No Public Transportation;
- Too Much Joblessness or Economic Distress.

In a very definitive response to a question about the approach to economic development in the region, the overwhelming number of respondents indicated that a strong regional approach was needed, as opposed to a loosely linked municipal strategy. 72% of respondents identified the regional approach as their preference.

The second phase of the community survey process asked respondents to help rank the most important project concepts and priorities and is discussed later. Over 200 people participated in the two phases of the public survey process.

Stakeholder Workshop

On March 9, 2011 a stakeholder workshop was held at the Wagontown Fire Hall in West Caln Township. Over 50 representatives from the region's businesses, agricultural interests, transportation organizations, educational institutions, service organizations and other entities attended. The workshop provided an opportunity for these individuals to become familiar with the study process and to contribute their input and direction. Participants were broken into three focus groups that discussed the future of the region from the perspective of A) Municipal Officials; B) Business and Industry; and C) Regional and Non-Profit Organizations. Through this exercise, over 40 project concepts and initiatives were identified that participants felt would advance the economy of the region.

Respondents to the first community survey recognized the importance of a regional effort in helping to diminish some of the misperceptions about the region.

The Initial Public Meetings

The suggestions made at the stakeholder workshop and augmented by the Regional Planning Committee were the focus of two public meetings, held at the Coatesville 9-10 School on April 6, 2011 and at the Coatesville Library on June 20, 2011. Approximately 30 people attended the first meeting where participants suggested the need for some additional outreach – particularly to the more urban populations in the region – and provided guidance on ranking the project concepts identified to date. As a result, the second public meeting at the Coatesville Library was held where 20 additional people participated.

At both meetings, residents were given the opportunity to prioritize the various economic development concepts and projects being discussed. The combined input from these two meetings indicated that the following initiatives are the top 5 most important to the region, from the perspectives of those individuals in attendance. They are listed in no order of priority.

- Redevelop the Coatesville Rail Station
- Construct the Velodrome
- Encourage Niche Retail Development/Redevelopment
- Create Comprehensive Marketing Strategy
- Maintain Historic Resources

Final Public Meeting and Stakeholder Outreach

A stakeholder/public meeting was held on September 16, 2011 at the Coatesville Moose Lodge. This meeting provided another opportunity for some of the major stakeholders in the region and the community at large to react to the initiatives being proposed in the study and to offer suggestions for changes and modifications. Approximately 30 elected officials, residents and stakeholders attended.

Individuals participating in the first two public meetings defined what they saw as the top project priorities for the region, with the Coatesville Rail Station rehabilitation at the top of the list.

From the interest in various issues, concepts and projects and from statements by local officials, residents and others, a vision statement for the region and five key study goals were developed.

Framing the Action Agenda

The responses from the public outreach are an excellent source of information for framing a vision for the future of the region. From the range of input that was received and through the auspices of the Western Chester County Regional Planning Committee, a vision statement and a series of five goals were prepared for the study.

Vision Statement

The people and communities of Western Chester County envision a region that works together to provide jobs for its citizens and expand its tax base; invests in its business districts to create attractive destinations for commerce and development; protects its agricultural base and conserves its picturesque landscape; and builds on the sense-of-place, diversity, and spirit of its residents that make the region uniquely suited as a great place to live and work.

Key Study Goals

1. Attract new business and industry to the region's downtowns, business parks, airport, and other locations that can sustain and support economic development.
2. Invest in new economic opportunities that stem from the region's heritage, natural resources, and landscape.
3. Improve and expand the existing transportation system to provide a broader and more efficient network of facilities and services.

The Study Goals focus on five related aspects of a coordinated economic development program, including attention to urban downtowns, brownfield sites, transportation issues, non-traditional development, and quality of life features.

4. Encourage a coordinated approach to development and conservation that empowers residents and stakeholders; fosters inter-municipal cooperation; and sustains an ongoing commitment to the goals of the Chester County Landscapes2 Plan.
5. Brand the Western Chester County Region with an identity that reflects its diversity, affordability, and unique strengths and character.

Achieving this vision and implementing its goals will require time, patience, and considerable work from the stakeholders and organizations who have been involved in this study and from prospective partners who have an interest in the future of the Western Chester County Region. Organizing a strategy for implementing this vision is also complex. Each of the goals is related to economic development. Each also has a specific focus on some aspect of regional development. They are inter-related and in some cases overlapping.

The following pages provide specific project initiatives and actions associated with each of the study goals that constitute the recommended Action Agenda. As a summary after each of the goal's narratives, there is also a presentation of the thematic linkages that can be made through some of the project concepts and initiatives presented. An implementation matrix follows that defines a roadmap for the region to advance the priority projects defined in the study and identified in part by the involvement of the region's residents and stakeholders.

The following pages build on the study goals by outlining over 40 project concepts and initiatives and defining priorities on which the region can focus.

THE ACTION AGENDA: IDENTIFYING PROJECTS AND INITIATIVES

The following pages outline the range of projects and initiatives being proposed to address each of the goals of this study. The projects are presented and the more complex ones are explained in some detail. The range of projects is then prioritized based on the guidance provided by public input, the Regional Planning Committee and the participating municipalities. The final pages of this section provide detailed implementation guidance for the top initiatives identified.

GOAL 1: Attract new business and industry to the region’s downtowns, business parks, airport, and other locations that can sustain and support economic development.

To advance this goal, there are three objectives that must be met. First, the region must market these opportunities to prospective industries. These new businesses must be ones that complement the skill sets of the resident labor force, much of which is currently commuting out of the region for work. If the Western Chester County Region is to be successful in expanding its ratable base without attracting large numbers of new residents to the area, targeting businesses that can draw on both the existing workforce and labor found within the 30 minute commute shed will be critical.

The second objective involves a revitalization of downtown Coatesville and the Coatesville-South Coatesville – Modena commercial corridor. The future growth and development of the region hinges in great measure on the revitalization of the most distressed areas of the region. This means finding new “anchor uses” and complimentary retail and service activities that can be recruited and located in the urbanized heart of the region.



Attracting new industry to industrial parks and bringing new business to downtowns is a key goal of the study.

Finally, the region must draw upon some of its unique characteristics and assets in order to foster new economic opportunities and possibilities. For example, such new initiatives might be tied to the metallurgical history of the region; the area's agricultural heritage; or its future as a recreational and tourism destination.

Within the context of these three economic development objectives, a series of project possibilities arise. These projects were generated from a public discussion with the community and key stakeholders and an ongoing dialogue with the Western Chester County Regional Planning Committee.

Project Concepts and Possibilities

1. Recruit New Industry for Existing Business Parks. Expanding opportunities in existing business parks provides a "smart growth" location for new industry that can provide jobs and expand the local economy. The background section of this study identified a range of industry sectors that would be compatible with the region's workforce and current business environment. These include the following:

- Helicopter Aviation Supply, Repair and Service;
- Medical Instruments and Devices;
- Metallurgy;
- Electronics Manufacturing and Design;
- Energy/Green Energy Businesses;
- Food Processing;
- Biopharmaceuticals;
- Health Care and Medical Services;
- Warehousing and Distribution;
- Niche/Reoriented Retail;

The Background Section of this Study identified a range of new industry sectors that would be suitable recruits for the Western Chester County Region based on the area's current market, regional trends, and existing economic base.

Because the regional “reverse commute” workforce is very similar to that of the region, these industries would also be able to draw from the local area and the 30 minute labor shed for employment, thereby reducing the potential need for significant new population and housing growth. The regional workforce could also be attracted to new jobs in order to avoid the eastbound commute that so many people are currently taking.

2. Promote New Business Park Development. Municipal officials and Chamber of Commerce representatives should work to identify locations for new business parks on redeveloped or other properties where there are suitable infrastructure and services. There are some sites in the region where significant remediation of older industrial properties is necessary to provide new industrial or commercial development opportunity.
3. Enhance Facilities at the Chester County Airport. An extension of the runway at the Chester County Airport would allow greater access to the airport for corporate (non-commercial) traffic and expand the opportunity for new airport related facilities and services. Air traffic and particularly corporate traffic will continue to increase as the region’s economy expands. That is inevitable. The issue for the region is whether the airport’s development should help to lead this expansion or whether it should follow. The current plans for expansion identify the need for a 6,100 foot runway that would be relocated to the south of the existing runway. Water, sewer and other services would have to be extended into the large expanse of acreage currently owned by the Airport that could provide additional industrial space for air-side and related businesses. Overall, the airport’s expansion plans total in excess of \$50 million dollars.
4. Promote Construction of a Velodrome in Coatesville. An indoor bicycling arena - a velodrome - in downtown Coatesville would be a catalyst for generating new retail jobs, tourism, and other activities that would spur redevelopment of the

The proposed Velodrome in Coatesville can be a catalyst for downtown revitalization; regional recreational development; new hospitality and restaurant facilities; and a host of other retail and service projects.

community. The proposal being advanced at the release of this study, for a new velodrome located at “the flats” just west of 1st Avenue and Route 30 would be the type of project that would open up a huge range of new possibilities for the community and region. The concept presently being discussed is to construct the approximately \$20,000,000 project, which would then be a catalyst for bike sales, repair, supplies and other bicycle related retail development. Project proponents indicate that 170 jobs will be created and that the economic impact will total in excess of \$30 million dollars.

5. Encourage Niche Retail Development in Downtown Coatesville and other Development Centers. Concepts such as restaurant rows and clusters of specialty goods that reflect the heritage and opportunity of the region can help promote downtown redevelopment. Restaurants have been catalysts for downtown revitalization in many areas of the nation and region. Allentown and Bethlehem have adopted very successful downtown revitalization initiatives aimed at creating eateries and specialty food stores. Collingswood, New Jersey has also employed this strategy very successfully. The retail gap data, compiled for this study indicate that there are a number of retail sectors in which there is a sizeable exodus of consumer dollars from both the downtown business districts and the region as a whole.

Two recent and separate market analyses of the Coatesville Trade Area by the Gibbs Planning Group, Inc. and the Econsult/Fairmount Group stress many of the same opportunities. The Coatesville downtown can accommodate up to 68,000 square feet of new retail and restaurant space. Figure 4 illustrates the comparative findings of these studies and identifies the potential retailers that might be attracted.

As can be seen from Figure 4, there is considerable compatibility in the recommendations of this report and other recent documents prepared for the Coatesville market and that of the Western Chester County Region.

Figure 4
Potential Retailers for Downtown Niche Markets

Retail Sector/Business	Gibbs Study	WCC Study	Econsult/Fairmount Group
Food and Restaurants	X	X	X
Specialty Food Stores	X	X	X
Hardware	X	X	X
Lawn and Garden Supplies	X	X	X
Sporting Goods	X	X	X
Books and Magazines	X	X	X
Music Store	X	X	X
Shoes and Apparel	X	X	X
Health Care	X	X	X
Home Furnishings	X	X	X
Office Supplies	X	X	X
Jewelry	X	X	X
Specific Transit Oriented Retail		X	
Miscellaneous Retail	X	X	X

Source: ESRI, 2010; Gibbs Study; and Econsult/Fairmount Group Study

It is significant that all three studies are in agreement on the retail sectors that would be the best fits for the region. There are a few more prominent possibilities that deserve some additional mention.

Food Stores. When examining the possibility of new food stores, it is worth exploring the possibility of a different type of food store – one that would not only serve the needs of the community but also draw people to the downtown from outside the area. Such a possibility might be a *Whole Foods* Store. There are large national and regional retail chains such as *Trader Joe’s* and *Whole Foods* that probably need a larger and more affluent market than the one currently offered by the region. However, *Kimberton Whole Foods* provides a small chain of stores that might offer a good opportunity. It is a Chester County based

A Whole Foods Store would not only serve the needs of a particular host community, but would also draw people from outside of the region for the fresh and other commodities offered.

company and one that may be more inclined to expand into Western Chester County.

Brew Pubs as Restaurant Anchors. It is interesting to note that the *Sly Fox Brewery* just relocated its brewing operations from Royersford to the Pottstown Airport Business Complex. Many communities have been successful in establishing brew pubs as anchors for retail and restaurant row developments. Here is a locally based micro-brewery that may have some interest in such a facility, particularly as facilities such as the Train Station and Velodrome get underway.

Transit Oriented Development. This is an area that is of particular interest not only in Coatesville but in Thorndale. Research of Transit Oriented Development regionally and nationally points to some very specialized types of establishments that are typical of Transit Oriented Development Nodes. These include:

- Shoe Shine and Shoe Repair Stores
- ATM/Convenience Banking
- Dry Cleaners
- Prepared Convenience Foods
- Coffee Shops
- News, Magazine Stores
- Video and DVD Stores
- Card Stores
- Gift Shops
- Florists
- Bakeries
- Barber and Beauty Shops
- Day Care Facilities
- Photo Shops

Transit-oriented development tends to focus on convenience retail shops, such as the ones identified in this narrative. Such retail clusters would provide a good niche for both the Thorndale and Coatesville Train Stations.

- Copy Stores
- Fresh Produce Stores

These are all logical possibilities for clustering around the train stations both in Coatesville and Thorndale. These are also good uses for complementing a multi-modal transportation center, should the train stations take on added significance.

6. Attract Entertainment Facilities to the Region. The Western Chester County Region should be marketed to promote development of entertainment facilities such as a new cinema, indoor water park, or other venues that complement existing or proposed tourism-based development. This can be a particularly viable option if the Velodrome Project becomes a reality.
7. Create a Strategy for Cleaning up Brownfield and Abandoned Sites. Funding should be directed to cleaning up key brownfield and abandoned properties for reuse as new industrial and commercial sites. The Pennsylvania DEP is encouraging a regional approach to these types of redevelopment issues through the Office of Community Revitalization & Local Government Support's Brownfield Redevelopment Program. This is a program comprising both a Land Recycling Program and the services of a Brownfield Action Team. It also engages a number of Commonwealth agencies such as DCED, the Governor's Action Team and others in a concerted and focused effort to bring brownfield sites back to viable commercial use. The program provides liability protection for the property owner during the assessment and remediation process, and identifies a range of funding to assist in this effort.
8. Develop an Arts and Artisans District. The Brandywine Valley has been home to a number of great American artists – most notably the various members of the Wyeth family. The Western Chester County Region could build off of this heritage to include traditional landscape painting and also work that would be

The Pennsylvania DEP has a very collaborative and well-designed program that helps property owners and communities assess, clean up, and market brownfield properties to new companies and redevelopment uses.

more reflective of the industrial, manufacturing, and railroading heritage of the region. Ethnic arts and crafts that reflect the diversity of Coatesville and the surrounding communities might also provide an interesting retail theme.

9. Develop a Metallurgical Regeneration Design Center. Western Chester County is a region rich in the history of iron and steel manufacturing. The talent, corporate presence and other resources are in place to build on that heritage as a location to create new metallurgical products. Educational partners could be recruited to provide the institutional framework for such a facility.

GOAL 2: Invest in new economic opportunities that stem from the region’s heritage, natural resources, and landscape.

Goal 2 is obviously related closely to the first economic development goal. But it touches on more nuanced and less conventional aspects of economic development.

A strength of the region that was consistently identified by residents, stakeholders and community officials is the area’s natural resource base. This characteristic manifests itself through the agricultural industry, the recreational resources of the area and the crafts and traditions that have been part of western Chester County.

As a result, there are several project concepts that have been identified as possibilities.

Project Concepts and Possibilities

1. Agricultural and Farm Market Opportunities. Farming is an important part of the region’s economy. Residents and stakeholders throughout the many meetings that were held felt it was very important that this facet of the regional economy – and landscape of the area – not be lost. Chester County was one of the first counties in the nation to recognize the importance of agricultural “development”



Throughout the study process, there were many people who felt that retaining a sense of character and building on industries that have a direct connection to the natural resource base would be a good complement to more traditional forms of economic development.

as a means of preserving farming. While traditional farm preservation programs tended to focus primarily on land preservation, the formation of the County's Agricultural Development Council in 1977 coined the phrase "agricultural development" quite deliberately in order to emphasize the importance of the economic aspects of retaining agriculture.

A concept for promoting agri-tourism that has been successful in many areas is the creation of a farm market trail of some sort. There are various possibilities, both long and short term that can be developed around this concept.

- Pick-Your-Own Fruits and Vegetables Trail. Using existing resources and locations, a farm market trail map could be developed and promoted as part of a broader effort to market the Western Chester County Region. Currently, two of the major Chester County farm markets lie just outside the Western Chester County Region – Hershey's Farm Market in Parkesburg and Highland Orchards in Marshalton. But it could be linked to various other opportunities such as the Hurricane Hill Market, local wineries and others farm operations located in Western Chester County.
- Organic Farm Markets. At the Stakeholder Meeting in Wagontown on March 9, 2011, it was suggested that a market that the agricultural community in the region may want to focus on is the growing organic market. Organic fruits and vegetables, eggs, poultry, herbs, meats and other produce could be the focus of a very specialized farm trail.
- Downtown Seasonal Farmer's Market. More and more urban areas are turning to fresh farm markets as a way to bring people into the downtown to shop. A regional farm trail in Western Chester County should include a stop in Coatesville or in a more manageable and marketable timeframe, a seasonal farm market could be developed in Coatesville.
- Creation of a Commercial Fresh Produce Market. There are stores such as "Produce Junction" that specialize in providing bulk fruits and vegetables. A



A farm market trail that promotes locally grown produce and other agricultural commodities could bring new visitors to the Western Chester County Region.

local Chester County business is *Kimberton Whole Foods* that markets fresh produce and organic products in a wide variety of lines.

2. Biking and Hiking. Chester County has an expanding network of biking and hiking trails and is an increasingly popular destination for outdoor recreational activity. Western Chester County has a tremendous asset in Hibernia Park – one of the largest parks in Chester County. The region also has a blossoming network of bike and hiking trails that can be interconnected and linked to the outside region. Existing trails might be extended or connected to provide a good series of interconnected trails that then link to key population centers, transit facilities, recreational resources and other assets in the Western Chester County Region. Conceptual linkages might include the following:

- Support/Advance Chester Valley Trail Development. The Chester Valley Trail System is partially in place and has extensions that have been identified through the DVRPC’s Regional Trails Program. The trail is planned along the Route 30 corridor and would provide a major east-west trail connection through Western Chester County.
- Link to Struble/Uwchlan Trail System. A trail link that connected the region with the planned Struble Trail/Uwchlan Trail System would provide a major north-south trail through the region.
- Link to Hibernia Trail Network. Connections to the Hibernia Park system would also provide a good linkage between various municipalities and points of interest in the region.

Biking and hiking trails also provide good links to the beautiful landscape and natural resource base of Western Chester County. They also provide an alternative means of transportation to people living close to their workplace.

The relationships to economic development are several. First, the Chester Valley Trail would help to link the major population centers and places of employment in the region. This provides a potential alternative to vehicular commutation for certain

3. Graystone Society's National Iron and Steel Heritage Museum. The Graystone Society was established to promote the nationally significant industrial heritage that is part of the region's history. Specifically, the Society has plans for a large National Iron & Steel Heritage Museum to complement the historic, national landmark properties that include the Lukens Steel Administration Building and the homes of the Lukens and Huston families. This facility and historic complex can be the focal point of a heritage tourism industry that can be linked to recreational, agri-tourism, biking and other burgeoning activities in the region.
4. Brandywine Valley Tour. Related to the concept of biking and hiking is the idea that a tour map of the greater Brandywine Valley could be developed that would link Western Chester County attractions to a broader region of sites and facilities. For example, the Brandywine Battlefield, the Brandywine Museum, canoe launches, outfitters, Hibernia Park, the Graystone Museum and a range of other venues could be encompassed by a broader, regional approach to tourism and marketing.

GOAL 3: Improve and expand the existing transportation system to provide a broader and more efficient network of facilities and services.

There are not many regions the size of Western Chester County that can boast an active passenger rail line; a network of public bus transit; an expanding biking and pedestrian system; and a major regional highway artery. The existing transportation network in Western Chester County is a strength of the region!

That does not mean there are no improvements that can be made. Regions and localities everywhere must constantly strive to upgrade and expand their transportation networks whenever possible in order to keep pace with - and in the best of all worlds stay ahead of changes in the community. The following specific projects and initiatives were identified in the planning process as ones that may warrant the region's attention.

The Graystone Museum can provide a great stop on a larger tour of sites in the Brandywine Valley.

Even though there are some significant transportation projects that have been identified as possible initiatives in this study, there are not many areas that have the range of transportation options afforded to Western Chester County.

Project Concepts and Possibilities

1. Construct a new Interchange at Bypass 30 and Airport Road. Improvements at the Route 30 By-pass and Airport Road are needed to create a more complete interchange to enhance the movement of motorists, goods and services. There are currently no “on-ramps” for traffic on Airport Road to move west on the By-pass toward Lancaster County or to exit eastbound on the By-pass towards Coatesville.

This project is certainly not one that can be developed in the near-term. But it is one that is critical to the long-term development of business parks, the Chester County Airport and other locations in the western edge of the study region. Interchange improvements will also relieve freight traffic and mitigate traffic volumes on Business 30, west of the current interchange. This will be important for places such as Sadsburyville where current traffic volumes exceed 8,000 ADT.

The new interchange should also entail a review of multiple design concepts. The more elaborate the design, the more costly and complicated it will be. Nonetheless, the region’s municipalities must pull together and agree on the design concept that strikes the best balance between cost; benefit; and timeframe for construction.

2. Continue the Coatesville Rail Station Redevelopment. Redevelopment of the Coatesville Train Station would increase the potential for Keystone Corridor rail service and create a facility in downtown Coatesville that would be a catalyst for new, transit oriented development. There is no project on the horizon today that has such important implications for the revitalization of downtown Coatesville than this one. Consequently, it is vital that any obstacles to keeping this project moving and “on-track” need to be addressed immediately. There are concepts being proposed for the rail station that include turning movements for buses and



The redevelopment of the Coatesville Train Station has consistently been a priority of many different economic and transportation organizations.

other vehicles that would be relevant to the station's use as a transportation center.

Unlike other large projects identified in this study, the Coatesville Train Station has funding in the construction pipeline. The Regional Transportation Improvement Program, (TIP) has \$17.96 Million Dollars in construction dollars earmarked for this effort which includes three project sub-components. The first is the development of the new station, which will be fully ADA accessible and include safety and security equipment, a waiting area, new restrooms, level-boarding platforms, track re-alignment, engineering and design, and eventual construction. Funding is also included for the rehabilitation of the existing station, including an environmental review. Ultimately this facility could be used for an alternative, transit compatible retail or service use. The third component is for sidewalks, trees, crosswalks, lighting and other improvements to the 3rd Avenue corridor between the station and Lincoln Highway.

Funding for improvements to the 3rd Avenue Streetscape is included in the current TIP funding for the train station project.

3. Make Main Street (Business 30) and 1st Avenue Improvements. This area is one of the "gateways" to Coatesville's downtown. Circulation as well as streetscape and other improvements are needed to make that a focal point for redevelopment. South Coatesville officials have also expressed interest in a gateway project between the two municipalities. Figure 7 illustrates the importance of this corridor relative to some of the major initiatives underway or being discussed in the community and region. Suggestions are made on ways that the corridor might be enhanced.

A recent, (March 2011), Early Intervention Program Study for Coatesville, prepared by Econsult and the Fairmount Group describes the City's "walkable urbanity" as among its best assets. The report indicates that "Coatesville's main street, Lincoln Highway, has the potential to offer a strong, satisfying pedestrian experience." The study mirrors the findings of this report as it relates to Main Street improvements by noting the need for:

- Building Façade Upgrades;
- Streetscape Improvements to include sidewalk, lighting, landscaping and other enhancements; and
- Pedestrian friendly uses, particularly restaurants.

Similar improvements and uses could be extended into South Coatesville and Modena to provide some compatibility in the look for these important urban centers.

4. Create a Transportation Center. While train station redevelopment in Coatesville is aimed primarily at rail commuter traffic, it could also serve as a regional transportation hub with links to bus, paratransit, bicycle and other services. The Western Chester County Regional Planning Committee has expressed an interest in this concept. If this is to happen, the Committee must weigh in as soon as possible on the design concepts that are being proposed for the rail station. There will have to be adequate space for buses to drop off and pick up passengers and access streets will have to be appropriately sized. Scheduling issues will have to be coordinated with bus transit providers. There will also have to be bike racks in addition to vehicular parking spaces and there should be excellent pedestrian corridors to and from the train station that are safe and well lit. The project sketch (referenced on page 99) presents one of the concepts being discussed to redevelop the train station. It shows (Element 15) a location for a bus stop at the station complex. It also assumes that Fleetwood Street, which is presently a narrow alley would be reconstructed as a two way street. This will enable buses to enter the station complex from 3rd Avenue, travel across Fleetwood Street and return to the Lincoln Highway (Business Route 30) on 4th Avenue. As the concept of a transportation center evolves, it would make much more sense to target this center at the new train station, rather than another location downtown. In this way, all the local pedestrian, rail, bus and other transit uses can be interconnected.

A Transportation Center that would provide good pedestrian access, bus drop off, bike racks and other facilities to encourage intermodal use could be easily integrated into the train station redevelopment project.

5. Airport Expansion. Expansion of the Chester County Airport is not only an important economic development goal, from the perspective of its ability to generate new business and industry, but it is also an important transportation goal that adds new capacity to the aviation network in the region. (See Page 47.)
6. Institute new Streetscape Improvements. Sidewalk improvements, banners, lighting and other enhancements should be made to downtowns and retail corridors focusing on a unified regional look and design.
7. Promote Signage Enhancements. As part of a branding initiative for the region, uniform “way finding” signage directing traffic to regional points of interest, historic sites, hospitality services, and key highway arteries could be coordinated and implemented.
8. Develop the River Walk. The Brandywine Creek corridor is an excellent location for a river walk that could include dining, retail and entertainment. Linking the existing river walk to main street corridors and other points of interest in the region could be identified. A river walk could be a great location for recreational and entertainment events and businesses. It would complement improvements to the main street corridors and some of the “anchor uses” proposed for downtown such as the Velodrome, the Train Station redevelopment, and niche retail, restaurant and service businesses.
9. Promote Bus Services. Bus service is important in linking Western Chester County with Exton, West Chester and other destinations. Existing service should be maintained and where practical new services developed. This means supporting initiatives that will:
 - Ensure ongoing public funding for the Coatesville Link and Beeline Services;

There are a host of streetscape, signage and other improvements, including the development of a river walk that could enhance the appeal of downtown Coatesville and complement uses in the surrounding region.

- Continue the good working relationship with Krapf Bus to coordinate promotion of transit services; market the A Line; and coordinate new transit initiatives with existing bus routes;
- Coordinate develop of the rail station and/or transportation center with existing bus service.

10. Promote Rail Freight Opportunities. Development opportunities for new companies that are rail freight oriented should be promoted particularly in the older, urban centers where abandoned industrial properties can be redeveloped. Most of the potential properties lie in the heart of the urban industrial corridor between Coatesville and South Coatesville. As noted in the background analysis, there are freight limitations on the Norfolk Southern system that provides freight service connections in the northern portion of the study region and topographic constraints along the East Penn line that runs through the southern portion of the study area.

11. Continue to Expand Rail Service in the Region. Once the Coatesville Rail Station is redeveloped services should be expanded to encompass the growing commuter needs of the region. There is interest in Parkesburg and Atglen for an expansion of service. Both locations are outside of the area that is the focus of this study, but service expansion in these communities would help to relieve the growing traffic congestion in the Route 30 corridor, both in the am. and pm. rush hours.

12. Relieve Traffic Congestion on Regional Roads. Invest in regional highway improvements such as the Route 82/Reeceville Road intersection; the 1st Avenue and Modena Road intersection; and other locations that enhance development opportunities.

13. Gateway Project for South Coatesville. A gateway improvement project that would enhance the entrance to South Coatesville from Coatesville (and visa

Rail freight and rail transit both play important and potentially expanding roles in Western Chester County.

versa) would provide an attractive improvement and between the two communities. This initiative, related to the need for streetscape improvements, can be folded into a strategy for revitalizing streetscapes throughout the region's urban corridors.

GOAL 4: Encourage a coordinated approach to development and conservation that empowers residents and stakeholders; fosters inter-municipal cooperation; and sustains an ongoing commitment to the goals of the Chester County Landscapes2 Plan.

While the “bricks and mortar” projects, which are more typical of initiatives outlined as part of the first three goals are certainly important to the economic development of the Western Chester County Region, it is also important to build on those aspects of the region that enhance the Quality of Life that people value. This means tackling not only areas that conserve the landscape, but that also help to build human capital. Strengthening families and ensuring that people have access to the services, job training, career development and other support they need to participate fully in an expanding regional economy is also critical.

Landscapes2 is an award winning plan that the Chester County Planning Commission assembled that focuses on keeping development clustered around existing village, town and urban centers. The same perspective is central to the recommendations of this study.

Project Concepts and Possibilities

1. Continue Efforts to Enhance the Brandywine Creek. Efforts to continue to improve water quality and clean up properties along the Brandywine Creek can promote the creek as a great recreational destination and magnet for downtown redevelopment. Specific suggestions made at various community forums include:
 - Continuing the work with PA DEP and other environmental groups to monitor and improve water quality;
 - Creating a visitor's trail map that takes visitors on a tour of the Brandywine Valley and the many historical and cultural sites in the region, including the sites in Western Chester County;

- Make the Brandywine a recreational asset in Western Chester County by tying water-related retail, trails, river walks and other
 - Organize efforts at the community level to maintain clean-ups of the Creek to promote visibility and demonstrate a citizen commitment to the goal.
2. Encourage the Development of the Agricultural Industry. Farmland is infrastructure that supports the farm industry. It is also an obvious visual amenity. Promoting greater farmland preservation will encourage smart growth and provide limits to new development. Linking the preservation of farmland with agri-tourism, the expansion of agri-business and related initiatives will help to ensure that the farm industry remains an integral part of the Western Chester County landscape and the local economy.
 3. Promote the Retention of Open Space. Additional acquisition of open space for both passive and active recreation and the protection of key environmental sites will help conserve the landscape and promote new recreational opportunities. Western Chester County cannot maintain its picturesque character – which is one of the assets that people indicate they value – without ensuring that land is protected and conserved. This may mean engaging residents, municipalities, conservation interests and others in a more concerted and targeted regional initiative to maintain the region’s relatively rural sense of place.
 4. Maintain Historic Resources and Infrastructure. Identifying and protecting the historic character of downtowns, main streets and neighborhoods can provide an excellent foundation on which to design a redevelopment strategy. Residents and stakeholders want to see the region develop in a character and scale that are compatible with the historic fabric of the community. This means that wherever possible, historic facades should be retained; historic structures should be protected from encroachment of incompatible land uses; and the integrity of historic districts should be maintained.



Retaining open space and farmland is critical to the ability of the region to manage and direct growth. The farm industry is also an important contributor to the overall economy of the area.

5. Expand Educational Facilities to include Post Secondary Schools. New educational institutions could be created to provide branch campuses for colleges and universities; create new training facilities; and expand learning opportunities in the region. The presence in the region of an institution of higher learning would also be a good business attraction catalyst, since such institutions are often partners in research and development; good sources of educated labor; and excellent employment generators.
6. Install Security Cameras and Promote Neighborhood Watch Programs. As part of an enhanced public safety effort, security cameras could be installed at key city center and shopping locations and neighborhood watch programs could be developed. This would help to deal with both the reality and the perceptions that exist regarding public safety in certain areas of the region. Call boxes would also assist in ensuring rapid responses to any safety concerns. This is important in helping to alleviate the perception that exists, particularly regarding Coatesville's downtown and will help to promote new retail investment and visitation to the community.
7. Target new Workforce Housing Investments. This is not to be confused with subsidized housing. New investments in workforce housing would promote affordable locations for working people to live.
8. Expand Healthcare Services. Building on the healthcare industry that exists in the region can promote additional jobs and also expand healthcare services for the people who live and work in Western Chester County.

Once a regional development strategy is in place, it will be important for communities to work with the Chamber of Commerce on a regional marketing plan that brands the region with a logo and possible tag line to give it a unique identity.

GOAL 5: Brand the Western Chester County Region with an identity that reflects its diversity, affordability, and unique strengths and character.

The background section of this study identified some "Wow Factors" - aspects of Western Chester County that make it unique. These wow factors will help to provide

the region with an identity that can be marketed and promoted to bring new business and industry to the community.

1. Create a Comprehensive Marketing Strategy for the region. Defining a new “image” for the region can mitigate misimpressions; generate community pride; and market the area more effectively to new business and investors. At a minimum, this strategy should contain the following elements.
 - Regional Marketing Brochure and support material;
 - Developable Sites Inventory;
 - Information on Point(s) of Access to supportive services and programs;
 - Material on Educational Programs and Options;
 - Information on Labor Force Availability;
 - Opportunities for Live, Work, Play.
2. Develop a Logo for Western Chester County. A logo could be used on marketing materials, public documents, placed in store windows, and become part of a unified thematic “look” for the region.
3. Create an interactive, web-based Inventory of Developable Sites. Having an inventory of developable sites on-line would allow investors from anywhere in the world to learn about business opportunities in Western Chester County. Such a site would be easier to maintain than hard paper copies of the inventory.
4. Develop and Promote a Buy-Local Campaign. A Western Chester County campaign could be created using logos, brochures, and other print material that would advertise locally grown, manufactured or produced products. This was a concept stressed at the second public meeting that was held. There is interest locally about building pride in Western Chester County businesses, products, and

At the June 6, 2011 public meeting at the Coatesville Library, it was suggested that the region’s businesses would benefit from a concerted effort to market a “buy-local” campaign.

services. Buying locally also provides additional jobs and other opportunities for the broader network of community businesses.

5. Promote an Electronic Mall. A “high-tech” variation on the Buy Local Campaign is the concept of an Electronic Mall, where merchants, vendors, farm markets and other service providers could be connected electronically to promote on-line business.
6. Create a Collaborative Partnership to help Promote the Region. A partnership among local and regional organizations could be created to help the Chamber of Commerce and other groups promote and market regional economic opportunities.

The inventory of project concepts was reduced to a more manageable list based on a range of criteria and the extent to which the project rose to one of regional significance.

PRIORITIZING PROJECT CONCEPTS

Given the universe of project concepts, it was important to develop a system for prioritizing them that was inclusive of a number of perspectives and criteria. For example, there are some projects such as the Velodrome that touch on a multitude of study goals. It is an economic development project and job generator; a downtown revitalization initiative; a project that can build on the heritage and traditions of the region; and a project that will help to brand and market the region. But it is not a project that is as fully developed as the Railroad Station Rehabilitation, for instance. Still, other projects do not touch on as many study goals but still score highly in terms of public support. Farmland and open space preservation are examples.

So, the question becomes how to reconcile a range of perspectives and priorities in order to give the project ranking process a degree of objectivity. The matrix presented on page 93 provides a project prioritization system that includes:

- Number of Study Goals Impacted
- Generalized Benefit/Cost Ratio
- Feasibility
- Regional Planning Committee Priority
- Public Priority

As a result of this prioritization process, the following are the top project concepts that will be the focal points of this study and central to the study's recommendations. (The matrix assigns cumulative points to each project concept.)

- Develop the Coatesville Train Station (including transportation center)
- Promote Construction of a Velodrome in Coatesville
- Enhance Agri-business and Protect the Region's Landscape
- Encourage Brownfield and Grayfield Redevelopment
- Encourage Niche Retail Development in Downtown Coatesville and other Development Centers
- Attract New Industry to Existing Industrial/Business Parks
- Construct a Complete Interchange at Bypass 30 and Airport Road
- Enhance the Environmental Integrity of the Brandywine Creek and its Recreational Assets
- Develop a Regional Marketing Campaign
- Identify Quick Wins and Promote Community Empowerment

Some of these projects and initiatives are related and can be tied together: The Rail Station and Transportation Center, for example. Other project concepts that did not make the top priorities can clearly be included as components of one or more project priorities. Creating a Logo for the Region would be an obvious element of a comprehensive marketing program. Other examples will become clear as implementation strategies for project priorities are defined and explained in forthcoming pages.

In order to bring a quantitative approach to project prioritization, each of the project concepts in this study was examined from a number of different perspectives to ensure that multiple points-of-view and interests were considered.

WESTERN CHESTER COUNTY PROJECT PRIORITIZATION MATRIX

PROJECT CONCEPT	SIGNIFICANTLY IMPACTS MULTIPLE STUDY GOALS ¹	BENEFIT/COST FACTOR ²	FEASIBILITY ³	RPC RANKING ⁴	PUBLIC RANKING	REGIONAL SIGNIFICANCE ⁵	FINAL PROJECT SCORING
GOAL 1: Attract New Business							
Recruit New Industry for Existing Industrial Parks	2	3	3	5	5	3	21
Promote New Business Park Development	1	1	1	3	2	3	11
Enhance Facilities at the Chester County Airport	2	1	1	3	2	3	12
Promote Construction of a Velodrome in Coatesville	4	2	2	5	5	3	21
Encourage Niche Retail Development in Area Downtowns	3	2	3	2	5	2	17
Attract Entertainment Facilities to the Region	2	2	2	1	3	2	12
Create a Strategy for Brownfields Clean up	3	2	3	2	4	3	17
Develop an Arts and Artisans District	1	2	2	1	1	1	8
Develop a Metallurgical Regeneration Design Center	3	2	1	1	1	3	11
GOAL 2: Heritage Development							
Expand Agricultural and Farm Market Opportunities	2	2	2	2	2	2	12
Develop Additional Biking and Hiking Trails and Facilities	3	2	1	3	2	2	13
Promote the Graystone National Iron and Steel Heritage Museum	3	2	2	2	2	3	14
Develop a Tour of the Brandywine Valley	2	2	2	1	1	1	9

¹ The project received one point for every study goal that it would significantly impact. So, for example, the Coatesville Train Station Rehabilitation received 4 points because it will directly impact on four study goals.

² Projects were ranked as High:3, Medium:2, or Low:1. High means that the long-term benefits clearly outweigh the costs; Medium means that costs and benefits appear neutral or just slightly high or low; and low means that costs greatly outweigh benefits.

³ Initiatives with minimal investment scored 3 points; projects with large investment and/or partnership requirements scored 1 point.

⁴ RPC and Public Rankings are scored as follows. There are over 40 project concepts that are presented. If the project was rated as one of the top five identified by the RPC or the public, it received 5 points. If it appeared in the second 50, it got 4 points. From there, projects were broken into sets of ten, so the 11th to the 20th ranked projects got 3 points; 21st to 30th ranked projects got 2 points and if the project was less than 30th ranked it got 1 point.

⁵ Substantial Regional Impact: 3 points; Multi-Municipal Impact: 2 points; Local Impact: 1 point.

PROJECT CONCEPT	SIGNIFICANTLY IMPACTS MULTIPLE STUDY GOALS ⁶	BENEFIT/COST FACTOR ⁷	FEASIBILITY ⁸	RPC RANKING ⁹	PUBLIC RANKING	REGIONAL SIGNIFICANCE ¹⁰	FINAL PROJECT SCORING
GOAL 3: Transportation							
Construct a New Interchange @ Bypass and Airport Road	4	1	1	4	3	3	16
Continue Redevelopment of Coatesville Train Station	4	3	3	4	5	3	22
Make Improvements to Main Street & 1 st Avenue	1	2	2	2	4	1	12
Create a Transportation Center	3	3	3	5	3	3	20
Install New Streetscape Improvements	1	1	3	2	1	1	9
Promote Signage Enhancements	1	2	2	1	1	2	9
Develop the River Walk in Coatesville/Brandywine	2	2	1	1	5	2	13
Promote Continued Bus Services	2	2	3	1	2	3	13
Promote Rail Freight Opportunities	3	2	1	3	1	2	12
Continue to Expand Rail Transit in the Region	1	2	1	3	3	2	12
Relieve Traffic Congestion on Regional Roadways	1	1	1	1	3	2	9
Develop Gateway Project for South Coatesville	2	2	2	1	1	1	10
GOAL 4: Coordination							
Continue Efforts to Enhance the Brandywine Creek	2	2	3	3	4	3	17
Encourage Additional Farmland Preservation	3	3	2	3	3	3	17

⁶ The project received one point for every study goal that it would significantly impact. So, for example, the Coatesville Train Station Rehabilitation received 4 points because it will directly impact on four study goals.




⁷ Projects were ranked as High:3, Medium:2, or Low:1. High means that the long-term benefits clearly outweigh the costs; Medium means that costs and benefits appear neutral or just slightly high or low; and low means that costs greatly outweigh benefits.

⁸ Initiatives with minimal investment scored 3 points; projects with large investment and/or partnership requirements scored 1 point.

⁹ RPC and Public Rankings are scored as follows. There are over 40 project concepts that are presented. If the project was rated as one of the top five identified by the RPC or the public, it received 5 points. If it appeared in the second 5, it got 4 points. From there, projects were broken into sets of ten, so the 11th to the 20th ranked projects got 3 points; 21st to 30th ranked projects got 2 points and if the project was less than 30th ranked, it got 1 point.

¹⁰ Substantial Regional Impact: 3 points; Multi-Municipal Impact: 2 points; Local Impact: 1 point.

PROJECT CONCEPT	SIGNIFICANTLY IMPACTS MULTIPLE STUDY GOALS ¹¹	BENEFIT/COST FACTOR ¹²	FEASIBILITY ¹³	RPC RANKING ¹⁴	PUBLIC RANKING	REGIONAL SIGNIFICANCE ¹⁵	FINAL PROJECT SCORING
Promote the Retention of Open Space	2	2	3	3	3	3	16
Maintain Historic Resources and Infrastructure	1	2	3	2	5	2	15
Expand Educational Facilities to Include Post Secondary	1	1	1	5	4	3	15
Install Security Cameras at Key Locations	1	2	3	2	3	1	12
Target New Workforce Housing Opportunities	2	2	1	2	3	1	11
Expand Healthcare Services in the Region	3	2	2	1	2	2	12
GOAL 5: Marketing							
Create Comprehensive Marketing Strategy	3	3	2	5	5	3	21
Develop a Logo for Western Chester County	1	3	3	1	2	1	11
Create a Web-based Inventory of Developable Sites	1	1	3	3	4	1	13
Develop and Promote a Buy Local Campaign	2	3	3	2	3	2	15
Create and Promote an Electronic Mall	1	2	1	2	2	2	10
Create a Collaborative Partnership to Promote Region	1	2	3	3	4	2	15

	First Tier Projects
	Second Tier Projects
	Third Tier Projects

¹¹ The project received one point for every study goal that it would significantly impact. So, for example, the Coatesville Train Station Rehabilitation received 4 points because it will directly impact on four study goals.

¹² Projects were ranked as High:3, Medium:2, or Low:1. High means that the long-term benefits clearly outweigh the costs; Medium means that costs and benefits appear neutral or just slightly high or low; and low means that costs greatly outweigh benefits.

¹³ Initiatives with minimal investment scored 3 points; projects with large investment and/or partnership requirements scored 1 point.

¹⁴ RPC and Public Rankings are scored as follows. There are over 40 project concepts that are presented. If the project was rated as one of the top five identified by the RPC or the public, it received 5 points. If it appeared in the second 5, it got 4 points. From there, projects were broken into sets of ten, so the 11th to the 20th ranked projects got 3 points; 21st to 30th ranked projects got 2 points and if the project was less than 30th ranked it got 1 point.

¹⁵ Substantial Regional Impact: 3 points; Multi-Municipal Impact: 2 points; Local Impact: 1 point.

IMPLEMENTING PROJECT PRIORITIES

DEFINING A REGIONAL CONTEXT

Given the range of projects and their prioritization as defined on the previous pages, the following narrative proposes specific strategies for implementing the Western Chester County Action Agenda. Successful implementation will require many partners working collaboratively and it may also require a more formal process for sustaining regional action.

Such action could come in one of several forms. First, the current Regional Planning Committee could be the forum for coordination. A smaller consortium of elected officials could comprise a more formal “policy making” body that could take the suggestions of the Regional Planning “Advisory” Committee under consideration and recommend regional action. Or, a more formal structure could be created such as a Western Chester County Council of Governments, (COG.)

The language of Pennsylvania Act 177, which defines the nature of intergovernmental cooperation, is very broad. It essentially leaves the details of such cooperation up to the participating municipalities. While any entity would have broad jurisdiction to undertake a range of studies, plans and other initiatives, no decision by the regional organization would be binding on any one municipality.

Should the COG be something that the region’s municipalities wish to pursue, it would be incumbent on them to define the details of such an entity’s organization and operation. Because such a concept would be new to Western Chester County, and because it would take some time to develop, several preliminary steps are suggested.

1. Define the Venue through which the discussion about a COG will take place. Whether this venue is the Regional Planning Committee; some subcommittee that would be established; or a separate group of interested municipalities represented by their elected officials, the region needs to decide how best to advance the concept of a COG.



Pennsylvania Act 177 provides the statutory authority for intermunicipal cooperation and allows local governments considerable flexibility in how regional organizations are established.

2. Work to define the Parameters of the Western Chester County COG. This would include issues such as:
 - Membership
 - Committee Identification
 - Voting Procedures
 - Creation of Bylaws
 - Election of Officers
3. Start small. Should the decision be made to move forward, the initial membership on the COG should be limited to those municipalities seeking formal, regional cooperation. Voting membership in the organization should be limited only to elected officials from each of the participating municipalities (or their alternates), although non-voting membership could be provided to accommodate other interested partners.
4. Once the COG is established and develops a track record, non-voting membership could be expanded to include other prospective partners. Ultimately, the COG should function as a strong public-private partnership among multiple agencies, business interests and governments seeking to promote a prosperous future and good quality of life for the region. The COG's Committees can include non-municipal members and be the catalysts for a range of regional initiatives. Committees might include: Marketing, Transportation, Business Development, Agriculture and Open Space.

Designing an effective means of intergovernmental cooperation is critical to this study's implementation. Should the Western Chester County region decide to move forward with a more formal entity than currently exists, it should take small measured steps to ensure long-term success.

Over time, the COG can also serve as a vehicle through which municipalities can share formally in a range of service delivery. There are literally hundreds of examples of intermunicipal issues and challenges where COGs are involved to share the costs of service delivery or address regional land use, economic or environmental challenges. Sometimes this cooperation can, in fact, result in very structured organizations being created such as regional sewage authorities; transportation entities; or environmental consortiums that have very real intermunicipal jurisdiction. But, such organizations are purely the voluntary creations of the participating communities. Both the language of Act 177 and the Pennsylvania Council of Governments provide excellent examples and resources for creating a more formal regional organization of any kind.

ADVANCING PROJECT PRIORITIES

Within the regional context as it may ultimately be defined, this portion of the study sets forth some next steps to advance the project priorities and initiatives outlined on the previous pages. Several of the top tier concepts have been combined since they are very interrelated. Construction of the Coatesville Rail Station has been combined with the development of a transportation center, since the rail station seems the most likely location for such a center. Preserving farmland and open space were also combined as a single project priority.

In addition, some of the other projects that are part of the initial inventory have become sub-elements of a broader priority. For example, creating a Western Chester County logo is something that could certainly be part of a regional marketing campaign. Enhancing streetscapes becomes a component of downtown/niche retail development and so forth. Each of the project concepts that follow describes the initiative in detail and defines some specific steps for advancing the project. In some cases, these steps are presented in the form of a matrix of funding sources, partners and actions. In other cases, steps are described in a more general fashion. There are also recommendations for “quick wins” and other initiatives that can demonstrate success and provide benchmarks for demonstrating change and regional action.

In some cases it made sense to combine project concepts and priorities since there is considerable overlap in approaches to implementation.

PROJECT PRIORITY

Redevelop the Coatesville Train Station

Municipality: Coatesville

The redevelopment of the Coatesville Train Station ranks prominently on the list of regional, economic development priorities for a number of reasons. First of all, it is a project that is central to the goal of downtown revitalization that this study and others have identified for the City. Second, it will be a catalyst for retail and service oriented development; streetscape improvements; and other smaller projects outlined in this study. It is also an important regional initiative that is compatible with a number of other projects such as the proposed Velodrome, the growing number of hospitality establishments, and the desire to bring more tourism to the region. Finally, it is a critical improvement to the regional rail transportation system that may eventually accommodate the extension of SEPTA rail service to Coatesville and other area communities such as Atglen and Parkesburg.

While \$17.96 million dollars has been programmed in the regional Transportation Improvement Program (TIP) for this project, given the current fiscal situation and the decreasing number of Federal and State Transportation dollars, *it is extremely important that this project continues to demonstrate forward momentum and have broad-based community and political support.* The concept illustrated on this page¹ represents one of the schematic development options being considered for the train station's construction and site design. The concept illustrates drop off and pick up points suitable for bus transit and also

COATESVILLE STATION AREA PLAN Implementation and Action Plan

PLAN the KEYSTONE

December 10, 2010

Coatesville Station Area Post-Charrette Station Plan Revisions Concept 3D

KEY ELEMENTS

- ① New stairs and elevator tower to access platforms from parking area
- ② New pedestrian cross-over between platforms
- ③ New full-length high-level platforms
- ④ New station parking lot (38 spaces)
- ⑤ New station parking lot (38 spaces)
- ⑥ Rebuilt Fleetwood Street - two-way travel with head-out angle parking, 15' sidewalks, and street trees
- ⑦ Head out angled on-street station parking (69 spaces)
- ⑧ Comfort Care operation relocated
- ⑨ New raised crosswalks at key locations along Fleetwood Street to facilitate access to station
- ⑩ Station building renovated independent from new station facilities - used as civic and/or commercial
- ⑪ Mixed-use transit-oriented development south of Fleetwood Street
- ⑫ Development parking (37 spaces)
- ⑬ Realigned Fleetwood/Fourth intersection
- ⑭ Kiss and Ride / Taxi Stand
- ⑮ Bus Standing



¹ Concept rendering courtesy of PennDOT, Michael Baker

demonstrates good pedestrian and bicycle access. This also makes the train station an ideal location for a regional transportation center that can accommodate a variety of transportation modes. By tying additional pedestrian, bus and bicycle activities to this site, the facility becomes a more significant catalyst for generating new pedestrian and commuter activity and consequently, opportunities for new retail, service and other stores that will benefit from this increased activity. In addition to the construction depicted in the project concept, there will need to be other steps taken to ensure that pre-development work is undertaken and that improvements are made in signage, streetscape and lighting to complement this important project.

The following matrix outlines the principal steps, funding sources, lead agencies, and other resources needed to advance this project to a successful completion. Development of the Coatesville Train Station comprises three component projects. These include 1) the design and construction of the new, ADA compatible train station; 2) rehabilitation of the existing train station (for an alternative use); and 3) streetscape improvements along Third Avenue and associated way finding signage.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Overall Project Design and Construction for the New Rail Station and Rehabilitation to the current Station	PennDOT is working with Amtrak, County, and City agencies to define a detailed Action Plan for assigning roles and responsibilities for project development.	<ul style="list-style-type: none"> • DVRPC Regional Transportation Improvement Program (Federal, State and Local sources of funding are defined on the TIP.) 	<ul style="list-style-type: none"> • County Commissioners • Legislative Delegation • City of Coatesville • Chester County Planning Commission • Chester County Department of Community Development • Chester County Economic Development Council • DVRPC • Amtrak • TMACC • Regional Planning Committee/COG 	<ul style="list-style-type: none"> • PennDOT/Amtrak, the consultant and project partners should reach consensus on the most desirable project concept, inclusive of possible “transportation center” components. • DVRPC, County agencies, and legislative leaders must continue to support retention of the TIP funding committed to the project. • PennDOT and the consultant must secure appropriate local, State and Federal permit approvals. • Construction. • Marketing of the new station by Amtrak, WCC Chamber and partners.
Signage and Way Finding Improvements	PennDOT	<ul style="list-style-type: none"> • U.S. DOT Transportation Enhancement Program • PA DCED Community Revitalization Program • TIP Funding (committed) • CDBG Funding 	<ul style="list-style-type: none"> • City of Coatesville • WCC Regional Municipalities • Regional Planning Committee/COG 	<ul style="list-style-type: none"> • Funding for way finding signage has been secured and is part of the TIP • Coatesville and other partners should work with PennDOT and others to direct circulation and provide signage at key local and regional locations.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Streetscape Improvements beyond Project Site	City of Coatesville	<ul style="list-style-type: none"> • TIP Funding, (committed) • U.S. DOT Transportation Enhancement Program • PA DCED Community Revitalization Program • CDBG Funding 	<ul style="list-style-type: none"> • PennDOT • City of Coatesville • WCC Regional Municipalities 	<ul style="list-style-type: none"> • City has secured funding for the 3rd Avenue Improvements, which is included in the TIP allocation • Design/Construction

In the Longer Term

Over the longer term, the City and region may want to explore the area around the train station for suitable transportation oriented development and redevelopment. Collingswood, New Jersey provides an excellent example of the types of housing, retail, and specialty services such as a seasonal farm market that can be targeted in and around an active rail station. In addition, the Wells Fargo Regional Foundation provides funding for neighborhood planning that can complement the types of commercial uses that might be compatible with transit oriented development. In other words, the new rail station’s development should be seen as the first step in municipal and regional revitalization possibilities and not simply as the completion of a project.

In addition, the station should be the basis for generating additional scheduled Amtrak service to Coatesville and eventually the extension of SEPTA service as well. Atglen and Parkesburg, while outside the area that is the subject of this study, also hope to see SEPTA rail service extended to their communities. This project represents a first step in that possibility.

PROJECT PRIORITY

Promote Construction of the Velodrome

Municipality: Coatesville

Like the rail station, the proposed Velodrome is a transformational project that can significantly alter the development and redevelopment potential of the Coatesville Business District and surrounding region. It also brings a new dimension to tourism and recreational opportunities in the area. Biking and trail development is a keen recreational interest among regional municipalities and stakeholders. Bicycle sales, repair, and related services can provide a theme for retail redevelopment in downtown and other locations throughout the region. The following description and conceptual rendering, summarized from material prepared by the developer – National Velodrome Center, LLC (NVC, LLC) – illustrate the impact and benefit that this major facility will have for the City and region.

The developers of the Velodrome have over 40 years of experience in the cycling industry. They have raised over \$50 million dollars in sponsorship funding and have promoted events featured on numerous nationally televised programs, including some that were part of the 1996 Olympic Games in Atlanta, Georgia. The Velodrome project, proposed for the 22 acre “flats” in Coatesville is designed as a multi-purpose arena accommodating up to 4,000 spectators with cycling events as the anchor attractions. As an indoor facility, it will be the first of its kind on the east coast and will include a 200 meter, banked cycling track and a 12,500 square foot infield. The large infield will enable the Velodrome to accommodate other indoor events, such as concerts, basketball tournaments, tennis matches and a range of other activities. According to market research conducted by Market Edge, an internationally experienced marketing firm, the Velodrome is expected to draw upwards of \$25 million dollars a year in spending and attract fans from a 150 mile radius of the region. Such activity, in conjunction with the organized cycling and other events, will provide at least \$3.9 million dollars in



The Velodrome will be a major landmark and asset for the Coatesville downtown and an economic generator for the Western Chester County Region, drawing an estimated 50,000 visitors annually to the areas. As an indoor facility, it will be the first of its kind on the east coast and provide a unique and marketable venue for the region. (Sketch courtesy of National Velodrome Center, LLC.)

annual revenue which will be more than adequate to meet the facility’s annual budget for operation and administration, according to NVC officials. The cost of developing the Velodrome is estimated at \$20 million dollars. Site acquisition has been secured. The developer team is currently in the process of arranging financing.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Site Acquisition and Improvements	National Velodrome Center, LLC (NVC, LLC)	<ul style="list-style-type: none"> • U.S. DOT Transportation Enhancements Program • PA DCED Community Revitalization Program 	<ul style="list-style-type: none"> • City of Coatesville • NVC, LLC 	<ul style="list-style-type: none"> • City makes application to DVRPC for Transportation Enhancement Grant to fund streetscape improvements for Lincoln Avenue Corridor from 3rd Avenue to and including dimensions the Velodrome project site • Design/Construction
Engineering and Design Plans and Approvals	NVC, LLC	<ul style="list-style-type: none"> • NVC, LLC 	<ul style="list-style-type: none"> • City of Coatesville • Chester County Planning Commission 	<ul style="list-style-type: none"> • Developer secures preliminary and final design plans for Velodrome • Developer, City of Coatesville and Chester County Planning Commission agree on final subdivision and/or site design for project
Facility Financing	NVC, LLC	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • NVC, LLC • Chester County Economic Development Council • PA DCED • Area Banks • WCC Chamber of Commerce 	<ul style="list-style-type: none"> • Project ProForma approved by lenders and finance partners • Financing package developed with public and private grant and loan sources
Construction	NVC, LLC	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • NVC, LLC 	<ul style="list-style-type: none"> • Groundbreaking Ceremony • Construction Timeline • Construction
Marketing and Operation	Velodrome Management Group, LLC (VMG, LLC)	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • WCC Regional Marketing Coalition • NVC, LLC • VMG, LLC • WCC Regional Planning Committee/COG 	<ul style="list-style-type: none"> • Opening Ceremony • Event Scheduling • Coordinating Calendar of Events with WCC Website

In the Longer Term

The construction of the Velodrome provides the catalyst for a regional theme around which retail, service and recreationally oriented development can occur. Bicycling is already a big recreational sport in Chester County –both formally and informally. The first of what may be many bicycle races in the Coatesville region kicked off in July 2011 with the Coatesville Criterium and Brandywine Road Race. Bicycle trails provide opportunities both within the Western Chester County region and elsewhere for casual, family oriented bicycling. Opportunities to coordinate development of an intermunicipal trail network, as described on page 15 of this study, would enhance further the potential for expanding recreational biking as a drawing card for the region. The Velodrome can also be a catalyst for retail themes in the City and region. Bicycle sales, service, and repair might be logical outgrowths of this project. Biking gear, accessories, and apparel may also be very compatible business investments. As was pointed out in the City's recent *Early Intervention Program Study* that was prepared by Econsult and the Fairmount Group, successfully linking the patronage at the Velodrome with the opportunity for sales and visitation downtown will be a critical element in ensuring the facility's impact on retail revitalization. Even without the development of the Velodrome, however, competitive and recreational biking may provide a good nucleus for retail investment in the area.

PROJECT PRIORITY

Enhance Agribusiness and Protect the Region's Landscape

Municipality: Various

Maintaining a healthy agricultural economy in Western Chester County requires more than just preserving farmland. It also requires retaining a strong agricultural industry and related infrastructure. This project concept therefore, must take a holistic approach to ensuring the future of a viable agricultural industry in the region. This means that actions which support the protection of farmland must be accompanied by other initiatives to market and promote agri-business and protect the family farmer. This includes not only the agricultural operation itself, but the suppliers, equipment dealers, veterinarians, and other businesses that encompass the network of support so vital to the future of the industry.

The map found on page 107 includes the location of agricultural and open space easements/preserved property; existing agricultural land and unprotected open space in the region; and public parks. From this information, it becomes very evident where the preservation priority areas are as virtually all of the permanently protected farmland and open space in the region is centered in three municipalities: East Fallowfield, Sadsbury and West Caln Townships. While East Fallowfield and Sadsbury Townships have not formally participated in the regional study effort, these townships along with West Caln and West Brandywine play an important role in the region's ability to meet its goal of protecting the landscape and its critical farmland and open space assets.

The Chester County Agricultural Land Preservation Board is a major player in the farmland preservation effort. Through acquisition of farmland preservation easements, the Board is a partner in implementing the Commonwealth's Agriculture Conservation Easement Purchase Program and works in partnership with the municipalities through the Chester County Challenge Grant Program.

Non-profit conservation organizations can also play important roles in preserving farmland and open space in the region. Currently, there are a number of conservation organizations that are active in the region, including the Brandywine Conservancy and the Natural Lands Trust. There are also some national conservancies involved. The protected land shown on the conservation map is the result of these combined efforts.

In addition to land preservation, supporting the agricultural industry and associated infrastructure is also very important to a viable agricultural economy. This includes but is not limited to region-wide initiatives to promote agricultural businesses and local commodities as well as ancillary businesses (the infrastructure), a pro-agricultural regulatory environment (local zoning), and accessible agricultural lending. The preservation of open spaces such as woodlands, greenbelts, and historic properties surrounding active farmland can also help to create the environment necessary to sustain farming operations. That is why open space

conservation and preservation are such related and integral elements of this initiative. Focusing on large clusters of farmland and open space will also lead to creating farming nodes that can demonstrate long-term viability. As the costs of transportation increase and the move back towards locally grown and produced foods accelerates, this will become an increasingly important aspect of the region's economic future.

Clearly, this initiative will require a significant partnership of both public and private interests. The County's Farmland Preservation Board and Agricultural Development Council are certainly key players. So is the Chester County Economic Development Council through its *Next Generation Farmer Loan Program* and the other small business lending programs it provides. Local governments also play important roles through the types of land planning and regulation they promote and also as active contributors to various types of easement purchase and/or development rights acquisition programs. In Chester County, for example, East Vincent and East Nottingham Townships have very active programs. West Brandywine Township, a municipality within the study area, also has an open space tax. Most importantly is the involvement and support of the farming and agri-business interests themselves. West Caln Township has a sizeable Amish community that is often skeptical of government managed and funded initiatives. Landowners generally, must be approached in ways that demonstrate long-term benefits to them, their communities and the region and this may take a different mix of incentives depending on the local municipality involved.

One of the suggestions made at a public meeting held during this study process, was to create an ag-trail that would highlight some of the farm markets, both locally and regionally, that would bring visitors to the area. This concept is very compatible with the development of a Velodrome and some of the other tourism related initiatives being explored in the region.

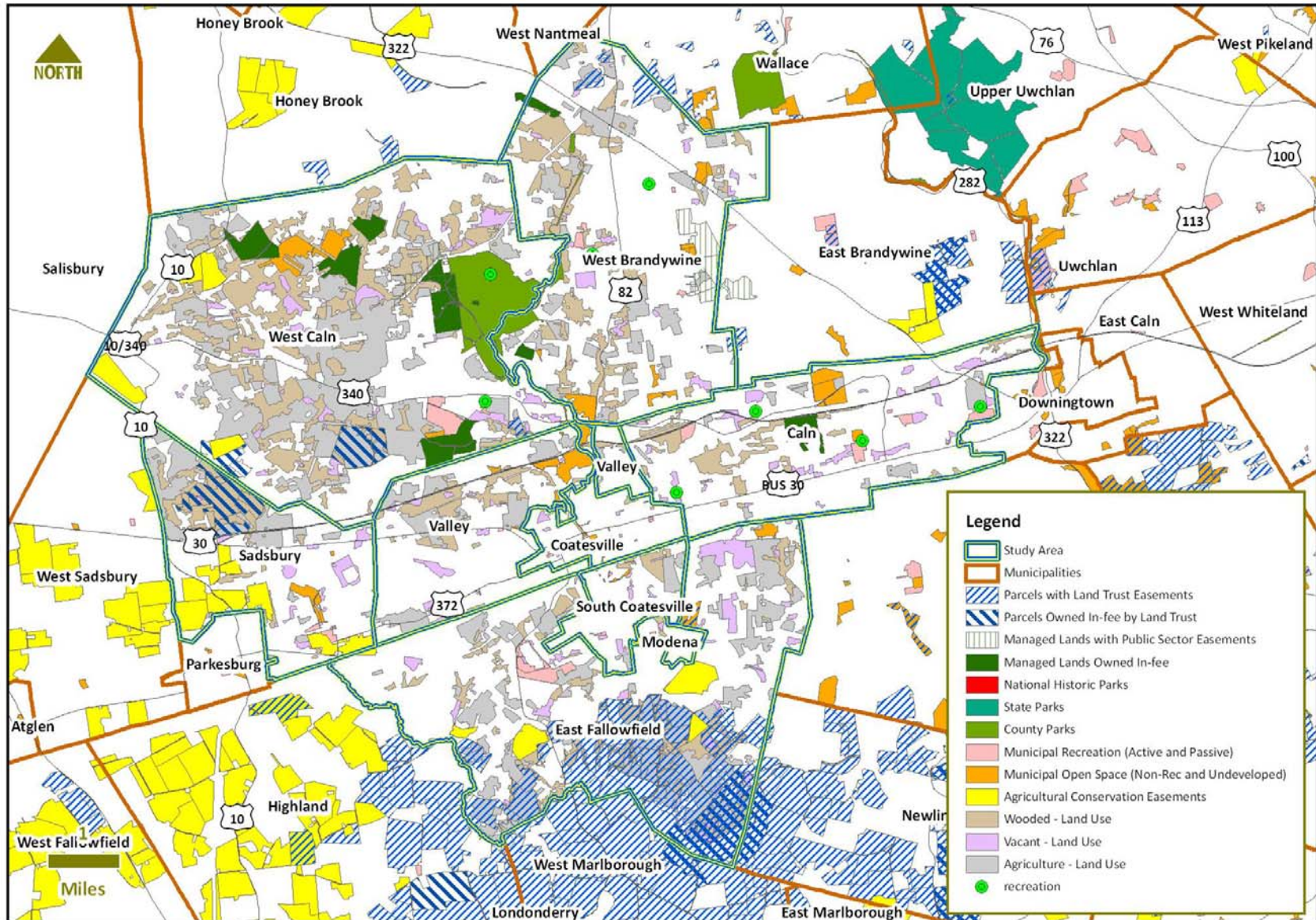
The Chester County Agricultural Development Council promotes agri-business in the County in part, by publishing an annual Farm Market Guide that lists farm stands, farm stores, farmers' markets, community supported agricultural (CSA) operations, specialty items and retail outlets throughout the County. Locations in the Western Chester County area include:

- Black Walnut Winery, Sadsburyville
- Hurricane Hill Farm, Coatesville
- Maple Arch Organic Produce Farm, Parkesburg
- New Bee'n Farm Natural Honey, Coatesville
- Stargazer's Vineyard, Coatesville
- Vollmecke Orchards, Coatesville

Protected Open Space and Agricultural Lands

Western Chester County

Map 13



Data Source: Chester County Planning Commission

The Chester County Economic Development Council offers several programs and funding options to promote agricultural business development and training. Partnerships to promote entrepreneurship and train agri-business employees might also be fostered in partnership with the Chester County Workforce Development Board.

Clearly, this is a good nucleus from which to begin creating marketing material and a farm trail that would link agricultural operations to a broader number of natural, historic and cultural features that could also be included on a driving or biking trail that focuses on all the assets of the Western Chester County Region, (see Brandywine River Project.)

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Farmland Acquisition or Easement Purchase	Individual Municipalities with Target Communities being East Fallowfield, West Caln, Sadsbury and West Brandywine	<ul style="list-style-type: none"> Local Governments Land Conservancies Chester County Agricultural Preservation Board 	<ul style="list-style-type: none"> Land Owners Partner Municipalities Chester County Agricultural Dev. Council Chester County Agricultural Pres. Board Chester County Economic Development Council 	<ul style="list-style-type: none"> Define regional target areas/clusters for farmland and open space preservation Engage appropriate partners and tools at regional and local levels Pursue conservation objectives through easement purchase and acquisition
WCC Farm Market Trail and Guide	WCC Regional Planning Committee or COG	<ul style="list-style-type: none"> PA First Industries Fund 	<ul style="list-style-type: none"> Agri-Businesses Chester County Agricultural Dev. Council WCC Chamber Chester County EDC 	<ul style="list-style-type: none"> Define Destinations Submit Application for Grant Funding to PA DCED Contract and Prepare Guide
Expand Farm Industry Financing and Loan Programs	Chester County Economic Development Council/County Farmland Preservation Board	<ul style="list-style-type: none"> Next Generation Farmer Loan Program, CCEDC PA DCED Local Banks and other public/private lenders Small Business First Program, CCEDC, for farms in ASA's 	<ul style="list-style-type: none"> Agri-Businesses Chester County Agricultural Dev. Council WCC Chamber PA DCED 	<ul style="list-style-type: none"> Define need in Agri-business community – farm operation, agri-tourism, other Establish loan pool parameters and guidelines Publish/market program

PROJECT PRIORITY

Encourage Brownfield and Grayfield Redevelopment

Municipality: Regional

There are a few contaminated sites in the Western Chester County region that are in the process of being reclaimed. In addition, there are old industrial properties located primarily in Coatesville, South Coatesville and Modena that should be assessed, remediated where necessary, and placed back on the market for commercial or industrial reuse.

There are also sites where there is underutilized or vacant property. Some of these sites are situated in older commercial shopping centers, some are located in the heart of the region's urban areas, and others are found in the more rural reaches of the region. The region is working to develop an inventory of available commercial and industrial sites that will be updated regularly and made available to regional brokers and developers.

Brownfield and grayfield redevelopment efforts become more viable through a well coordinated regional partnership in conjunction with support from various Commonwealth agencies. In order to develop an effective program, municipal governments, the regional consortium (COG or other entity), the land owner, and the Commonwealth must share the same redevelopment goals. These would include:

- Assessing the property needs. If such studies have not already been made, site assessments of brownfield and grayfield properties should be conducted to determine whether they are contaminated; the issues or barriers to their redevelopment; and the types of strategies/remediation required to bring them back into active use.
- Potential Reuse. The reuse of brownfield and grayfield property is not only a market issue, it is also a local zoning and land use issue. A range of potential reuses of these properties requires agreement by the property owner and the local government so they can be effectively marketed to new investors.
- Prioritization Strategy. Each municipality in the Western Chester County Region may have potential projects that it wishes to include as part of a comprehensive redevelopment effort. There needs to be agreement among the municipalities about the prioritization of those projects – which will probably be based in part on their magnitude; assessment status; landowner engagement; and level of funding required. It does not make sense for communities to fight over limited technical and funding resources, so a regional approach is the best formula for advancing these redevelopment goals.

Steps Toward Implementation

Because this is clearly an intermunicipal issue, and because there are many complexities associated with brownfield and grayfield redevelopment, it is important initially to line up the local and regional support needed. The regional organization, (eg. COG), should form a brownfield subcommittee to initiate the redevelopment process. The following steps define some of the key benchmarks and resources necessary to bring brownfield and grayfield sites back to active use.

1. Empower the Regional Subcommittee to contact Commonwealth Agencies and other Stakeholders to define the process for moving forward. These include affected municipalities, landowners, the County Department of Community Development, and Commonwealth entities such as the Brownfield Action Team, (BAT.) Report back to regional coordinating agency on a regular basis, as defined.
2. Meet with the Brownfield Action Team to explore the status of each brownfield/grayfield site and to a coordinated approach for needed site assessment; property owner engagement and approval; project marketing and reuse; and funding resources to address the redevelopment process. The BAT is located in the Department of Environmental Protection's Office of Community Revitalization & Local Government Support. Eligible BAT initiatives must meet the following criteria.
 - Be located within the corporate boundaries of a city, borough or within other municipal districts designated for revitalization. The project site must be located on or in a:
 - A. Brownfield
 - B. Enterprise Zone
 - C. Keystone Opportunity (Expansion) Zone
 - D. Keystone Innovation Zone
 - E. Grayfield / Abandoned Mine Land
 - Exhibit evidence of local support
 - Be consistent with local zoning and planning
 - Include a project plan that contains the following -
 - A. Concept Plan for Reuse
 - B. Identified Project Principals
 - C. Time Schedule for Redevelopment
 - D. Description of Community Benefits (e.g. project number of jobs created, housing provided, green space created, projected tax revenue, etc.)
 - E. Level of Committed Private Investment

3. Submit BAT Application, as necessary.
4. Conduct needed site assessments on subject properties and develop regional strategy. Funding sources may include:
 - PA DEP Brownfield Assessment/Remediation Grant
 - U.S. EPA
 - HUD 108
 - HUD BEDI Grants
 - Hazardous Sites Cleanup Act (HSCA) Evaluation and Remedial Response Program
 - Partnerships for Regional Economic Performance Grant Program
 - Private Landowner/Corporate Partner
5. Identify Remediation and Reuse Strategies. Funding sources may include:
 - Growing Greener Watershed Grants (where open space and water protection is involved)
 - Private Landowner/Corporate Partner
 - Pollution Prevention Reimbursement Program
 - Underground Storage Tank Grant Program
 - PennVest Brownfield Remediation Loan Program
 - Industrial Sites Reuse Program

The cleaned up properties should then be included on the Western Chester County Developable Land Database and marketed by municipal, regional, county and State entities for acquisition and reuse. As is the case with the other project priorities identified in this study, this will take a collaborative effort to complete.

PROJECT PRIORITY

Promote Downtown and Centers Based Retail Redevelopment

Municipality: Regional

There are three principal areas of focus for this project initiative: the downtown urban areas of Coatesville, South Coatesville, and Modena; the Route 30 Business Corridor; and the small villages that exist in the outlying townships. A generalized implementation strategy for each of these areas is identified as follows.

Urban Retail Centers: Coatesville

It is important to recognize that the region will grow and prosper only to the extent that its most distressed community grows and prospers. Consequently, the region must be supportive of strategies and programs that focus on the urban downtown elements of regional retail revitalization. As was noted in the narrative for Project One, the Coatesville Train Station and the Velodrome can both be major catalysts for retail redevelopment. Because both of these projects are located between 3rd Avenue and just west of First Avenue, a good implementation strategy would be one centered on what might be termed “*The First Blocks*” Target area. Within that portion of Lincoln Highway there are a couple large vacant parcels of ground that could serve as locations for restaurants, a brew pub, a whole foods store, a mixed use structure, or some of the smaller retail uses identified by the retail gap analysis and listed on page 74 of this study. This should also be the area where the City concentrates on making streetscape upgrades; provides way finding signage; and focuses some additional municipal resources to deal with issues such as public safety. Whether it is a reality or not, the perception of safety is one that will have to be addressed in order to attract the investment and visitation that downtown redevelopment will demand. (See page 115 for some additional suggestions about Lincoln Avenue.)

South Coatesville/Modena

The fact that the County Public Safety Training Facility is newly constructed in South Coatesville, this will generate additional pedestrian and vehicular traffic that will enable both municipalities to explore some of the convenience retail uses that were outlined on page 74 of this report. Some of the more likely such uses would be:

- Small Restaurants
- Prepared and Convenience Foods
- Convenience Banking
- Cleaners/Dry Cleaners

- Fresh Food Stores (various types)
- Coffee Shops

Business Route 30

The Route 30 Business Corridor has a mix of shopping complexes, transit stations/stops, automotive, residential and institutional uses that are for the most part in reasonably good condition. There is not much vacancy or neglect that is evident although the western portion of the corridor (from the high school to Bailey Road) is more problematic. The corridor is also missing the visual and pedestrian amenities that are necessary to integrate many of these uses, particularly in Thorndale in the vicinity of the rail station.

In order for the rail station to be a catalyst for retail traffic, it must be convenient. That means getting transit riders across Route 30 to some of the shopping opportunities that exist. There are several ways this can be promoted.

- Shared Parking: It may be possible, as ridership at the Thorndale train station increases for SEPTA to lease parking or purchase space from the commercial shopping centers on the north side of the highway. This would also create a location – at pad sites for example - for the investment in additional retail space and convenience retail that could be frequented by rail commuters. Examples might include a bakery, a restaurant or pub, or any of the other Transportation Oriented Retail Uses noted on page 76 of this study.
- Pedestrian Crossing: Such an arrangement would have to be accompanied by the installation of a crossing signal and well defined pedestrian crosswalk to allow for the safe movement of pedestrian traffic to and from the rail station.
- Marketing Kiosks: Barring additional pedestrian traffic to and from the train station and the shopping areas on the north side of the highway, SEPTA might be amenable to marketing kiosks placed strategically on station property that inform commuters of the shopping opportunities that exist in close proximity. Most commuters, both before and after their commute, may not be aware of the wide range of goods and services that can be purchased within a very short ride from the train station. A marketing partnership with SEPTA would provide an opportunity to increase this awareness.
- Pedestrian Improvements: Additional sidewalks, signalization, and streetscape improvements along the corridor will help encourage greater levels of pedestrian and bicycle traffic within the corridor and between the commercial and residential nodes that exist there.

Other investment and development possibilities for this corridor include:

- Motor Main Street. An opportunity to build off of the concentration of automobile uses, particularly in the western end of the corridor. New investments could include automobile specialty stores, tire stores, automotive supplies, apparel, and other services.
- Professional Services. The study cites a market for healthcare and related services. Professional offices for dentists, physical therapists, fitness centers, and related uses could help to strengthen the viability of retail in this area. Some of the specialty and fresh food concepts such as a Produce Junction might also be a good fit. The idea is to target uses that will draw people to a particular portion of the corridor, which will then help to augment and support neighboring businesses.
- Other TOD Uses, as noted on page 76.

Village Commercial

A strategy for promoting new village commercial development is best built around ways to bring visitors to the region. There is a proposal as part of this study to create a farm market trail. The region can expand on this theme by developing a family fun guide for the “Top Ten Things to do in Western Chester County.” This could include antiquing, going to farm markets, visiting the local wineries, recreating and biking in Hibernia Park, visiting local restaurants, touring the Graystone Museum, or canoeing and kayaking on the Brandywine Creek. Once a trail is established, new retail activities will evolve including opportunities for eateries, antique shops, agri-retailers, craft and gift shops, and other small retail and hospitality uses.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Downtown Urban Retail	Urban Municipalities WCC Regional Planning Committee or COG	<ul style="list-style-type: none"> • Chester County EDC Programs • SBA 504 Programs • LISC • New Markets Tax Credits • Pennsylvania Fresh Foods Financing Program 	<ul style="list-style-type: none"> • Urban Municipalities • WCC Marketing Collaborative • WCC Regional Planning Committee/COG • CCEDC • WCC Chamber 	<ul style="list-style-type: none"> • Coordinate marketing and outreach through WCCRPC or COG • Ensure fast track zoning, subdivision/site planning approvals • Promote Code Enforcement in area • Explore COPS Funding for additional public safety investments
Route 30 Business Corridor	WCC Regional Planning Committee or COG	<ul style="list-style-type: none"> • Chester County EDC Programs • SBA 504 Programs • PA First Industries Fund • DOT Transportation Enhancements Program 	<ul style="list-style-type: none"> • WCC RPC or GOG • WCC Chamber • Chester County EDC • SEPTA • PennDOT • Local Shopping Centers 	<ul style="list-style-type: none"> • Define Target Locations • Submit Application for Grant Funding to PA DCED • Target Business Loan Programs • Contract and Prepare Guide

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Village Commercial	WCC Regional Planning Committee or COG	<ul style="list-style-type: none"> • Chester County EDC Programs • SBA 504 Programs • PA First Industries Fund • DOT Transportation Enhancements Program • Regional Marketing Partnership Grant Program, (PADCED) 	<ul style="list-style-type: none"> • Agri-Businesses • Graystone Society • Historical Societies • Chester County Agricultural Dev. Council • WCC Chamber • PA DCED 	<ul style="list-style-type: none"> • Work with COG to define visitor highlights • Identify marketing funds • Work to secure financing and circulate information for business prospects • Publish/market program

In the Longer Term

It is important to remember, that a successful economy is one where various uses complement each other and can be expanded without detracting from uses elsewhere. In a move to a regional economy, the Western Chester County Chamber of Commerce can play a key role in working side by side with the Regional Planning Committee or COG; its member municipalities; and key business stakeholders to marketing the region for the types of uses that will build a brighter future for everyone. Competition among municipalities for similar uses, while healthy to some extent, will be detrimental if it ends up fracturing a solid, regional marketing effort. A new project that can add significantly to the labor force of the region and provide a needed service will be an asset no matter in which community it locates. It then becomes the region's job to determine the ancillary businesses and services that can be built around that new facility that might be suitable investments for other communities.

This type of coordination is particularly important along Lincoln Avenue, or Business Route 30. This highway has many different segments, each with a different set of needs. In Caln Township, a variety of Transit Oriented Retail and service development, the type of which was described earlier is appropriate. In Coatesville, while the major focus should be on The First Blocks Area described earlier, the eastern part of the City is seeing some new development such as a convenience store and pharmacy and should also be a focus of streetscape improvements and an integrated look for the emerging commercial cluster which could be augmented with professional offices. In Valley Township, there may to be an investment in some of the more unique or niche retail that will draw people to the area. This could include fresh foods, health care, educational/entrepreneurial training, pub/restaurant or some type of government services center.

PROJECT PRIORITY

Attract New Industry to Existing Industrial/Business Parks

Municipality: Various

There are several issues that are keys to advancing this goal. The first involves the content and availability of information. The second involves procedural and administrative issues; and the third relates to the distribution of the region's message. From the inventory of industries with the potential to expand into the Western Chester County Region, (see page 22 of this study), the ones most likely to develop in the near term are the aviation/helicopter related businesses; warehousing and distribution; and medical instruments and devices. For example, new suppliers are already locating at or near the Sikorsky Helicopter facility. In order to attract more of these firms, the region must accomplish several objectives. First, there needs to be an inventory of developable sites created and maintained that is accessible to interested investors. This will help the region get on the radar screen of brokers, industry leaders, economic development leaders and others who may bring new prospects to the area. The idea is to make it as easy as possible for companies and development interests to locate and examine prospective properties. The second thing that has to happen is for a procedure to be established that allows commercial brokers easy access to local officials and property owners who may have industrial sites on the market. Currently, "Googling" Chester County or the Commonwealth of Pennsylvania for a search of available land and property yields no results. Obviously, this has to change. The region also has to ensure that an up-to-date inventory of potential industrial and commercial sites is made available to local and regional business marketing organizations such as the Chester County Development Council, large commercial realtors and brokers, Philadelphia First, PECO, the Pennsylvania DCED and others.



The Highlands Corporate Center and the Chester County Airport are the only two business parks that prominently appear on websites and marketing materials about commercial opportunities in the region.

Finally, a comprehensive implementation strategy to attract new industry must be integrated into the regional marketing effort that will be prepared for Western Chester County. And, while the initial focus may be on business attraction, the retention of existing industry must also be integral to this effort.

These are significant tasks and ones that will require a broad collaboration of interests and organizations. But, the Western Chester County Region must play the leading role. The communities and stakeholders of the region are the ones who know the area; who have the direct connections with land owners; and who can decide which types of companies are the best fits for the region. The

following chart outlines the steps necessary to advance a comprehensive outreach effort to recruit new business and industry to the region.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Inventory of Available Industrial Sites Developed	Western Chester County Chamber of Commerce	<ul style="list-style-type: none"> • Part of WCC Economic Study 	<ul style="list-style-type: none"> • WCC Chamber • Chester County EDC • Philadelphia First • Municipalities in Region • Pennsylvania Department of Community & Economic Development • PECO • Local Realtors • Commercial Real Estate Brokers 	<ul style="list-style-type: none"> • Initial Inventory of Sites Created with GIS Mapping Tool • Site Inventory placed on WCC Chamber Website • Updating as Needed • Ongoing Outreach to Commercial Realtors, Broker and Marketing Agencies • Explore opportunities with CoStar Connect, an internet based MLS listings service, (see Page 126.)
Host Marketing Events and Tours of the Region	Western Chester County Chamber of Commerce	<ul style="list-style-type: none"> • Local Partners • Regional Marketing Partnership Grant Program, (PADCED) • Local Banks and Business Sponsors 	<ul style="list-style-type: none"> • WCC Chamber • Chester County EDC • PECO • Business Park and Industrial Property Owners • Chester County Airport • Governor’s Action Team (DCED) • Coatesville School District • Brandywine Health Care • Municipal Partners 	<ul style="list-style-type: none"> • Define types of tours and tour calendar, (eg. media, commercial brokers, government agencies, etc.) • Enlist partners for tour and marketing agenda • Arrange hospitality for tour • Engage bus and logistical support • Arrange tours on a regular (six month) basis
Regional Business Attraction & Retention Committee	Regional Planning Committee (or COG)	<ul style="list-style-type: none"> • Local Partners 	<ul style="list-style-type: none"> • WCC Chamber of Commerce • Chester County Economic Development Council • Local Government Representatives • Key Business and Service Stakeholders 	<ul style="list-style-type: none"> • Establish committee and membership • Define committee protocol and responsibilities • Network with larger marketing organizations, (CCEDC, DCED, Philadelphia First) and media – KYW 1060, Regional TV and other advertisers

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Business Retention Strategy	Western Chester County Chamber of Commerce & Regional Business Attraction and Retention Committee	<ul style="list-style-type: none"> • Local Partners • Chester County Workforce Development Board • Regional Marketing Partnership Grant Program, (PADCED) • Local Banks and Business Sponsors 	<ul style="list-style-type: none"> • WCC Chamber • Chester County Economic Development Council • Chester County Workforce Development Board • Municipalities in Region • Pennsylvania Department of Community & Economic Development 	<ul style="list-style-type: none"> • Market existing business retention programs and materials to local business • Develop and coordinate a strategy for regional , business site visits and phone calls • Develop regional business retention materials

In the Longer Term

Ultimately, space in existing industrial parks will be exhausted. Redevelopment opportunities on brownfield sites will also be depleted. At some point, the region will have to make a decision about expanding its business park space; extending public services such as sewer and water; and creating new locations to accommodate the desired business growth. So, there are a number of issues that the region must tackle now in order to plan for this eventuality.

Ensure that Municipalities have Planned Industrial Park Land to Accommodate Growth and Expansion. This is a function both of the municipal comprehensive plans as well as a coordinated regional mission. Both municipal governments and the regional COG need to work together to ensure that suitable land for business parks is not gobbled up by residential development or other uses. The Chester County Airport provides a location where there is opportunity for the expansion of public services and the location of new business. Other such sites should be identified and agreed upon by local officials in a coordinated, regional effort.

Accelerate Land Preservation Efforts. In order to realize the vision outlined in the County’s Landscapes2 Plan and to accomplish the goals of this study, communities will have to match their farmland and open space conservation efforts to keep pace with development. No one community can accomplish this alone. There must be multiple partners that include municipal governments, Chester County, land conservation organizations, and other non-profit recreational and preservation organizations. Through an effort coordinated by the region, area officials may want to consider a consortium of some sort that will advocate for open space funding, farmland preservation dollars, and various conservation initiatives throughout the area. This goal has been identified as a

regional priority, but it must also be linked to this project concept as well, in order to ensure that the region's commercial and industrial growth occurs in a planned and orderly fashion.

Marketing New Jobs for Regional Residents. One of the goals of this study was to define a strategy that would focus on bringing new ratables and jobs to the region and not one that necessarily accelerates the rate of residential development. This will require a substantial marketing effort directed principally at retaining the 80+ percent of the workforce that now travels outside the region to jobs. The Western Chester County Chamber of Commerce, the regional COG, and the County Economic Development Council must coordinate an approach where new business and industry target qualified regional residents as a first choice for employment (all other things being equal.)

PROJECT PRIORITY

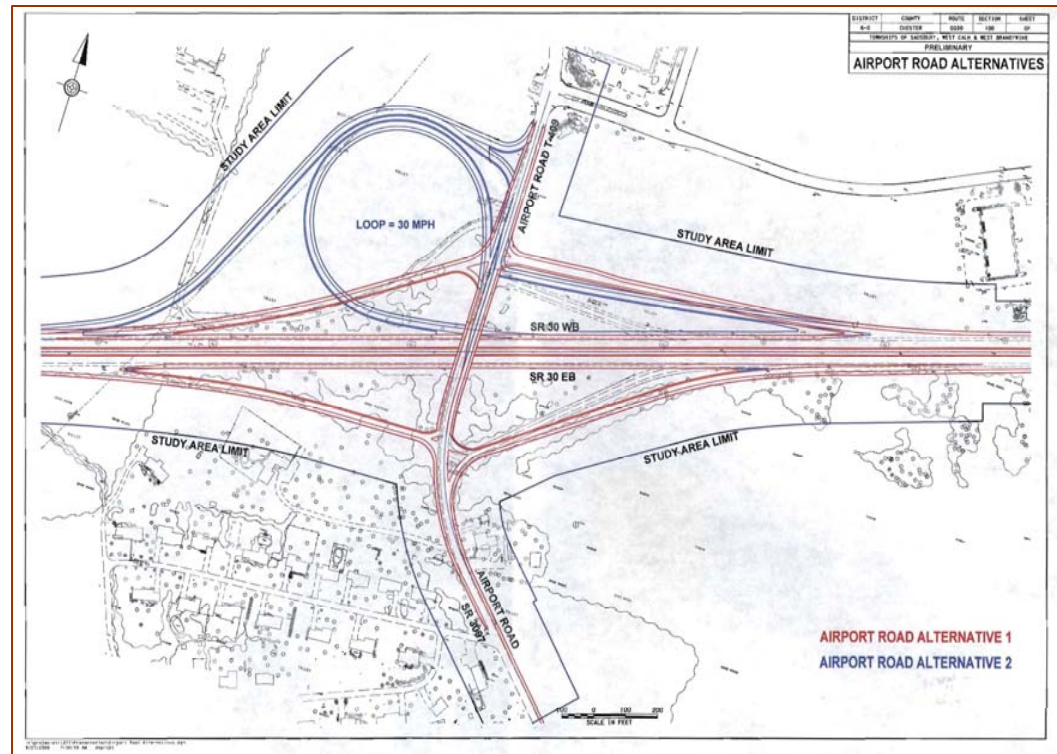
Construct a Complete Interchange at By-pass 30 and Airport Road

Municipality: Valley Township

The construction of the Airport Road Interchange on the Route 30 Bypass is another major project initiative that involves multiple municipalities, stakeholders and project partners. It is a long term project and one that has potential solutions ranging from relatively simple on and off ramps to complex clover leaf, bridge replacement and interchange improvement designs as shown on the concept below, prepared by Gannett Fleming Engineers for a 2007 PennDOT study of the Route 30 Bypass. Regardless of the options, any project to enhance circulation at this interchange is one that will also require ongoing municipal, regional and political support.

Project Steps

1. Currently, this project is part of a \$600 million dollar improvement program for the Route 30 Bypass that will not get underway for many years. Therefore, regional planning partners and project advocates must try to split the interchange project from the larger initiative. The Regional Planning Committee (or regional COG) needs to designate a sub-committee or a special Task Force that is charged to meet regularly and report back to the regional entity about progress being made to advance a project. The Task Force needs to provide both the support for moving the technical aspects of the project's design and construction forward and also to be a chief advocate of the project. The sub-committee or Task Force should consist of representatives from organizations such as:



Source: Gannett Fleming Engineers, 2007 Study of Route 30 Bypass

- Municipal Government(s)
 - Legislative Office(s)
 - County Planning Commission
 - DVRPC
 - Chester County Economic Development Council
 - Citizen Group(s)
 - PennDOT
 - Local Businesses and Corporations
 - Chester County Airport Authority
2. One of the first meetings that the sub-committee or task force needs to have is with the Chester County Planning Commission to ensure that any Interchange Improvement Project is appropriately coordinated with the County's Transportation Improvement Inventory and to explore strategies for separating the project from the larger, Route 30 improvement program.
 3. Funding should be secured (from DVRPC Special Studies Funding or other source) to conduct a Conceptual Analysis of interchange alternatives. This would be an initial inventory of feasible designs, with best-guess timelines, generalized estimates of the cost for each alternative and proposed sources of financing and result in a regionally recommended option.
 4. At this point, the regional stakeholders must unite around the option that provides the best course of action – in other words, the one that combines the most feasible timeline and cost/funding scenario.
 5. Once a regional strategy is determined and an agreed upon concept identified, the region would then have to identify funding for engineering design and construction of the proposed project alternative and have the project placed on the regional Transportation Improvement Program.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Conceptual Analysis of Interchange Design Options	WCC RPC or COG Transportation Committee	<ul style="list-style-type: none"> • Local Municipal and Business Consortium • DVRPC Special Studies 	<ul style="list-style-type: none"> • WCC Chamber • Chester County Economic Development Council • WCC RPC or COG • Adjacent Land Owners • Chester County Airport Authority • PennDOT • DVRPC 	<ul style="list-style-type: none"> • Establish Committee/Partnership • Secure Funding for the Conceptual Analysis • Prepare RFP • Select Consultant • Conduct Analysis • Solicit Public Input and Engagement • Decide on Option

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Project Engineering and Design	PennDOT	<ul style="list-style-type: none"> DVRPC TIP FHWA and U.S. DOT Transportation Trust Fund Programs 	<ul style="list-style-type: none"> WCC Chamber Chester County Economic Development Council WCC RPC or COG Adjacent Land Owners Chester County Airport Authority PennDOT DVRPC FHWA 	<ul style="list-style-type: none"> Include Project in DVRPC TIP and County Transportation Inventory Initiate Regulatory Review and ERR as needed Secure Project Funding Engage Public and Municipal Review and Input Move to Final Construction
Construction	PennDOT	<ul style="list-style-type: none"> DVRPC TIP PennDOT FHWA and U.S. DOT Transportation Trust Fund Programs 	<ul style="list-style-type: none"> WCC Chamber Chester County Economic Development Council WCC RPC or COG Adjacent Land Owners Chester County Airport Authority PennDOT DVRPC FHWA 	<ul style="list-style-type: none"> Develop RFP Solicit Bids Construct

Private Financing for the Project may also include corporate and developer donations through the Pennsylvania Act 209 Program. The 209 Program allows municipalities to assess transportation impact fees on new development provided they have an impact fee ordinance and have met the other requirements of the Act which include the creation of a Transportation Advisory Committee (TAC), the development of various land use and traffic analyses, and the establishment of a transportation service area. Funding from such an initiative could be matched with public financing to help support the cost of the project. This initiative, however, would involve an obvious need for public and municipal support and would have to be thoroughly vetted with local government partners.

It is also important to note that over the long term, it will be critical for the region to continue to advocate strongly for the reactivation of planning and design studies for the widening, reconstruction, and ramp improvements for the entirety of the Route 30 Bypass. Without strong and ongoing regional advocacy, this larger project is likely to languish.

PROJECT PRIORITY

Enhance the Environmental Integrity of the Brandywine Creek and its Recreational Assets

Municipality: Multiple

The Brandywine Creek is a natural resource that links and unifies Western Chester County. It is an obvious natural asset and work to improve water quality should continue. It is also a valuable recreational asset around which a range of new activities can be based. These activities include:

- Canoeing and Kayaking
- Creation of a Riverwalk
- Biking and Hiking Linkages for trail and tour development
- Recreationally based Retail

The Chester County Planning Commission developed a Watershed Action Plan for the Brandywine Creek in 2003 that identifies seven goals around which the municipalities of the Western Chester County Region can initiate their own action strategy. These include:

- Engage and Educate Individuals, Communities and Governments in Watershed Stewardship.
- Enhance Water-Based Recreational and Cultural Resources.
- Preserve Natural Resources.
- Improve Water Quality.
- Reduce Stormwater Runoff and Flooding.
- Protect Watershed Water Balances.
- Integrate Utility and Municipal Planning to Meet Future Water Supply and Wastewater Needs.

Specific actions for Western Chester County might include:

1. Working with the Brandywine Valley Association on an Educational Program for the Western Chester County Region. West Caln Township already has a good Streamwatch Hotline Program that identifies numbers to call and contacts to make should a citizen see a potential water pollution problem. This program or something similar could be adopted by the region as a whole.

2. Engaging School Classes in monitoring water quality in the Region and Watershed. The Chester County Water Resources Authority may be a good partner with which to encourage school classes to become engaged as water resource monitors for the Brandywine Creek and its tributaries.
3. Building a tour of the greater Brandywine Valley that might include the resources and assets of Western Chester County as well as places outside the region such as the Brandywine Battlefield, the Wyeth Museum, area wineries, farm products, historic sites, and other locations of interest.
4. Create a Brandywine Creek Greenway. Develop an integrated system of stream buffers along the Brandywine and its tributaries. This can be accomplished through the acquisition of easements along the creek or the implementation of a coordinated standard for setbacks and buffers from any proposed development that might be considered or implemented.
5. Consolidate storm water and subdivision and site plan regulation regarding runoff and construction among the affected Western Chester County municipalities. It is important both from a regional planning perspective and from the developers and property owners' perspectives to have a standardized and uniform set of rules and regulations that can govern actions in the region as they may impact on water quality. This allows development interests to anticipate the actions that will be required should a development proposal for some portion of the watershed be proposed. It also makes the region-wide conservation efforts that are necessary easier to coordinate.
6. Explore a Trails Study of the Western Branch of the Brandywine. Such as study could examine the possibilities associated with connecting a River Walk to other urban and rural hiking and biking trail systems.
7. Develop the recreational based amenities outlined on the previous page.

PROJECT PRIORITY

Develop a Regional Marketing Campaign

Municipality: Regional

The marketing of Western Chester County region will have several goals and several targeted audiences. Part of the marketing focus is to convey Western Chester County's current strength, encouraging residents and businesses to continue living and benefitting from their choice of geography, lifestyle, and educational system. The marketing effort will also lay the foundation for growth by inviting new businesses and new residents to learn about Western Chester County and to consider establishing themselves as a part of the community. Additionally, marketing can be directed specifically toward a tourism effort. Creating a strong marketing initiative would include setting up communications that are both broad-based for the entire region as well as communications which can be focused on individual projects and/or municipalities. The synergy of this effort would allow communications to support the entire region and would also allow the entire region to benefit from the individual promotion of a municipality's effort and/or the promotion of a specific project like the Velodrome. Additionally the marketing efforts can target specific industries, which have been identified as having a value for Western Chester County and which would receive a value for locating there. (See Business Park Project Concept for additional information on the types of industries that may be targeted.)

The marketing efforts will be based on the priority setting of the communications goals, targeted audiences and the ability of the region to develop and generate the funds necessary to develop the materials which would include a logo, website, collateral and possibly some direct marketing.

The next steps in the process would be to ascertain the marketing priorities and to investigate the specifics with regard to the audiences and media opportunities to establish a calendar of regular outgoing communications activity. If, for example, the region was interested in pursuing the hospitality industry, research would be used to identify the optimal targets and the value-based proposition that would interest those potential partners.



Some of the logos in the examples on the previous page have tag lines. Others do not. Some additional examples of tag lines are as follows.

Atlantic City
Always turned on
<http://www.atlanticcitynj.com/>

Hershey
The Sweetest Place on Earth
<http://www.hersheypa.com/>

Santa Fe, NM
The Oldest Capital in the United States
<http://www.santafenm.gov>

New York City, NY
The City that Never Sleeps.
Always open.
<http://www.nyc.gov>

Sitka, AK
The natural place to visit
www.sitka.org/explore/explore

Kerrville, TX
Lose your heart to the hills
www.kerrvilletexascvb.com

San Diego, CA
City with Sol
<http://www.sandiego.gov/>

City of Omaha
Rare. Well Done.
<http://www.cityofomaha.org>

San Gabriel, CA
City with a Mission
<http://www.sangabrielcity.com>

Norfolk, VA
Life, Celebrated Daily
<http://www.norfolk.gov>

Harrison, MI
Twenty Lakes in Twenty Minutes
<http://www.cityofharrison-mi.gov>

The following matrix outlines the principal steps and other resources needed to advance this project to a successful completion.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT SUPPORT	PRINCIPAL BENCHMARKS
Development of a Comprehensive Communications and Marketing Strategy	WCC Marketing Collaborative, (See Project Ten for potential partners)	<ul style="list-style-type: none"> • Regional Marketing Partnership Grant Program, (PADCED) • Local Banks and Business Sponsors • WCC Marketing Collaborative • WCC Chamber of Commerce • PADCED First Industries Fund 	<ul style="list-style-type: none"> • All municipalities • WCC Chamber of Commerce • Chester County Economic Development Council • Marketing Consortium through Regional Planning Committee or COG • Channel 66 	Communications strategy: <ul style="list-style-type: none"> • Identification of market priorities • Identification of target audiences • Creation of key benefit statements • Creative strategy • Campaign plan/calendar/timeline • Results/outcomes
Development of a visual identity and graphic package that can be used for all municipalities as for the region	WCC Marketing Collaborative	<ul style="list-style-type: none"> • Regional Marketing Partnership Grant Program, (PADCED) • Local Banks and Business Sponsors • WCC Marketing Collaborative • WCC Chamber of Commerce • PA DCED First Industries Fund • Channel 66 Community Service Forums 	<ul style="list-style-type: none"> • All municipalities • WCC Chamber of Commerce • Chester County Economic Development Council • Marketing Consortium through Regional Planning Committee or COG • Channel 66 	Material development: <ul style="list-style-type: none"> • Logo • Graphic standards • Website • Additional materials
Campaign Implementation	WCC Marketing Consortium	<ul style="list-style-type: none"> • WCC Marketing Collaborative • WCC Chamber of Commerce • Channel 66 Community Service Forums 	<ul style="list-style-type: none"> • All municipalities 	<ul style="list-style-type: none"> • Launch of the campaign; ongoing measurement of success/refinement

Next Steps

In the course of discussion with the Regional Planning Committee at its meeting on August 10, 2011, the Committee reviewed and discussed several options for regional, marketing “tag lines.” The one around which most of the discussion occurred was:

“Western Chester County: A Landscape of Opportunities”

As the implementation effort for the projects defined in this study unfolds, the Western Chester County Chamber of Commerce should begin to explore this tag line with its regional marketing partners. Once a final version of the tag line is agreed upon, a regional marketing logo around the tag line can be developed. Both of these initiatives represent some “early wins” that can be publicized and provide good market publicity.

In addition, it was suggested at the Regional Planning Committee Meeting on October 5, 2011 that the RPC and the Chamber of Commerce may want to explore working with “CoStar Connect,” an MLS listing of commercial and industrial real estate. Linking this entity with the Chamber Website and database will provide an important marketing connection for all types of regional interests seeking to promote land and property for sale.

PROJECT PRIORITY

Identify Quick Wins and Promote Community Empowerment

Municipality: Multiple

Most of the priority projects that are part of this study are complex and longer term initiatives. They are certainly significant, regional proposals, but ones that will take a number of years to implement. In order to show some immediate action and demonstrate some quick results around which the region can demonstrate success, the following matrix outlines some smaller projects that are related to the larger initiatives and that can be implemented in a much shorter time frame.

In addition, one of the suggestions made at the public meeting held in the Coatesville Library was the need to tie community empowerment to the recommendations of this study. This might include a range of education, job training, neighborhood collaborations, and self-help proposals. These initiatives are also related to economic development and the future of the region. They focus on making the connections to ensure that residents have the training, workforce skills, and education needed to compete in a changing economy. They also seek to enlist the support of volunteers and other stakeholders in helping to grow the economy and provide services to the community. These suggestions are also offered as part of the matrix.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
SHORT TERM PROJECT POSSIBILITIES				
Media Releases of Phased Project Implementation	WCC Chamber of Commerce:	Project Partners	<ul style="list-style-type: none"> • WCC Chamber • Regional Planning Committee/COG • Principal Project Partners 	<ul style="list-style-type: none"> • Media releases should be prepared and circulated in conjunction with project sponsors.
Way Finding Signage	Regional Planning Committee or COG	U.S. DOT/Transportation Enhancements Program	<ul style="list-style-type: none"> • PennDOT • Regional Municipalities • Chester County Planning Commission 	<ul style="list-style-type: none"> • Apply for Transportation Enhancement Grant • Design Way Finding Signage • Work with County and local governments to erect signage to key sites and destinations.

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Create WCC Marketing Collaborative	Regional Planning Committee or COG	<ul style="list-style-type: none"> • COG/Municipal Governments • Chester County EDC • Regional Marketing Partnership Grant Program, (PADCED) • Members of Marketing Collaborative 	<ul style="list-style-type: none"> • WCC Chamber • COG/Municipal Governments • Chester County EDC • Regional Marketing Partnership Grant Program, (PADCED) • Members of Marketing Collaborative 	<ul style="list-style-type: none"> • Identify Potential marketing partners, (ie, Brandywine Health System, School District, Chester County Airport, etc.) • Formalize Collaborative to be coordinated through COG or Regional Committee • Expand partnership to include CCEDC, organizations such as Philadelphia First and DCED
Develop and Circulate WCC Marketing Material	WCC Chamber of Commerce	As defined in Project Concept Nine	<ul style="list-style-type: none"> • As defined in Project Concept Nine 	<ul style="list-style-type: none"> • Develop Materials • Promote in Media • Circulate Locally
Brand Logo for WCC	WCC Chamber of Commerce	As defined in Project Concept Nine	<ul style="list-style-type: none"> • As defined in Project Concept Nine 	<ul style="list-style-type: none"> • Develop Logo • Promote in Media • Circulate Locally
Expand/Market Small Business Loan Pool	TBD	<ul style="list-style-type: none"> • PA DCED, various programs 	<ul style="list-style-type: none"> • CC EDC • WCC Chamber 	<ul style="list-style-type: none"> • Expand local partnerships/market
COMMUNITY EMPOWERMENT				
Develop WCC Job Locator Site	TBD	TBD	<ul style="list-style-type: none"> • Chester County WIB • Chester County EDC • Chester County Dept. of Community Development, (CCDCD) • PA Department of Labor & Industry • Local Businesses • New Employers 	<ul style="list-style-type: none"> • Define Partners to Develop Job Site on Web and Location • Link PACareer Links and Job Seeker Services to site • Develop protocol with local businesses and new employers for posting jobs

PROJECT COMPONENT	LEAD AGENCY/ORG	POTENTIAL FUNDING SOURCES	PROJECT PARTNERS	PRINCIPAL BENCHMARKS
Create WCC "Workforce Guarantee Program"	TBD	<ul style="list-style-type: none"> PA DOL Chester County Workforce Investment Board Chester County EDC 	<ul style="list-style-type: none"> Coatesville School District Chester County Vocational Technical School Chester County EDC Chester County WIB 	<ul style="list-style-type: none"> Coordinate with development of WCC Job Locator Site Brand the Workforce Guarantee Program
Create WCC Entrepreneurial Center	TBD	<ul style="list-style-type: none"> PA DOL Chester County Workforce Investment Board Chester County EDC Chester County DCD PA DCED 	<ul style="list-style-type: none"> Coatesville School District Chester County Voc. Technical School Chester County EDC Chester County DCD Chester County WIB Delaware County Community College (Downingtown Campus) Harcum College West Chester University 	<ul style="list-style-type: none"> Establish Location Solicit Partners Define Curriculum for coming year, eg. Metallurgy, Retail, Professional Service, etc. Market the Training and Entrepreneurial Programs
Empower Community Volunteer Groups	WCC Regional Planning Committee or COG	<ul style="list-style-type: none"> Regional COG or RPC Others TBD 	<ul style="list-style-type: none"> WCC Chamber WCC RPC or COG 	<ul style="list-style-type: none"> Host Clean ups Establish "Ambassadors" Program Identify Other Volunteer Needs/Tasks
"Buy Local" Marketing Campaign	WCC Chamber	<ul style="list-style-type: none"> PA DCED Partnerships for Regional Economic Performance 	<ul style="list-style-type: none"> WCC Chamber Local Retailers/Service Businesses WCC RPC or COG 	<ul style="list-style-type: none"> Define Program Focus Secure Partners Outline Marketing and Promotional Effort
Initiate Smaller, Regional Highway Projects	Regional Planning Committee and Partner Municipalities	<ul style="list-style-type: none"> DVRPC TIP FHWA and U.S. DOT Transportation Trust Fund Programs 	<ul style="list-style-type: none"> PennDOT RPC or COG Chester County Plan'g Commission 	<ul style="list-style-type: none"> Project Design(s) Project TIP Designations Project Funding and Construction

A Note About Entrepreneurship

The Western Chester County Region has a tremendous history in such industries as metallurgy and agriculture. In addition to small business development training, opportunities to partner with some of the large manufacturers in the region could open the door for small, highly technical and highly skilled business activity that could make the region a location for significant research and development in areas such as metallurgy in the long term. These opportunities should be explored with area colleges and universities; the private sector; and other stakeholders.

Summary and Next Steps

This Western Chester County Regional Economic Study lays the foundation for advancing a very comprehensive and integrated economic development agenda. It is one that includes a significant amount of public outreach, citizen involvement, and stakeholder input. It defines a wide range of regional project concepts and initiatives, and then takes the additional step of prioritizing them and outlining broad implementation strategies and recommendations.

But the regional initiatives defined in this study represent only one part of the economic development equation. A strong and collaborative regional network is needed to manage, coordinate and implement this Action Agenda. This is important from a couple of perspectives. First, the large priority initiatives outlined will require strong regional support that will involve concerted inter-municipal and inter-organizational action from all the prospective partners and stakeholders. Second, there are also smaller projects and opportunities that municipal governments can tackle to address some of the issues relevant to this study in their communities.

There will be overlapping interests. Not every municipality can host a business incubator, a metallurgical entrepreneurial center, a medical services center, new business park development or some of the other possibilities outlined. This is where regional cooperation and regional marketing becomes so important. Rather than competing with each other, the member communities and stakeholders of the Western Chester County Region can coordinate these goals and target development and conservation priorities where they seem most appropriate. It is up to the region and its member municipalities to make these determinations from the suggestions and possibilities outlined.

The following matrix outlines some possibilities for the individual municipalities to focus on in addition to their roles in advancing a regional agenda. These possibilities were compiled from comments and suggestions offered during the course of the study process.

Possible Municipal Lead Initiatives

MUNICIPAL LEAD	POTENTIAL PROJECT CONCEPT	DESCRIPTION AND DIRECTION
Caln Township	Business Route 30 Revitalization	There are two distinct segments to this segment of Business Route 30. Businesses on the eastern end are reasonably healthy and there are limited vacancies. The western end has a higher level of vacancies and can be the focus on the "motor main street" recommendation in this study. Higher end related uses might include audio component dealers, specialized detailing, antique car dealers, motorcycle customization, high end customization, and other niche services. The corridor also has some vacant office buildings that might serve as entrepreneurial centers or business incubators for metallurgical, R&D, or other professional uses as were defined in the study. Potential partners and funding sources are identified on page 113 of this study.
	Sidewalk and Streetscape along Lincoln Highway	Sidewalk, streetscape and pedestrian improvements are needed along Business 30, particularly in the vicinity of the Thorndale Train Station. This should be the first area of priority for Caln Township as it seeks to build on retail potential generated by the station.
	Train Station Related Retail Expansion in Thorndale	Page 113 outlines some broad suggestions for linking the Thorndale Train Station to greater retail development at this location. The Township should consider working with area property owners to assemble a strategy for defining pedestrian crossing locations; pad site development; and new retail space where Transit Oriented Development can occur. Working with SEPTA to share parking and market existing commercial uses (at kiosk locations at the station) will also help to make necessary business connections.
	Route 340 and Business Route 30 Intersection Improvements	Caln Township wants to see this intersection improved to enhance both traffic circulation and the commercial desirability of this portion of the Route 30 Business Corridor. Various improvements for this intersection are already part of the County's Transportation Improvement Inventory. As is the case with the Route 30 By-pass Airport Road Interchange improvements, the Township will have to continue working with the County and DVRPC to schedule and ultimately fund construction of this project. There are very viable businesses on each of the four corners of the intersection that will be affected. In addition, the Amtrak railroad bridge may be impacted depending on the project's scope, so stakeholders should be engaged early in the study & design process.
City of Coatesville	Rail Station Redevelopment	This is one of the study's top tier project concepts with obvious regional implications. While the City clearly has an important role in helping to direct, support and assemble the key project components, so do the region, county, elected officials and other stakeholders. This is a project where the involvement and support of many partners and organizations will make the difference.
	Velodrome Project	This is principally a private sector initiative, but there is a role to play for the City and other public partners in making the investments in infrastructure, streetscape improvements and site development costs that can make this important project a reality.
	"First Blocks" Retail Redevelopment Project	The "First Blocks" Redevelopment Concept is described on page 112. While other portions of the Lincoln Highway are also important areas for new investment, this area needs to be the top priority given its proximity to the railroad station, velodrome, the Graystone Society, historic properties and other initiatives that will define the City Center.

MUNICIPAL LEAD	POTENTIAL PROJECT CONCEPT	DESCRIPTION AND DIRECTION
	1 st Avenue Streetscape Improvements	First Avenue serves as the principal "Gateway" to the City. As the downtown grows and prospers; as the train station attracts new ridership; and as new investment is attracted to the region, putting the best face possible on this key transportation corridor should be a City priority. There may also be a need to invest in intersection improvements and circulation changes as new projects such as the Velodrome become realities. The City should begin now to work with the County Planning Commission, Department of Community Development, and other stakeholders to initiate a design analysis of this intersection and identify specific improvements that can be made to enhance its appearance and invite new investment. Funding for basic improvements such as sidewalks, pedestrian crossings, landscaping, and other beautification investments is available through such DOT grants as "Transportation Enhancements" and "Safe Streets to Transit."
Modena Borough	Small Grocer or Food Store	Now is an excellent time to develop any type of fresh foods project. There is considerable attention being focused on fresh food needs and there is funding available from The Pennsylvania Fresh Food Financing Initiative administered through The Reinvestment Fund; the U.S.D.A.; the New Markets Tax Credit Program; and a competitive grants program for community development organizations funded through the U.S. Department of Health and Human Services.
	Water Extension into the Borough	The Borough will have to negotiate a funding strategy with the Pennsylvania American Water Company, the owner of the public water system in the region. Possible funding sources include the Pennsylvania DCED; the Commonwealth Financing Authority; PennVest; PennWorks; and U.S. HUD through CDBG and other funding programs.
	Absentee Landlord Issues	Absentee landlords have an obligation to maintain their properties in safe and presentable conditions. Problems often arise in this regard for one or more possible reasons: 1) There is a lack of understanding of landlord and property owner obligations; 2) Tenants are not aware of their rights and/or responsibilities; 3) There is inadequate code enforcement and follow up; or 4) Codes need to be strengthened and revised. To affectively address issues involving absentee landlords there must be a comprehensive examination of all the potential problem areas. This involves an educational program for landlords and tenants that explains roles, rights, and responsibilities along with the consequences of inaction. Codes must be rigorously enforced with timely penalties for poor performers. Obviously given the size of Modena Borough and its limited ability to hire and fund staff, this might be a good opportunity to explore a "shared service" agreement with a larger municipality in the region in order to address the administrative and enforcement issues associated with this challenge. The County Community Development Department can provide technical assistance to help address the issues.
	Site Revitalization	Several municipalities have brownfield and grayfield issues. This is a regional project priority and one that should be addressed regionally in order to identify and assemble the concentration of potential sites for clean up and remediation that is necessary to attract Commonwealth support and Federal remediation dollars. See page 109. Modena has taken a number of steps to clean up and remediate some of these sites in the Borough, so they are ready to accommodate new development.

MUNICIPAL LEAD	POTENTIAL PROJECT CONCEPT	DESCRIPTION AND DIRECTION
South Coatesville Borough	Gateway Project	South Coatesville wants to make improvements along Route 82 to enhance the "gateway" into the Borough. The Borough should begin now to work with the County Planning Commission, Department of Community Development, and other stakeholders to develop a conceptual design for the gateway and identify specific improvements that can be funded to implement the project. Funding for improvements such as sidewalks, pedestrian crossings, landscaping, and related beautification is available through such DOT grants as "Transportation Enhancements" and "Safe Streets to Transit."
	Leverage Impact of new Emergency Services Training Center	The new Chester County Emergency Services Center will be a catalyst for new activity in the Borough. The facility will be a magnet for trips similar to any retail or service facility and consequently, the types of uses that could spring up around it are similar to those Transit Oriented Development uses described on page 76. The Borough can work with the partners identified on page 114 to begin marketing and promoting these opportunities, particularly involving such uses as delis, coffee shops, fresh produce, news and magazine shops.
	South Coatesville Town Center Project	The Borough is exploring the development of a town center that has connections to some potential publicly funded projects such as the extension and improvement of sidewalks; streetscape enhancements; a gateway project; and the extension of trails that might link the town center with other areas of the Borough and region.
	Sidewalk and Trail Extensions/Improvements	As a small municipality, the more pedestrian friendly the Borough can become, the more attractive it will be for prospective residents and investors. Sidewalks and trails that link key destinations within the Borough and region provide recreational and pedestrian connections that link retail and service areas; residential neighborhoods; and employment opportunities. Funding for a range of streetscape improvements is available through such DOT grants as "Transportation Enhancements," "Safe Streets to Transit," (where transit connections can be identified), and "Safe Streets to Schools." CDBG and various HUD Programs, where they impact neighborhoods are good funding sources. The County Community Development Department can be a good partner in this effort.
	1 st Avenue and Modena Road Intersection	This is a difficult intersection given the local terrain and the angles of intersection. The Borough wants to see this intersection improved to enhance both traffic circulation and to complement some of the traffic demands of recent projects such as the Emergency Services Training Center and retail projects being proposed. Various improvements at this intersection are already included on the County's Transportation Improvement Inventory and the Borough will have to work with the County and DVRPC to secure funding for intersection design and ultimately funding for the project's completion.
Valley Township	Airport Access Initiative	The Chester County (G.O. Carlson) Airport is located primarily in Valley Township. This is one of the Township's biggest economic assets and one of the region's largest economic stakeholders. While long-term improvements to Airport facilities are beyond the scope of this study, the Township can be a partner in enhancing way finding to and from the Airport; promoting economic opportunity at the Airport Business Park; and ensuring that access improvements, including the Route 30 Bypass Interchange remain high regional priorities. The Township can also be an advocate for investment in Airport improvements and facilities that are consistent with good planning.

MUNICIPAL LEAD	POTENTIAL PROJECT CONCEPT	DESCRIPTION AND DIRECTION
	Entrepreneurial Training Initiative	There are buildings and properties along Business Route 30 where entrepreneurial; job training; educational satellite campuses; and other learning centers could be located. This study suggests opportunities to partner with area colleges and universities to develop an entrepreneurial center that might focus on metallurgy, bio-pharma; medical devices and supplies; or other research and development product. Valley Township has several locations along Business Route 30 where such a facility could be located.
	Lincoln Highway Development Clusters	There are two important development nodes along Business Route 30 where streetscape, pedestrian improvements and other investments could spur some additional commercial development. They are at both ends of Route 30 as it traverses the Township. They provide gateways to the Township and focal points for much of the activity along the highway. The Township's current municipal complex is located on the eastern end of the highway corridor and the planned municipal complex will be located on the western end. Both of these locations provide good redevelopment and development opportunities that can be linked to services and other facilities.
	Gateway Project @ 82 and Route 30	Various intersection improvements at Route 82 and the Route 30 Bypass have been included in the County's Transportation Improvement Inventory. This is also a location where the Township might focus on developing a small retail cluster of convenience stores that cater to the needs of commuters and that can also service the clientele at the new Marriott Courtyard on Route 82 south of the interchange. Suggestions might include business apparel; gift shop; coffee shop; deli; shoe repair; news and magazine store; or florist. This is also another location where the Township can identify itself through gateway improvements that beautify the intersection and offer a welcoming appearance for the municipality and the region.
West Brandywine Township	Recreation and Open Space Preservation	West Brandywine Township is the only municipality in the Western Chester County Region with an open space tax. This demonstrates the commitment of the Township and its residents to protecting the landscape of the community and its important natural and environmental features. The Township should continue to be a regional leader in this regard. Linking its protected open space with pedestrian and bicycle trails as outlined in its Trails Concept Map (in the 2005 Municipal Comprehensive Plan) would set a high standard for the larger and longer-term integration of trails regionally and among multiple municipalities. Connections with Springton Manor Farm and Hibernia Park can also enhance the region's recreational base and promote the area's potential as a recreational destination. This objective has an obvious connection to the potential development of the Velodrome in Coatesville and other trail and recreational development elsewhere in the region.
	New Intersection Design at Route 82, East Reeceville and Cedar Knoll Roads	West Brandywine Township is currently working with the County to develop a design concept for this important intersection that is central to municipal circulation patterns. It also represents a key approach to the Route 30 By-pass and consequently, is a project with regional implications for vehicular circulation. As is the case with other regional intersection and roadway improvements, the Township should continue to work with the County and DVRPC to formalize the design and ultimately fund construction of this project.

MUNICIPAL LEAD	POTENTIAL PROJECT CONCEPT	DESCRIPTION AND DIRECTION
	Agribusiness Marketing	West Brandywine and the other more rural municipalities in the region can take a leading role in promoting agri-business opportunities; farm supply dealers; farm market trails; and other initiatives to protect the family farm and promote the many farm-related goods and services offered by the region.
West Caln Township	Agricultural Development	This is one of the region's top tier priorities. It includes not only farmland preservation but also "farmer preservation" which involves advocating for the types of regulatory, funding, and small business development initiatives that can help keep farmers in business.
	Brandywine Watershed and Open Space Conservation	West Caln Township has been a leader in watershed conservation and education. It is also a study municipality that has considerable open space and woodland that is critical to protecting the water quality of the Brandywine Creek. The Township can continue its leadership role by working with adjacent municipalities on regional watershed and conservation projects that advance the conservation and preservation objectives of the study.
	Promoting Regional Shared Services Costs	It was pointed out during the study process, that West Caln Township bears the burden of the impacts from recreational trips and activities particularly centered on Hibernia Park, but also on some of the other recreational uses in the region. This may be an opportunity for the Township to play a leading role and gain regional support for a more equitable inter-governmental partnership for sharing the costs of related traffic and visitor recreational impacts.

This study is a living document! That means that the Regional Planning Committee or whatever regional consortium arises from this effort, along with the Chamber of Commerce and its partners can change and modify the study initiatives and priorities as necessary. Municipal governments can pick from the list of aforementioned projects or identify new ones that will complement the region's development and conservation goals. The Regional Planning Committee and the Chamber of Commerce are taking some first steps toward developing a database of available and developable sites that can help focus some of these efforts.

One of the "Wow Factors" that makes this region unique is the strong regional cooperation evident to date – not just between local governments, but among all the stakeholders and planning partners. This was an asset in developing a comprehensive inventory of project priorities and a vision for the future of the Western Chester County Region. It will be an even larger asset as the region moves toward implementation of these initiatives and seeks to realize its economic development vision and goals.

Western Chester County: Future Focus Study

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