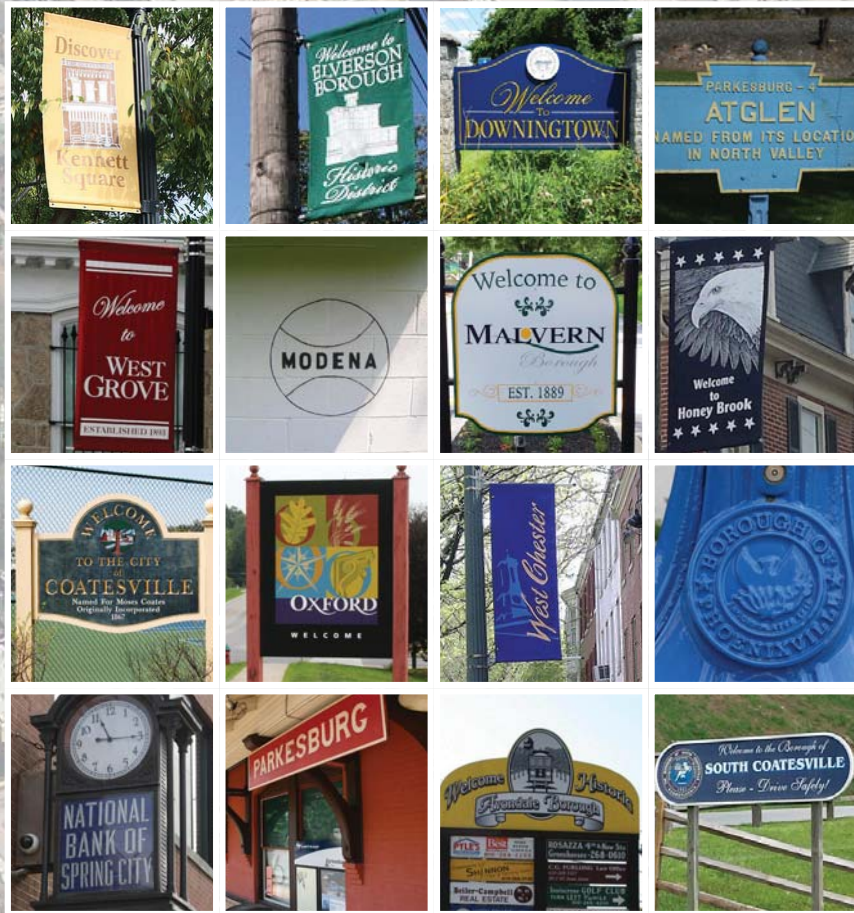


# Urban Center Forum

## Building and Implementing an Economic Strategy in Your Town

# RESOURCE GUIDE



This Urban Center Forum Presented by:



# Acknowledgements

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**Chester County  
Board of Commissioners**

Terence Farrell  
Kathi Cozzone  
Michelle Kichline



**Chester County Department of Community Development**

Patrick Bokovitz, Director  
Heather Martin, Construction Coordinator

**Chester County Planning Commission**

David Ward, Interim Director  
Justin Smiley, Urban Planner

**Chester County Economic Development Council**

Gary Smith, President and CEO  
David Sciocchetti, Urban Development Consultant



# THE COUNTY OF CHESTER



## COMMISSIONERS

Terence Farrell  
Kathi Cozzone  
Michelle Kichline

## OFFICE OF THE COMMISSIONERS

313 W. Market Street, Suite 6202  
P.O. Box 2748  
West Chester, PA 19380-0991  
(610) 344-6100

September 15, 2015

Dear Urban Center Leader:

We thank you for taking time to attend the 2015 Urban Centers Forum: Building and Implementing Economic Strategy in Your Town. We hope that your participation in the forum helped you to discover some useful tools to empower positive economic development in your own urban center.

Through Landscapes 2 and VISTA 2025, Chester County has made advances to preserve its heritage and maintain what makes Chester County so desirable, while also striving to thoughtfully encourage economic development, especially in urban centers.

We celebrate the unique character of each borough and city in Chester County and understand that each one has its own individual strengths and challenges. The following Urban Center Resource Guide was compiled with your community in mind. It offers a wide range of economic data as well as funding and contact information for your area, allowing you to embrace and capitalize on your own distinctive economic development path.

We hope that this resource guide serves to inspire an ongoing dialogue within your urban center *and* within a county-wide Urban Center Forum, so that we can continue to evolve and thrive together. In the future, we look forward to continuing to engage in this important conversation with you at events targeted towards the urban centers of Chester County.

Sincerely

Handwritten signature of Terence Farrell in black ink.

Terence Farrell  
Chairman

Handwritten signature of Kathi Cozzone in black ink.

Kathi Cozzone  
Commissioner

Handwritten signature of Michelle Kichline in black ink.

Michelle Kichline  
Commissioner

# URBAN CENTER FORUM RESOURCE GUIDE

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# Urban Centers Forum Contents

# Urban Center Forum

## Building and Implementing an Economic Strategy in Your Town

### Agenda

#### 4:00 pm to 4:25 pm Registration and Dinner

#### 4:25 pm to 4:40 pm Welcome and Introductions

**Introductions:** Pat Bokovitz, Director of Chester County Department of Community Development

- **Chester County Commissioners:**  
Terence Farrell  
Kathi Cozzone  
Michelle Kichline

#### 4:40 pm to 5:40 pm Main Speakers Panel

**Introductions:** David Sciocchetti, Urban Development Consultant, Chester County Economic Development Council

- Rick Ferrell—Principal at Retail Market Answers, LLC
- Todd J. Poole—President of 4ward Planning Inc.

**Questions and Answers**

#### 5:40 pm to 6:00 pm Urban Center Case Studies

**Introductions:** Justin Smiley, Urban Planner, Chester County Planning Commission

- John Theilacker—Honey Brook Borough (Comprehensive Planning)
- Regina Lewis—City of Coatesville (Capacity and Main Street)
- Donna Hosler—Oxford Borough (Marketing and Branding)
- Mary Hutchins—Kennett Square Borough (Economic Development Strategy)
- Malcolm Johnstone—West Chester Borough (Infrastructure and Parking Strategy)

#### 6:00 pm to 6:40 pm Urban Centers Work Session

- Identify the biggest challenges and opportunities that you have in making your town economically healthy.

#### 6:40 pm to 7:00 pm Closing Remarks and Individual Surveys

**This Urban Center Forum Presented by:**



# Urban Center Forum

## Building and Implementing an Economic Strategy in Your Town

### Details

**Date:** September 15, 2015

**Time:** 4:00 pm to 7:00 pm

**Location:** Chester County Historical Society  
225 N. High St., West Chester, PA 19380

**What:** As a component of VISTA 2025 (Chester County's Economic Development strategy), the Urban Center forum is a call-to-action to the sixteen urban centers on how to establish and implement an economic development strategy in their towns

### Learn

- The importance of economic development in building a healthy community
- Your role in economic development
- Unique strategies for your community
- Steps to making your town a successful urban center

**This Urban Center Forum Presented by:**



### Speakers

**Learn from experienced speakers**

- Rick Ferrell – Principal at Retail Market Answers, LLC  
email: [rickferrell@hotmail.com](mailto:rickferrell@hotmail.com)  
website: [retailmarketanswers.com](http://retailmarketanswers.com)



- Todd J. Poole – Managing Principal of 4ward Planning Inc.  
email: [tpoole@landuseimpacts.com](mailto:tpoole@landuseimpacts.com)  
website: [landuselearning.com](http://landuselearning.com)



### Contact

For questions, contact:

Heather Martin at [hmartin@chesco.org](mailto:hmartin@chesco.org) or 610-344-6789





# TODD POOLE

## Managing Principal, 4ward Planning Inc.

Todd Poole is president, founder, and managing principal of 4ward Planning Inc., with over 22 years of economic development experience, both as a private sector consultant and public sector practitioner. Specifically, Todd has extensive experience in the following areas: comprehensive and master planning, transit-oriented development, economic and fiscal impact analysis, regional transportation planning, redevelopment and neighborhood revitalization, park and trail revenue analysis, adaptive reuse, and development advisory. This project work has covered locations throughout the eastern seaboard and into the mid-west.

His most recent local redevelopment work includes the *Historic Kennett Square Economic Development Strategy*, a current project aimed at preservation of the cultural and historic assets of the borough and township; as well as the *Yorklyn Village Market Study & Economic Analysis* for Delaware's Department of Natural Resources and Environmental Control (DNREC), an effort focused on the redevelopment of a set of former industrial buildings surrounded by the natural and cultural resources of Yorklyn, DE. Todd and his team recently assisted the City of Hoboken with evaluating the market feasibility and associated fiscal and facility needs impacts of its *Western Edge Redevelopment Planning Area*; as well as conducting a real estate market analysis for the *Parkway Avenue Redevelopment Plan*, the former General Motors and Naval Warfare Center sites, in Ewing Township, NJ. Additionally, Todd is currently providing economic consulting services in support of the *New York Rising Community Reconstruction Program*. Funded through a Community Revitalization Zones (CRZs) Planning Grant, this work is supporting efforts to identify needs, set priorities, protect at-risk groups, and advance Action Plans for the long-term investment of disaster recovery funds within Suffolk County, NY.

Prior to entering into private consulting, Todd served in the public sector at various levels of government, including deputy policy director to the Governor of New Jersey, where he oversaw statewide housing and economic development policy. Todd began his career as an economic development practitioner and worked in several small- and medium-sized communities throughout New Jersey. His hands-on experience has included developing small business loan programs utilizing CDBG funding; creation of employment training and job access programs; industrial land sales and development; and administration of business retention and recruitment programs.

Todd holds a Masters in Public Administration (focus in finance) and BA in political science and economics from Rutgers University. He is also certified as an Economic Development Finance Professional (EDFP) by the National Development Council. He is member of the American Planning Association and past member of Urban Land Institute.





# 4ward Planning Inc.

4ward Planning was established to assist local governments and developers achieve sustainable development outcomes through responsible, future-based planning. Our approach, founded in socio-economic analysis, seeks the optimum development or redevelopment program for a community, based on best-case outcomes within the social, environmental, fiscal, and economic systems (the “4” in 4ward Planning). While we incorporate conventional economic and market analysis techniques within our assignments, we go a step further to examine the variables often overlooked by traditional approaches to market evaluation. Our added value to our clients is in identifying critical factors and issues that, if left unaddressed or minimized, could cause longer-term threats to the vibrancy of local and regional markets. We use qualitative and quantitative methods to study population and industry trends, and present land-use findings in a graphic-friendly manner, permitting ease of interpretation and distribution.



# **RICK FERRELL**

## **Principal Retail Market Answers, LLC**

Rick Ferrell is the principal of Retail Market Answers, LLC, (RMA) which specializes in downtown business development, economic planning and implementation services in accordance with “smart growth” principles. As such RMA targets appropriate business recruitment prospects (preferred by local stakeholders and most likely to be sustainable based on prevailing economic conditions). RMA’s economic planning extends to “business retention” considerations preserving or enhancing the growth of those already invested in a community. RMA provides practical and “hands on” retail business recruitment assistance for all of its strategic planning recommendations to public and private sector clients, alike, which includes services to more than 35 downtowns and communities throughout Pennsylvania, New Jersey, and Delaware.

Prior to forming RMA, Rick spent 20 years in shopping center development, redevelopment, leasing, management, marketing, and operations. He has worked in executive capacities with, The Rouse Company, Compass Retail, Arbor Property Trust and Forest City Ratner Companies. While at Forest City, Rick was involved in all aspects of development, redevelopment and planning for the company’s retail and mixed-use real estate portfolio. Post development, Rick was responsible for leasing and managing more than seven million square feet of retail and mixed-use space, encompassing 26 redevelopments throughout the Boroughs of New York City, New Jersey and Pennsylvania.

Retail Market Answers, LLC

Rick Ferrell

803 McCabe Avenue - Wilmington, DE 19802

Tel: 917.335.1961

rickferrell@hotmail.com

# Retail Market Answers, LLC

Our downtown economies are dynamic and ever-changing therefore we need to be flexible to adapt the process. Like a puzzle, when you have a clear view of the box cover and a process to get there, it's easier to stay on track. And it's easier to enroll property owner and gain business owner confidence in providing retention and expansion assistance when you can provide a context for their decisions and business recruitment choices. Therefore, we offer to both public and private sector entities of a variety of business development services. And because each community is unique, RMA tailors all services to the individual needs of each community.

Some of our services include:

- Community-wide Visioning
- Strategic Planning
- Targeted Market Analysis
- Business Retention and Expansion Assistance
- Business Recruitment Assistance
- Services individualized to the needs of your downtown

One of the most valuable tools that RMA can provide to your community is a Strategic Merchandising Plan (SMP). The SMP is a block-by-block, space-by-space assessment and plan reflecting the highest and best use of the downtown (in accordance with community vision, common goals, property owner requirements, and prevailing economic and market realities) for the entire commercial district.

# County Programs

# Chester County Planning Commission Programs

## Vision Partnership Program

The Vision Partnership Program (VPP) is a planning grant available to local municipalities and multimunicipal regions seeking to improve their planning programs and achieve consistency with the goals, objectives, and policies of Landscapes2. The Chester County Board of Commissioners first established the Vision Partnership Program in 1996 to promote cooperation between local governments and the County to implement Landscapes, the County's Comprehensive Policy Plan. The Vision Partnership Program was revised and re-established in 2010 achieve better alignment with Landscapes2 and the County Strategic Plan.

Since 1996, more than \$6.1 million has been awarded through VPP to Chester County municipalities for projects as diverse as zoning ordinance updates, subdivision and land development ordinance updates, new comprehensive plans, connectivity/mobility plans, open space plans, economic development studies, bicycle and pedestrian feasibility studies, corridor plans, village master plans, historic surveys, and historic preservation ordinance development. These projects have been taken on at the single municipality and multi-municipality level. The County funds have also leveraged funding at the local and regional level. The following table lists funded VPP projects within the 16 urban centers in Chester County that have been awarded between 2002 and 2015. More than \$1.2 million has been awarded during that period with an extra \$522,925 allocated through in-kind planning services. More information on the program can be found at [www.chesco.org/planning/vpp](http://www.chesco.org/planning/vpp).

## Urban Center Technical Assistance Program

The Chester County Planning Commission (CCPC) expanded its urban center revitalization work program in 2015 to offer limited/small-scale in-kind urban planning services to the 16 urban centers (15 Boroughs and City of Coatesville) in Chester County. This assistance involves advancing only planning projects derived from adopted municipal documents, endorsed studies, and/or the Urban Center Improvement Inventory (UCII). Eligible projects under this service include, but are not limited to the following: revitalization plan updates, official maps, specialized analysis (parking, trails, corridor studies), and mapping. Given limited staff resources, all project requests are screened and selected by CCPC staff on a case-by-case basis. A selected urban center must enter in a contractual/MOU agreement with the County to have a clear understanding of the project scope and to establish uniform expectations. The cost for assistance varies per project due to size/scope/complexity, but in many cases is in-kind.

## Urban Center Improvements Inventory (UCII)

The Urban Center Improvements Inventory is a comprehensive record of documented revitalization needs within Chester County's urban centers (15 Boroughs and the City of Coatesville). The inventory is a stand-alone entity that includes proposed capital improvements and planning projects that are directly linked to goals, objectives and policies within the urban center's adopted planning documents (comprehensive plan/revitalization plan). The UCII is updated on an annual basis and does not need to go through the planning adoption process. The goal of the Inventory is to connect the urban centers' revitalization plan priorities with implementation funding. In a coordinated effort both CCPC and CCDCD incorporated the UCII in the CRP application process. To be eligible for CRP funding, the proposed activity must identified in an adopted revitalization plan. To date there are 453 projects in the inventory, with 62 projects underway and 25 projects completed. Starting in Fall 2015 urban centers will be able to review and edit the inventory online.

## Urban Centers VPP Projects Since 2002

<u>Urban Center</u>	<u>Project</u>	<u>Year Awarded</u>	<u>Year Completed</u>	<u>Amount Funded</u>	<u>In-kind Funds</u>
Atglen Borough	Urban Center Revitalization Plan	2002	2003	\$14,208	
	Octoraro Region Comprehensive Plan*	2002	2004		\$81,000
	Zoning Ordinance update	2012	2015		\$36,000
			<b>Total Awards:</b>	<b>\$14,208</b>	<b>\$117,000</b>
Avondale Borough	Urban Center Revitalization Plan	2002	2003	\$35,535	
				<b>Total Awards:</b>	<b>\$35,535</b>
City of Coatesville	Urban Center Revitalization Plan	2001	2002	\$45,125	
	Comprehensive Plan	2001	2002	\$67,314	
	Zoning Ordinance Amendment	2004	2005	\$10,000	
	Regional Economic Development Plan (WCC)*	2010	2012	\$29,505	
	Comprehensive Plan update	2012	2014	\$25,350	
	Mill Trail Bike/Pedestrian Study*	2015	2016		See South Coatesville
	Route 30 Multi-Modal Study (WCC)*	2015	2017	\$20,000	
			<b>Total Awards:</b>	<b>\$197,294</b>	<b>\$0</b>
Downingtown Borough	Assessment Study (Downingtown Region)*	2002	2003	\$15,300	
	Urban Center Revitalization Plan	2004	2005	\$36,000	
			<b>Total Awards:</b>	<b>\$51,300</b>	<b>\$0</b>
Elverson Borough	Urban Center Revitalization Plan	2002	2003	\$30,000	
	Urban Center Revitalization Plan update	2009	2010	\$6,450	
	Comprehensive Plan Update	2013	2015		\$28,000
	Zoning/Subdivision & Land Development Ord. update	2015	2017		\$46,340
			<b>Total Awards:</b>	<b>\$36,450</b>	<b>\$74,340</b>
Honey Brook Borough	Zoning Ordinance update	2000	2002		\$18,000
	Urban Center Revitalization Plan	2002	2003	\$19,550	
	Subdivision & Land Development Ordinance update	2002	2005		\$12,000
	Joint Borough/Township Comprehensive Plan update	2013	2015	\$24,200	
			<b>Total Awards:</b>	<b>\$43,750</b>	<b>\$30,000</b>

<u>Urban Center</u>	<u>Project</u>	<u>Year Awarded</u>	<u>Year Completed</u>	<u>Amount Funded</u>	<u>In-kind Funds</u>
<b>Kennett Square Borough</b>	Regional Transportation/Land Use Study (KARPC)*	2000	2002	\$15,000	
	Subdivision & Land Development Ordinance update	2001	2002	\$26,250	
	Comprehensive Plan Implementation Program (KARPC)*	2001	2002		\$12,600
	Subdivision & Land Development Ordinance amend.	2002	2003	\$5,513	
	Urban Center Revitalization Plan	2002	2003	\$45,000	
	Regional Transportation/Land Use Study (KARPC)*	2003	2004	\$11,750	
	Comprehensive/Revitalization Plan update	2009	2013		\$40,500
	Economic Development Strategy (Borough/Township)*	2015	2017	\$35,000	
			<b>Total Awards:</b>	<b>\$138,513</b>	<b>\$53,100</b>
<b>Malvern Borough</b>	Zoning Ordinance update	1999	2002		\$12,000
	Urban Center Revitalization Plan	2001	2002	\$21,750	
	Subdivision & Land Development Ordinance update	2004	2006	\$20,400	
	Patriots Path (Multi-municipal Trail Plan)*	2008	2010	\$52,920	
	Urban Center Revitalization Plan update	2009	2010	\$9,637	
	Comprehensive Plan update	2009	2012		\$42,825
			<b>Total Awards:</b>	<b>\$104,707</b>	<b>\$54,825</b>
<b>Modena Borough</b>	Comprehensive/Revitalization Plan update	2002	2004		\$19,000
	Zoning Ordinance update	2006	2009		\$28,500
	Regional Economic Development Plan (WCC)*	2010	2012	See City of Coatesville	
	Mill Trail Bike/Pedestrian Study*	2015	2016	See South Coatesville	
			<b>Total Awards:</b>	<b>\$0</b>	<b>\$47,500</b>
<b>Oxford Borough</b>	Urban Center Revitalization Plan	2002	2003	\$21,250	
	Oxford Multi-municipal Comprehensive Plan (ORPC)*	2008	2012		\$113,400
	Urban Center Revitalization Plan update	2015	2015		\$0
	Parking Management Study	2015	2017	\$11,250	
			<b>Total Awards:</b>	<b>\$32,500</b>	<b>\$113,400</b>
<b>Parkesburg Borough</b>	Comprehensive Plan update	2000	2002	\$27,500	
	Urban Center Revitalization Plan	2002	2004	\$36,338	
	Octoraro Region comprehensive Plan*	2002	2004	See Atglen	
	Zoning Ordinance update	2004	2006	\$13,600	
	Subdivision & Land Development Ordinance update	2004	2007	\$9,000	
	Urban Center Revitalization Plan update	2008	2010	\$18,112	
			<b>Total Awards:</b>	<b>\$104,550</b>	<b>\$0</b>

<u>Urban Center</u>	<u>Project</u>	<u>Year Awarded</u>	<u>Year Completed</u>	<u>Amount Funded</u>	<u>In-kind Funds</u>
Phoenixville Borough	Urban Center Revitalization Plan	2002	2003	\$22,425	
	Parking Study	2004	2004	\$31,950	
	Phoenixville Regional Comprehensive Plan*	2004	2008	\$75,000	
	Zoning Ordinance update (Historic Design Guide)	2006	2007	\$11,730	
	Phoenixville Regional Comprehensive Plan Consistency Review*	2008	2010	\$61,128	
	Comprehensive Plan update (Neighborhood Plan)	2009	2011	\$45,000	
	Subdivision & Land Development Ordinance update	2015	2017	\$19,500	
<b>Total Awards:</b>				<b>\$266,733</b>	<b>\$0</b>
South Coatesville Borough	Zoning Ordinance update	2001	2003	\$21,750	
	Subdivision & Land Development Ordinance update	2002	2003	\$7,200	
	Urban Core Revitalization Study (TCDI Match)	2003	2004	\$6,500	
	Regional Economic Development Plan (WCC)*	2010	2012	See City of Coatesville	
	Official Map	2013	2013	\$2,625	
	Mill Trail Bike/Pedestrian Study*	2015	2016	\$22,000	
<b>Total Awards:</b>				<b>\$60,075</b>	<b>\$0</b>
Spring City Borough	Urban Center Revitalization Plan	2002	2003	\$17,850	
<b>Total Awards:</b>				<b>\$17,850</b>	<b>\$0</b>
West Chester Borough	Urban Center Revitalization Plan	2001	2002	\$25,800	
	Zoning Ordinance update (Phase 2)	2002	2003	\$5,400	
	Comprehensive/Revitalization Plan update	2014	2015	\$40,000	
<b>Total Awards:</b>				<b>\$71,200</b>	<b>\$0</b>
West Grove Borough	Comprehensive Plan update	2001	2003	\$42,000	
	Urban Center Revitalization Plan	2002	2003	\$40,375	
	Zoning Ordinance update	2013	2015		\$32,760
<b>Total Awards:</b>				<b>\$82,375</b>	<b>\$32,760</b>
<b>* Multi-Municipal Plans Total</b>				<b>\$337,603</b>	<b>\$207,000</b>
				<b><u>VPP Funding Total</u></b>	<b><u>In-kind Total</u></b>
				<b>\$1,257,040</b>	<b>\$522,925</b>



# Chester County Department of Community Development Programs

## Community Revitalization Program

The Chester County Department of Community Development (DCD) administers the Community Revitalization Program (CRP), a program with the purpose of supporting development and redevelopment in Chester County's urban centers.

DCD annually awards approximately \$2.5 million in local grant funding to Chester County urban centers for a variety of capital construction projects.

Municipally owned and operated streetscape, sewer, water, and storm water infrastructure activities are eligible for funding. Activities that are funded through CRP are those identified through the Urban Center Improvements Inventory (UCII), see above, and are directly connected to the plan elements in an adopted UCRP and/or comprehensive plan.

Additional eligible activities include, but are not limited to, the following:

- Removal of accessibility barriers from locations other than buildings (e.g., sidewalks, parks).
- Sidewalk and curb reconstruction
- Streetlight improvements, trees, and benches
- Street reconstruction
- Traffic calming measures
- Bike lanes
- Bus shelters
- Parking Facilities
- Installation of sewer, water, and storm water mains
- Sewer or water plant upgrades
- Installation of storm sewer inlets
- Floodplain management
- Storm drainage improvements
- Elimination of Urban Blight

# Chester County Department of Community Development

## Urban Center Funding, Since 2002

### Community Development Block Grant (CDBG) and Community Revitalization Program (CRP) Funding

*The year listed corresponds to the fiscal year from which funds are drawn.*

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of Atglen</b>	Well Project	2010	CRP	\$500,000.00
	Street, Curb, Sidewalk & Storm Water	2009	CRP	\$353,897.00
	Infrastructure Improvements	2009	CDBG	\$229,996.00
	Infrastructure Improvements	2008	CRP	\$251,761.96
	Streetscape Improvements	2006, 2003, 2002	CRP	\$1,166,109.00
	Sewer and Water Improvements	2003, 2002	CRP	\$294,000.00

**Total Awards: \$2,795,763.96**

<b>Borough of Avondale</b>	Water System Improvements	2014	CRP	\$621,912.00
	Water System Improvements	2012	CRP	\$353,347.00
	Storm Water Improvements	2010	CRP	\$700,000.00
	Water System Improvements	2009	CDBG	\$232,058.00
	Water System Improvements	2008	CRP	\$447,089.21
	Waste Water Treatment Plant	2004, 2003	CRP	\$1,500,000.00
	Sewer and Water Improvements	2003	CDBG	\$347,935.00

**Total Awards: \$4,202,341.21**

<b>City of Coatesville</b>	Parking Structure Construction	2015	CRP	\$500,000.00
	Lincoln Highway & First Avenue	2014	CRP	\$700,000.00
	Street Repaving and Storm Sewer Replacement	2011	CDBG	\$300,000.00
	Demolition - Fleetwood and Oak Streets	2010	CDBG	\$250,000.00
	Acquisition & Demolition - Train Station	2011	CRP	\$700,000.00
	River Walk	2010, 2006	CRP	\$1,084,936.50
	Street Reconstruction - Storm Water Drainage	2005	CRP	\$266,752.38
	Closed Loop Signal System	2005	CRP	\$476,483.75
	E. Lincoln Highway Parking	2005, 2003	CRP	\$99,008.00
	Infrastructure Improvements for Housing Development	2004, 2003, 2002, 2001	CDBG	\$302,708.15
	Community Center Renovations	2004, 2003, 2002	CDBG	\$500,000.00
	Streetscape Improvements	2003	CRP	\$413,755.59

**Total Awards: \$5,593,644.37**

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of Downingtown</b>	Sewer System Improvements	2015	CRP	\$180,000.00
	Water System Improvements	2013	CRP	\$450,000.00
	Streetscape Improvements	2012	CRP	\$513,363.00
	Water Main Improvements	2010	CRP	\$250,000.00
	Bridge Construction	2009	CRP	\$662,552.00
	Bridge Reconstruction	2008	CRP	\$246,850.00
	Water System Improvements	2007	CRP	\$750,000.00
	Acquisition	2006	CDBG	\$300,000.00
	Storm Drainage	2005	CRP	\$385,000.00

**Total Awards: \$3,737,765.00**

<b>Borough of Elverson</b>	Sewer System Upgrade	2015	CRP	\$590,000.00
	Waste Water Treatment Plant	2012	CRP	\$634,770.00
	Sewer Pump Station	2011	CRP	\$368,440.00
	Streetscape Improvements	2009	CRP	\$749,668.00
	Waste Water Treatment Plant	2003	CRP	\$500,000.00
	Streetscape Improvements	2003	CRP	\$487,169.22

**Total Awards: \$3,330,047.22**

<b>Borough of Honey Brook</b>	Water System Improvements	2015	CRP	\$250,000.00
	Streetscape Improvements	2014	CRP	\$200,392.00
	Streetscape Improvements	2010	CRP	\$977,493.00
	Water Main Installation	2009	CRP	\$300,806.89
	Storm Drainage	2008	CRP	\$559,605.27
	Street Reconstruction - Storm Water Drainage	2004	CRP	\$492,425.00

**Total Awards: \$2,780,722.16**

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of Kennett Square</b>	Streetscape Improvements	2014	CRP	\$280,000.00
	Streetscape Improvements	2012	CRP	\$676,000.00
	Street Improvements	2011	CRP	\$512,000.00
	Street and Curb Reconstruction	2009	CDBG	\$172,965.00
	Street, Curb, Sidewalk and Storm Water	2006	CRP	\$349,255.00
	Street Reconstruction	2004	CDBG	\$193,000.00
	Street, Curb, Sidewalk and Storm Water	2004	CRP	\$291,884.00
	Streetscape Improvements	2003	CRP	\$1,000,000.00
	Street, Curb, Sidewalk and Water Main	2002	CDBG	\$285,270.11
			<b>Total Awards:</b>	<b>\$3,760,374.11</b>

<b>Borough of Malvern</b>	Streetscape Improvements	2013	CRP	\$500,000.00
	Streetscape Improvements	2011	CRP	\$512,000.00
	Streetscape Improvements	2009	CRP	\$246,982.10
	Streetscape Improvements	2008	CRP	\$49,687.00
	Streetscape Improvements	2010, 2005	CRP	\$440,830.81
	Sewer Pump Station	2004	CRP	\$198,721.49
	Streetscape Improvements	2003	CRP	\$466,997.73
			<b>Total Awards:</b>	<b>\$2,415,219.13</b>

<b>Borough of Modena</b>	Street Light Replacement	2013	CRP	\$52,000.00
	Sewer Meter	2012	CRP	\$105,285.00
	Sewer Repair	2011	CRP	\$20,704.00
	Street Reconstruction	2011	CDBG	\$325,000.00
	Street Reconstruction	2009	CRP	\$91,185.15
	Sewer Pump Station	2008	CRP	\$59,878.00
	Sanitary Sewer Collection System	2007	CDBG	\$318,722.00
	Sewer Repair	2005	CRP	\$12,255.00
	Sewer Pump Station	2005	CRP	\$102,912.00
	Demolition	2002	CDBG	\$26,078.50
	Street Reconstruction - Storm Water Drainage	2002	CDBG	\$25,448.00
			<b>Total Awards:</b>	<b>\$1,139,467.65</b>

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of Oxford</b>	Water System Improvements	2015	CRP	\$575,000.00
	Streetscape Improvements	2013	CRP	\$225,000.00
	Streetscape Improvements	2011	CRP	\$367,467.00
	Water Treatment Facility Improvement Project	2011	CDBG	\$431,255.00
	Streetscape Improvements	2008	CRP	\$1,329,354.00
	Sewer Repair	2007	CRP	\$807,500.00
	Water Main Installation	2004	CDBG	\$250,000.00
	Infrastructure Improvements	2005, 2004	CRP	\$273,320.00
	Water Main Installation	2002	CDBG	\$340,000.00
			<b>Total Awards:</b>	<b>\$4,598,896.00</b>
<b>Borough of Parkesburg</b>	Storm Drainage	2005	CRP	\$1,000,000.00
	Curbs & Sidewalks	2005	CRP	\$325,970.65
	Streetscape Improvements	2004	CDBG	\$303,506.18
			<b>Total Awards:</b>	<b>\$1,629,476.83</b>
<b>Borough of Phoenixville</b>	Water System Improvements	2015	CRP	\$500,000.00
	Water Plant Improvements	2014	CRP	\$397,696.00
	Water System Improvements	2012	CRP	\$342,000.00
	Water Plant and System Improvements	2009	CRP	\$450,000.00
	Sanitary Sewer Interceptor Replacement	2008	CDBG-R (ARRA)	\$554,380.00
	Streetlight Installation	2008	CRP	\$293,591.93
	Streetscape Improvements	2006	CRP	\$961,408.07
	Curbs & Sidewalks	2005	CDBG	\$250,000.00
	Water System Improvements	2005	CRP	\$1,000,000.00
	Street Reconstruction	2003	CDBG	\$226,440.00
	Streetscape Improvements	2003	CRP	\$999,750.00
			<b>Total Awards:</b>	<b>\$5,975,266.00</b>

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of South Coatesville</b>	Sanitary Sewer & Storm Water Improvements	2014	CRP	\$700,000.00
	Sanitary Sewer Rehabilitation Project	2011	CDBG	\$320,130.00
	Acquisition and Demolition	2010	CDBG	\$102,465.00
	Streetscape Improvements	2007, 2006	CDBG	\$339,478.00
	Sewer Repair	2006	CDBG	\$269,935.00
	Sanitary Sewer Main	2005	CDBG	\$110,803.15
	Curbs & Sidewalks	2003	CDBG	\$164,745.13
	Street, Curb, Sidewalk and Storm Water	2002	CDBG	\$64,843.46
	Sanitary Sewer Main	2002	CDBG	\$73,065.00
			<b>Total Awards:</b>	<b>\$2,145,464.74</b>
<b>Borough of Spring City</b>	Stormwater Improvements	2013	CRP	\$125,000.00
	Streetscape Improvements/Infrastructure	2011	CRP	\$594,000.00
	Infrastructure Improvements	2008	CRP	\$654,799.86
	Waste Water Treatment Plant	2007	CRP	\$1,000,000.00
	Streetscape Improvements/Infrastructure	2003	CRP	\$999,770.00
			<b>Total Awards:</b>	<b>\$3,373,569.86</b>
<b>Borough of West Chester</b>	Trash and Recycling Receptacles	2013	CRP	\$293,000.00
	Storm and Sewer Improvements	2012	CRP	\$284,006.00
	Storm and Sewer Improvements	2010	CRP	\$248,425.45
	Streetscape Improvements	2009	CRP	\$546,530.00
	Storm Sewers	2008	CRP	\$259,362.00
	Streetscape Improvements	2007, 2005	CRP	\$705,428.00
	Storm Sewers	2006	CRP	\$325,000.00
	Storm Sewers	2005	CDBG	\$299,933.00
	Streetscape Improvements	2004	CDBG	\$49,833.00
	Signage Improvements	2004	CRP	\$112,920.00
	Street Reconstruction	2003	CRP	\$297,269.86
	Storm Sewers	2003	CRP	\$92,470.14
	Street, Curb, Sidewalk and Storm Water	2003, 2002	CRP	\$721,806.00
	Streetlight Installation	2002	CDBG	\$147,976.00
			<b>Total Awards:</b>	<b>\$4,383,959.45</b>

<u>Urban Center</u>	<u>Activity Title</u>	<u>Year</u>	<u>Funding Stream</u>	<u>Amount Funded</u>
<b>Borough of West Grove</b>	Streetscape Improvements	2015	CRP	\$400,000.00
	Streetscape Improvements	2013	CRP	\$1,111,000.00
	Water System Improvements	2012	CRP	\$250,000.00
	Waste Water Treatment Plant	2012	CRP	\$300,000.00
	Sewer Pump Station	2011	CRP	\$248,175.00
	Streetscape Improvements	2009	CRP	\$595,871.18
	Streetscape Improvements	2008	CRP	\$600,000.00
	Streetscape Improvements	2003	CRP	\$966,665.00
	Storm Sewers	2003	CRP	\$787,265.00
			<b>Total Awards:</b>	<b>\$5,258,976.18</b>

**Total Cumulative Awards Since 2002: \$57,120,953.87**

# Urban Center Data

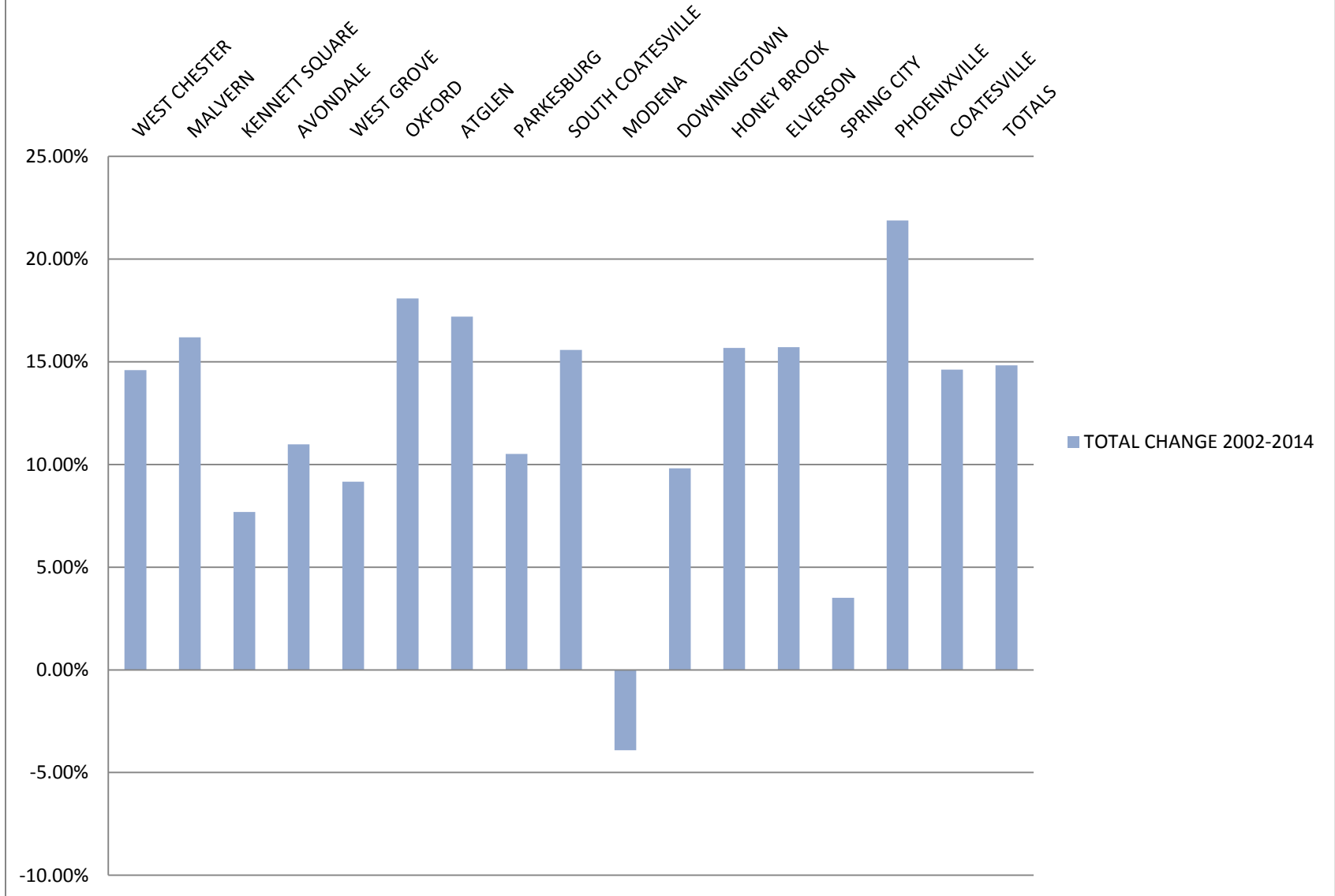


## URBAN CENTERS TAXABLE ASSESSMENTS TOTALS 2002-2014

	2002-2004	2004-2006	2006-2008	2010 Taxable	2008-2010	2012 Taxable	2010-2012	2014 Taxable	2012-2014	Total
	Change	Change	Change	Assessments	Change	Assessments	Change	Assessments	Change	Change
<b>WEST CHESTER</b>	1.48%	3.06%	0.76%	651,201,750	1.80%	691,518,220	5.83%	709,642,675	2.55%	<b>14.60%</b>
<b>MALVERN</b>	5.47%	-0.39%	0.85%	206,723,920	0.30%	210,028,960	1.57%	231,412,092	9.24%	<b>16.20%</b>
<b>KENNETT SQUARE</b>	1.29%	1.54%	-0.37%	226,815,610	4.01%	224,474,480	-1.04%	230,086,960	2.44%	<b>7.70%</b>
<b>AVONDALE</b>	-1.49%	-0.52%	0.89%	36,747,820	-2.86%	43,150,850	14.84%	42,932,000	-0.51%	<b>10.98%</b>
<b>WEST GROVE</b>	0.65%	1.27%	4.28%	94,399,730	2.42%	95,511,310	1.16%	95,206,250	-0.32%	<b>9.16%</b>
<b>OXFORD</b>	11.85%	2.52%	0.94%	163,905,281	-0.96%	163,033,721	-0.53%	171,941,121	5.18%	<b>18.08%</b>
<b>ATGLEN</b>	10.70%	4.43%	4.39%	50,749,900	1.13%	49,943,630	-1.61%	49,446,970	-1.00%	<b>17.20%</b>
<b>PARKESBURG</b>	2.42%	0.74%	2.51%	133,661,105	3.81%	134,527,494	0.64%	135,658,438	0.83%	<b>10.51%</b>
<b>SOUTH COATESVILLE</b>	-7.71%	0.00%	1.60%	53,741,280	11.04%	58,209,930	7.68%	60,023,360	3.02%	<b>15.58%</b>
<b>MODENA</b>	0.51%	-1.88%	0.82%	13,159,140	-1.40%	13,071,660	-0.67%	12,909,340	-1.26%	<b>-3.91%</b>
<b>DOWNINGTOWN</b>	5.09%	1.19%	0.97%	347,764,580	1.66%	347,276,990	-0.14%	352,180,410	1.39%	<b>9.82%</b>
<b>HONEY BROOK</b>	0.72%	5.51%	5.02%	71,682,450	2.32%	74,536,610	3.83%	73,986,980	-0.74%	<b>15.68%</b>
<b>ELVERSON</b>	6.43%	5.06%	4.19%	93,454,240	0.92%	92,592,510	-0.93%	93,505,470	0.98%	<b>15.71%</b>
<b>SPRING CITY</b>	0.61%	1.27%	0.85%	115,941,640	0.38%	115,990,060	0.04%	116,462,530	0.41%	<b>3.51%</b>
<b>PHOENIXVILLE</b>	0.71%	8.71%	5.93%	735,760,148	6.48%	738,322,998	0.35%	751,135,981	1.71%	<b>21.89%</b>
<b>COATESVILLE</b>	7.50%	5.83%	2.25%	256,375,711	-0.42%	259,632,191	1.25%	256,753,050	-1.12%	<b>14.63%</b>
<b>TOTALS</b>	<b>3.09%</b>	<b>3.71%</b>	<b>2.41%</b>	<b>3,252,084,305</b>	<b>2.70%</b>	<b>3,311,821,614</b>	<b>1.80%</b>	<b>3,383,283,627</b>	<b>2.11%</b>	<b>14.83%</b>

Source: Chester County Tax Assessment Office, 2002-2014

## TAXABLE ASSESSMENTS PERCENT CHANGE 2002-2004



**Source:** Chester County Tax Assessment Office, 2002-2014

## CHESTER COUNTY URBAN CENTERS EMPLOYMENT TRENDS 1970 - 2040

County/Municipality	1970 Census	1980 Census	1990 Census	2000 Census	*2008-2012 Census	Change 1970-2010	Percent Change 1970-2010	2020 Forecast	2030 Forecast	2040 Forecast	Change 2010-2040	Percent Change 2010-2040
<i>Chester County</i>	107,168	148,236	198,581	221,255	255,115	147,947	138.0	312,456	347,581	368,022	112,907	44.3
Atglen Borough	344	335	411	573	709	365	51.5	621	742	813	104	14.7
Avondale Borough	468	425	503	511	818	350	74.8	869	986	1,055	237	29.0
Coatesville City	5,066	4,083	4,495	4,111	5,360	294	5.8	2,628	3,022	3,252	-2,108	-39.3
Downingtown Borough	3,245	3,917	4,286	3,970	4,526	1,281	39.5	7,152	8,271	8,923	4,397	97.1
Elverson Borough	187	325	253	452	491	304	162.6	714	866	954	463	94.3
Honey Brook Borough	417	504	581	627	885	468	112.2	480	546	585	-300	-33.9
Kennett Square Borough	2,074	2,287	2,865	2,674	3,209	1,135	54.7	4,768	5,227	5,495	2,286	71.2
Malvern Borough	1,274	1,583	1,818	1,694	1,777	503	39.5	2,178	2,465	2,631	854	48.1
Modena Borough	336	307	209	222	233	-103	-30.7	144	187	212	-21	-9.0
Oxford Borough	1,435	1,478	1,667	1,814	2,115	680	47.4	2,303	2,667	2,878	763	36.1
Parkesburg Borough	1,087	1,107	1,435	1,642	1,756	669	61.5	732	870	950	-806	-45.9
Phoenixville Borough	6,329	6,612	8,101	7,899	9,704	3,375	53.3	7,221	8,632	9,453	-251	-2.6
South Coatesville Borough	569	459	411	377	634	65	11.4	1,293	1,538	1,681	1,047	165.1
Spring City Borough	1,624	1,552	1,892	1,771	1,916	292	18.0	967	1,101	1,178	-738	-38.5
West Chester Borough	7,923	8,242	10,163	10,243	10,125	2,202	27.8	10,344	10,782	11,036	911	9.0
West Grove Borough	750	807	1,100	1,407	1,663	913	121.7	607	682	726	-937	-56.3
<b>Total</b>	<b>33,128</b>	<b>34,023</b>	<b>40,190</b>	<b>39,987</b>	<b>45,921</b>	<b>12,793</b>	<b>N/A</b>	<b>43,021</b>	<b>48,584</b>	<b>51,822</b>	<b>5,901</b>	<b>N/A</b>
<i>Percent of County</i>	<b>30.9%</b>	<b>23.0%</b>	<b>20.2%</b>	<b>18.1%</b>	<b>18.0%</b>	<b>8.6%</b>	<b>N/A</b>	<b>13.8%</b>	<b>14.0%</b>	<b>14.1%</b>	<b>5.2%</b>	<b>N/A</b>

**Sources:**

US Census Bureau, 1970-2000; ACS 2008-2012 (Employed Workers 16 yrs+)

Delaware Valley Regional Planning Commission Employment Forecasts, 2013

\* Data was not included in 2010 U.S. Census. Data used is U.S. Census ACS 2008-2012

## CHESTER COUNTY URBAN CENTERS PLACE OF WORK 2008-2012

County/Municipality	Worked in County of Residence		Worked Outside County of Residence		Worked Outside Pennsylvania		*Worked in Place of Residence		Total Residents Employed	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>Chester County</b>	157,054	62.6	71,146	28.4	22,588	9.0	10,974	4.4	250,788	100
Atglen Borough	517	73.4	152	21.6	35	5.0	53	7.5	704	100
Avondale Borough	637	78.5	117	14.4	57	7.0	148	18.2	811	100
Coatesville City	4,461	84.6	726	13.8	88	1.7	752	14.3	5,275	100
Downingtown Borough	3,708	83.3	618	13.9	126	2.8	791	17.8	4,452	100
Elverson Borough	303	61.6	174	35.4	15	3.0	78	15.9	492	100
Honey Brook Borough	648	74.3	215	24.7	9	1.0	77	8.8	872	100
Kennett Square Borough	2,149	68.9	673	21.6	299	9.6	769	24.6	3,121	100
Malvern Borough	1,145	65.3	495	28.2	114	6.5	240	13.7	1,754	100
Modena Borough	179	81.4	41	18.6	0	0.0	22	10.0	220	100
Oxford Borough	1,525	74.9	98	4.8	413	20.3	428	21.0	2,036	100
Parkesburg Borough	1,445	84.6	255	14.9	8	0.5	176	10.3	1,708	100
Phoenixville Borough	5,714	59.9	3,781	39.6	50	0.5	1,480	15.5	9,545	100
South Coatesville Borough	494	78.7	114	18.2	20	3.2	39	6.2	628	100
Spring City Borough	836	44.4	1,017	54.1	28	1.5	121	6.4	1,881	100
West Chester Borough	7,589	76.1	2,039	20.4	344	3.4	2,580	25.9	9,972	100
West Grove Borough	1,178	71.7	211	12.9	253	15.4	181	11.0	1,642	100
<b>Total</b>	<b>32,528</b>	<b>N/A</b>	<b>10,726</b>	<b>N/A</b>	<b>1,859</b>	<b>N/A</b>	<b>7,935</b>	<b>N/A</b>	<b>45,113</b>	<b>N/A</b>
<i>Percent of County</i>	<b>20.7%</b>	<b>N/A</b>	<b>15.1%</b>	<b>N/A</b>	<b>8.2%</b>	<b>N/A</b>	<b>72.3%</b>	<b>N/A</b>	<b>18.0%</b>	<b>N/A</b>

**Sources:**

US Census Bureau, ACS 2008-2012

\* Total is a subsection of Total Residents Employed

## CHESTER COUNTY URBAN CENTERS RESIDENTS BY OCCUPATION 2008-2012

County/Municipality	Management & Professional		Services		Sales		Natural Resources & Construction		Production		Total Residents Employed	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<i>Chester County</i>	120,974	47.4	33,135	13.0	62,294	24.4	19,270	7.6	19,442	7.6	255,115	100
Atglen Borough	231	32.6	178	25.1	135	19.0	79	11.1	86	12.1	709	100
Avondale Borough	82	10.0	129	15.8	114	13.9	344	42.1	149	18.2	818	100
Coatesville City	1,270	23.7	1,496	27.9	986	18.4	508	9.5	1,100	20.5	5,360	100
Downingtown Borough	1,667	36.8	868	19.2	1,151	25.4	299	6.6	541	12.0	4,526	100
Elverson Borough	165	33.6	60	12.2	154	31.4	58	11.8	54	11.0	491	100
Honey Brook Borough	253	28.6	104	11.8	216	24.4	106	12.0	206	23.3	885	100
Kennett Square Borough	732	22.5	878	27.4	518	16.1	627	19.5	463	14.4	3,209	100
Malvern Borough	664	37.4	357	20.1	503	28.3	143	8.0	110	6.2	1,777	100
Modena Borough	49	21.0	63	27.0	41	17.6	33	14.2	47	20.2	233	100
Oxford Borough	507	24.0	557	26.3	389	18.4	239	11.3	423	20.0	2,115	100
Parkesburg Borough	647	36.8	224	12.8	428	24.4	253	14.4	204	11.6	1,756	100
Phoenixville Borough	4,123	42.5	1,506	15.5	2,758	28.4	507	5.2	810	8.3	9,704	100
South Coatesville Borough	192	30.3	119	18.8	191	30.1	35	5.5	97	15.3	634	100
Spring City Borough	555	29.0	467	24.4	462	24.1	145	7.6	287	15.0	1,916	100
West Chester Borough	3,378	33.4	2,805	27.7	2,799	27.6	540	5.3	603	6.0	10,125	100
West Grove Borough	416	25.0	290	17.4	504	30.3	206	12.4	247	14.9	1,663	100
<b>Total</b>	<b>14,931</b>	<b>N/A</b>	<b>10,101</b>	<b>N/A</b>	<b>11,349</b>	<b>N/A</b>	<b>4,122</b>	<b>N/A</b>	<b>5,427</b>	<b>N/A</b>	<b>45,921</b>	<b>N/A</b>
<i>Percent of County</i>	<b>12.3%</b>	<b>N/A</b>	<b>30.5%</b>	<b>N/A</b>	<b>18.2%</b>	<b>N/A</b>	<b>21.4%</b>	<b>N/A</b>	<b>27.9%</b>	<b>N/A</b>	<b>18.0%</b>	<b>N/A</b>

**Sources:**

US Census Bureau, ACS 2008-2012 (Employed Workers 16 yrs+)

## CHESTER COUNTY URBAN CENTERS POPULATION TRENDS 1950 - 2040

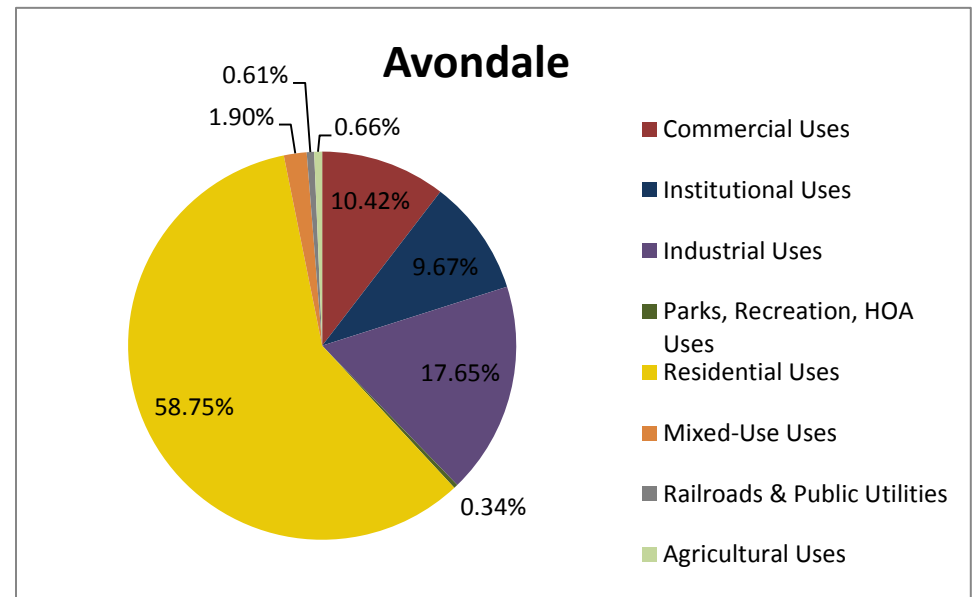
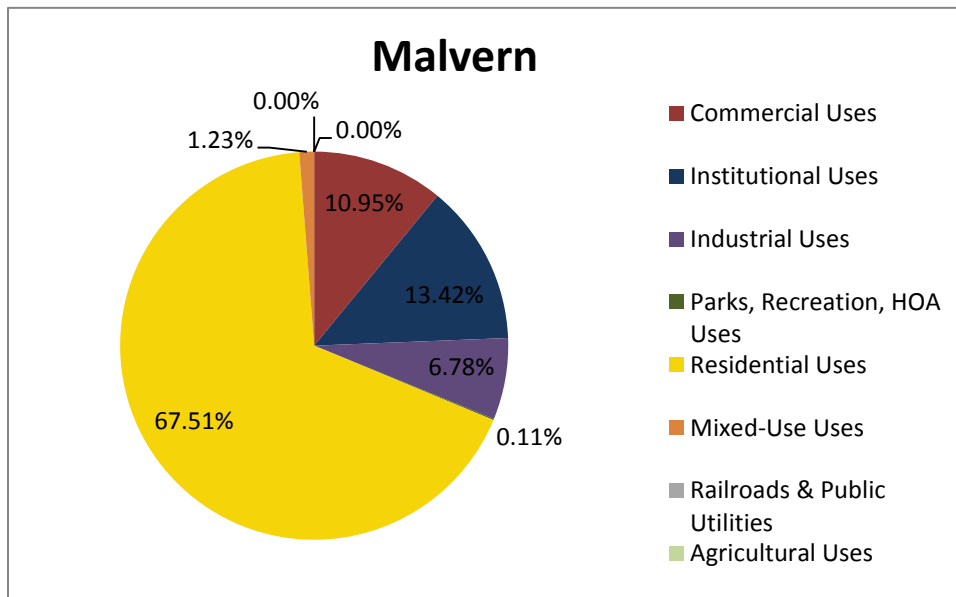
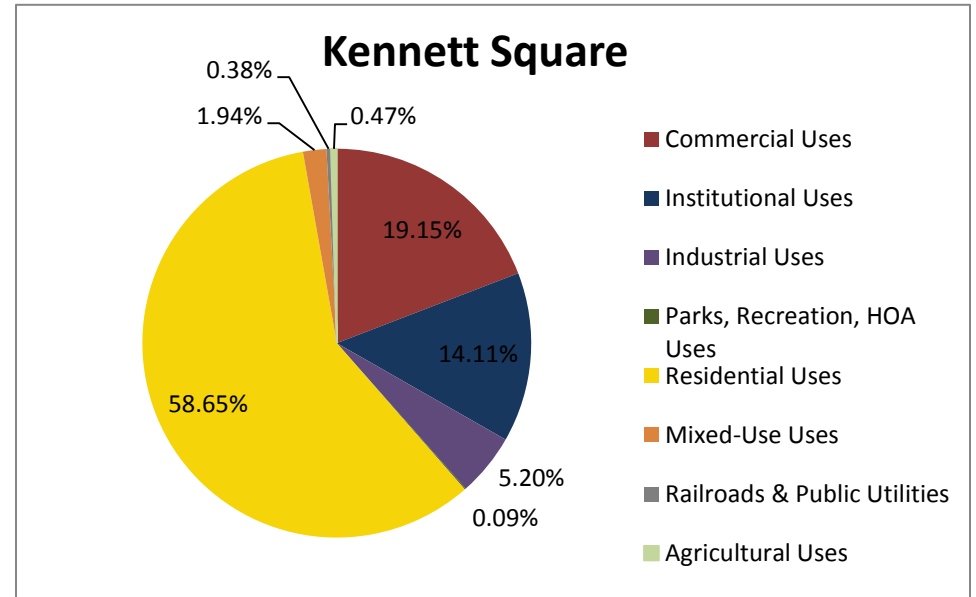
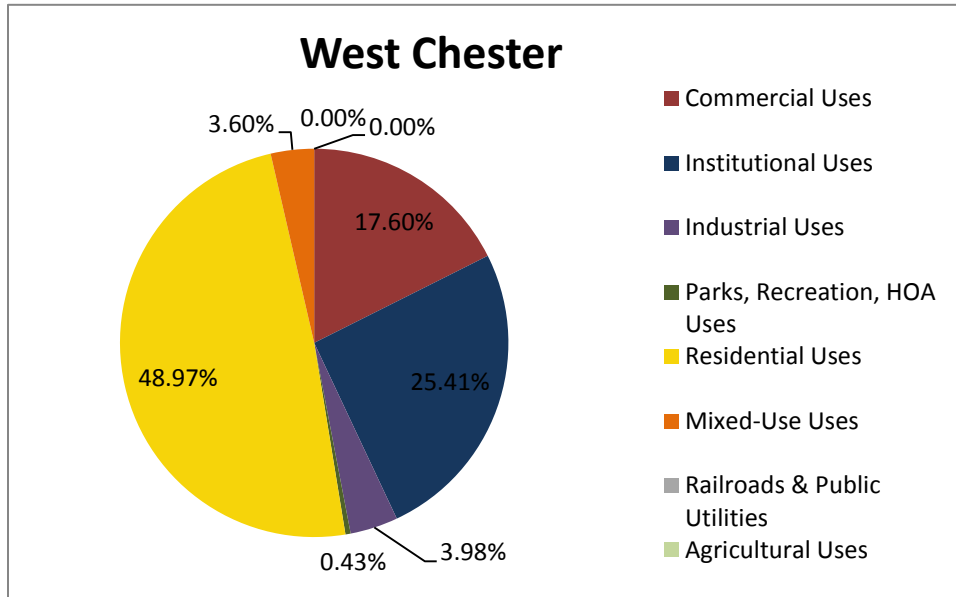
County/Municipality	1950 Census	1960 Census	1970 Census	1980 Census	1990 Census	2000 Census	2010 Census	Change 1950-2010	Percent Change 1950-2010	2020 Projection	2030 Projection	2040 Projection	Change 2010-2040	Percent Change 2010-2040
<i>Chester County</i>	159,141	210,608	277,746	316,660	376,396	433,501	498,886	339,745	213.5	538,809	607,407	647,330	148,444	29.8
Atglen Borough	668	721	740	669	825	1,217	1,406	738	110.5	1,577	1,870	2,041	635	45.2
Avondale Borough	941	1,016	1,025	891	954	1,108	1,265	324	34.4	1,397	1,622	1,754	489	38.7
Coatesville City	13,826	12,971	12,331	10,698	11,038	10,838	13,100	-726	-5.3	14,124	15,882	16,906	3,806	29.1
Downingtown Borough	4,948	5,598	7,437	7,650	7,749	7,589	7,891	2,943	59.5	8,677	10,028	10,814	2,923	37.0
Elverson Borough	370	472	509	530	470	959	1,225	855	231.1	1,461	1,865	2,101	876	71.5
Honey Brook Borough	864	1,023	1,115	1,164	1,184	1,287	1,713	849	98.3	1,848	2,079	2,214	501	29.2
Kennett Square Borough	3,699	4,355	4,876	4,715	5,218	5,273	6,072	2,373	64.2	6,428	7,039	7,395	1,323	21.8
Malvern Borough	1,764	2,268	2,583	2,999	2,944	3,059	2,998	1,234	70.0	3,171	3,469	3,642	644	21.5
Modena Borough	824	859	867	672	563	610	535	-289	-35.1	629	792	886	351	65.6
Oxford Borough	3,091	3,376	3,658	3,633	3,769	4,315	5,077	1,986	64.3	5,384	5,912	6,219	1,142	22.5
Parkesburg Borough	2,611	2,759	2,701	2,578	2,981	3,373	3,593	982	37.6	4,013	4,735	5,155	1,562	43.5
Phoenixville Borough	12,932	13,797	14,823	14,165	15,066	14,788	16,440	3,508	27.1	17,157	18,390	19,107	2,667	16.2
South Coatesville Borough	1,996	2,032	1,583	1,359	1,026	997	1,303	-693	-34.7	1,460	1,731	1,888	585	44.9
Spring City Borough	3,258	3,162	3,578	3,389	3,433	3,305	3,323	65	2.0	3,597	4,067	4,341	1,018	30.6
West Chester Borough	15,168	15,705	19,301	17,435	18,041	17,861	18,461	3,293	21.7	18,919	19,706	20,164	1,703	9.2
West Grove Borough	1,521	1,607	1,870	1,820	2,128	2,652	2,854	1,333	87.6	3,055	3,402	3,603	749	26.2
<b>Total</b>	<b>68,481</b>	<b>71,721</b>	<b>78,997</b>	<b>74,367</b>	<b>77,389</b>	<b>79,231</b>	<b>87,256</b>	<b>18,775</b>	<b>N/A</b>	<b>92,897</b>	<b>102,589</b>	<b>108,230</b>	<b>20,974</b>	<b>N/A</b>
<i>Percent of County</i>	<b>43.0%</b>	<b>34.1%</b>	<b>28.4%</b>	<b>23.5%</b>	<b>20.6%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>5.5%</b>	<b>N/A</b>	<b>17.2%</b>	<b>16.9%</b>	<b>16.7%</b>	<b>14.1%</b>	<b>N/A</b>

**Sources:**

U.S. Census Bureau, 1950-2010

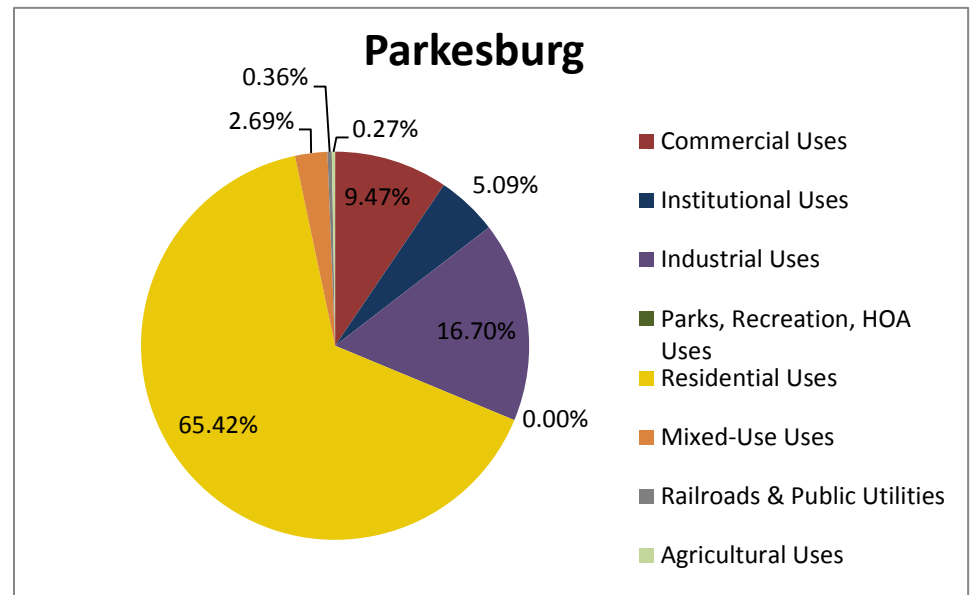
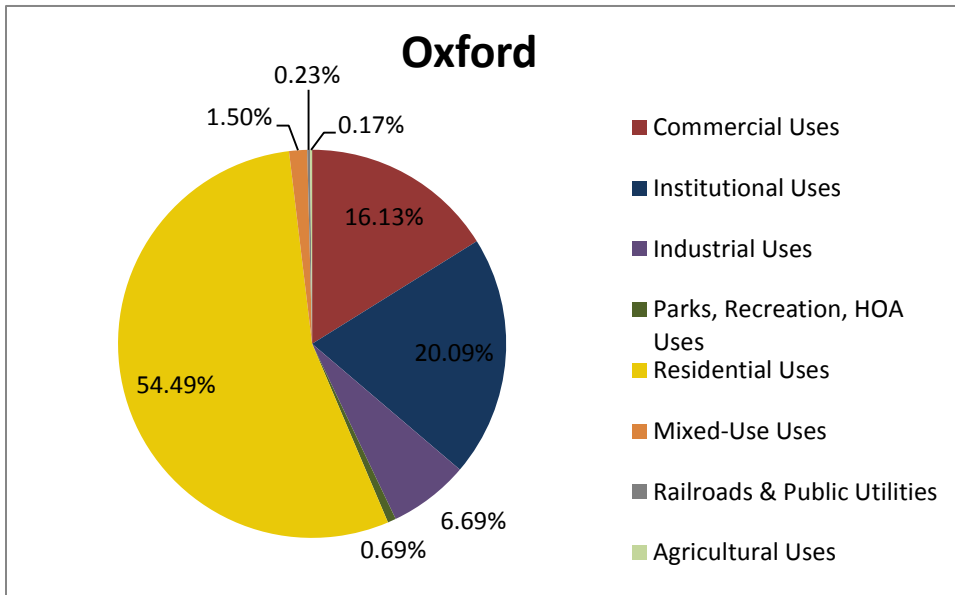
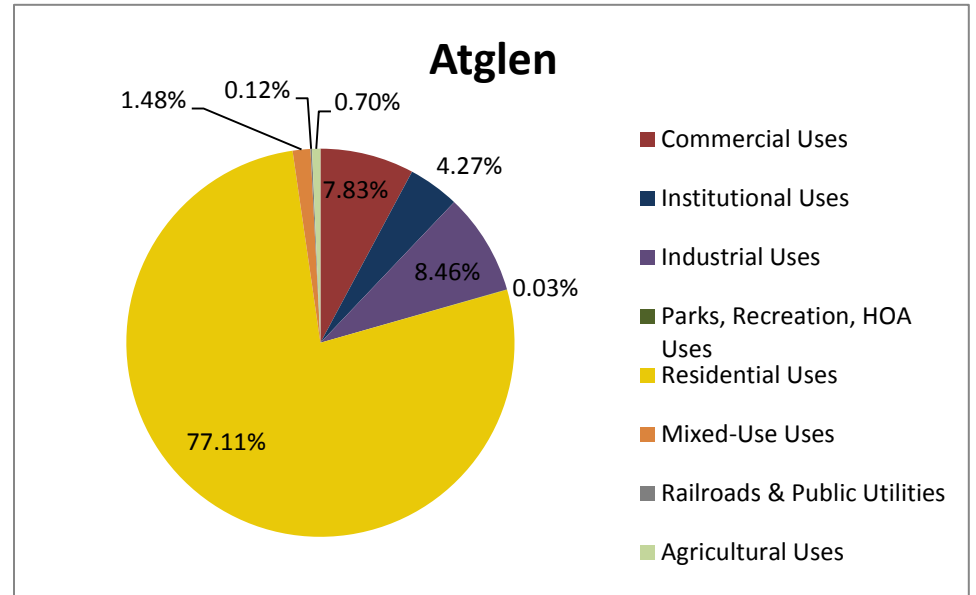
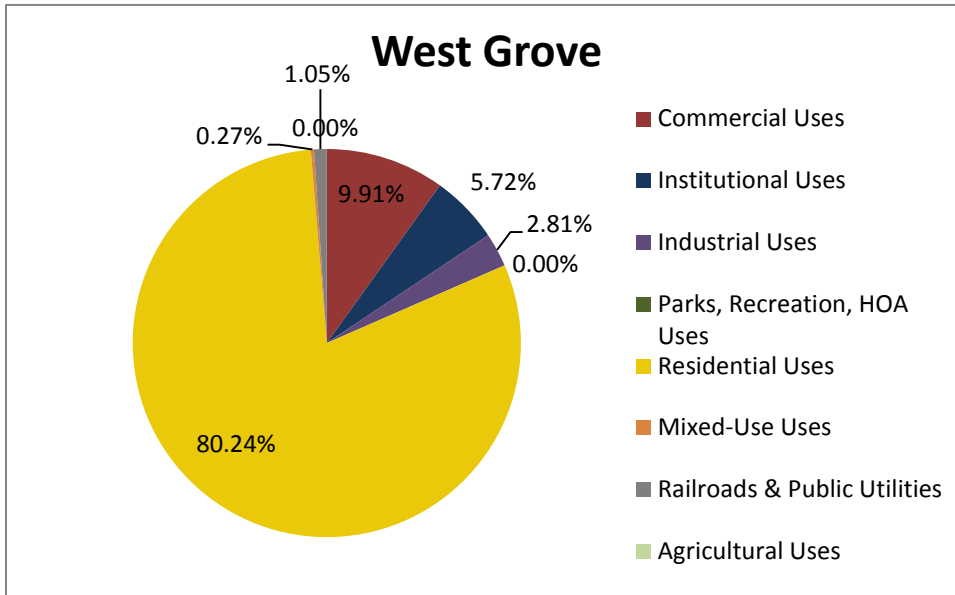
Delaware Valley Regional Planning Commission Population Forecasts, 2013

## URBAN CENTERS ESTABLISHMENTS SQUARE FOOTAGE DATA AUGUST 2015 BY LAND USE



Source: Chester County Tax Assessment Office, August 2015

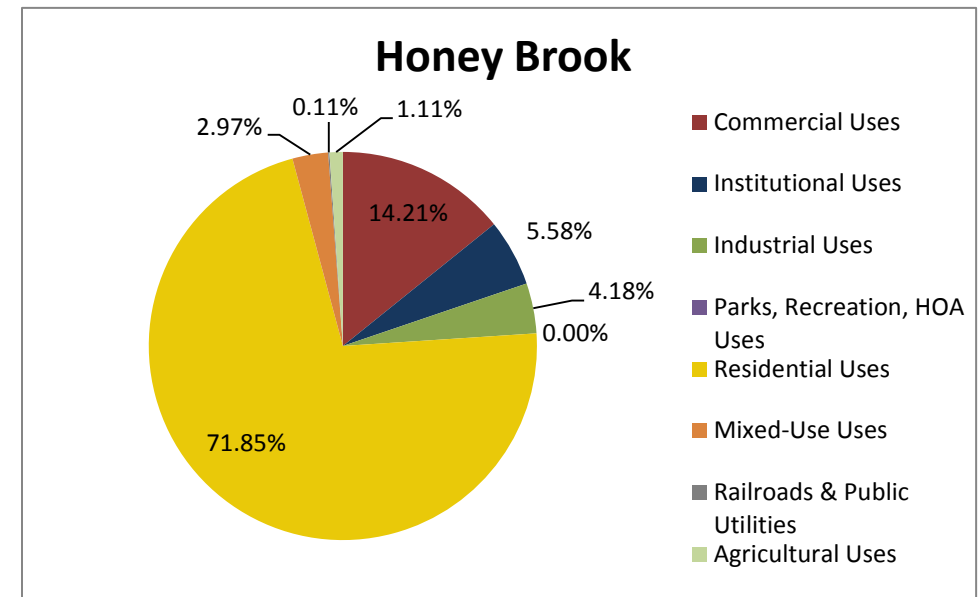
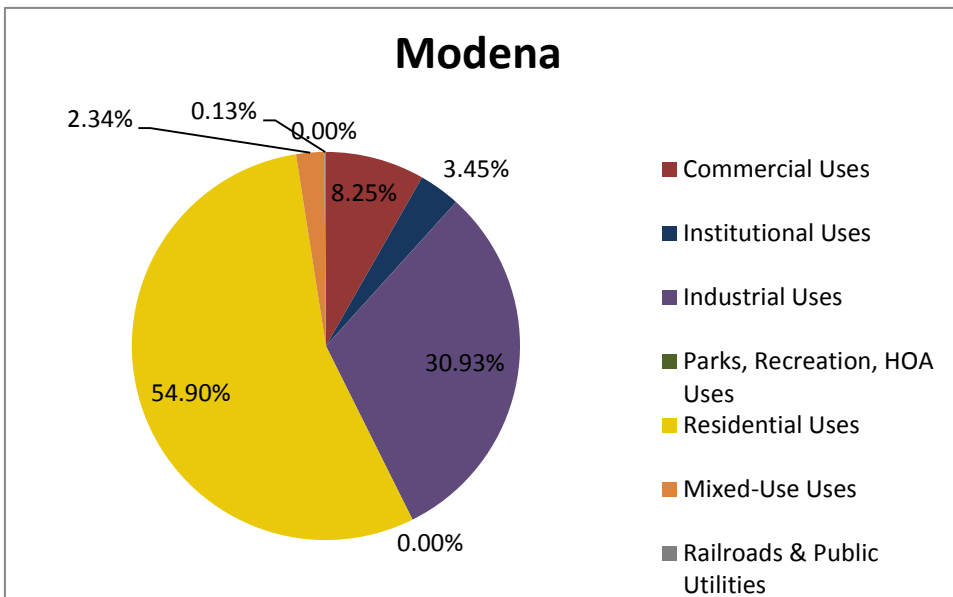
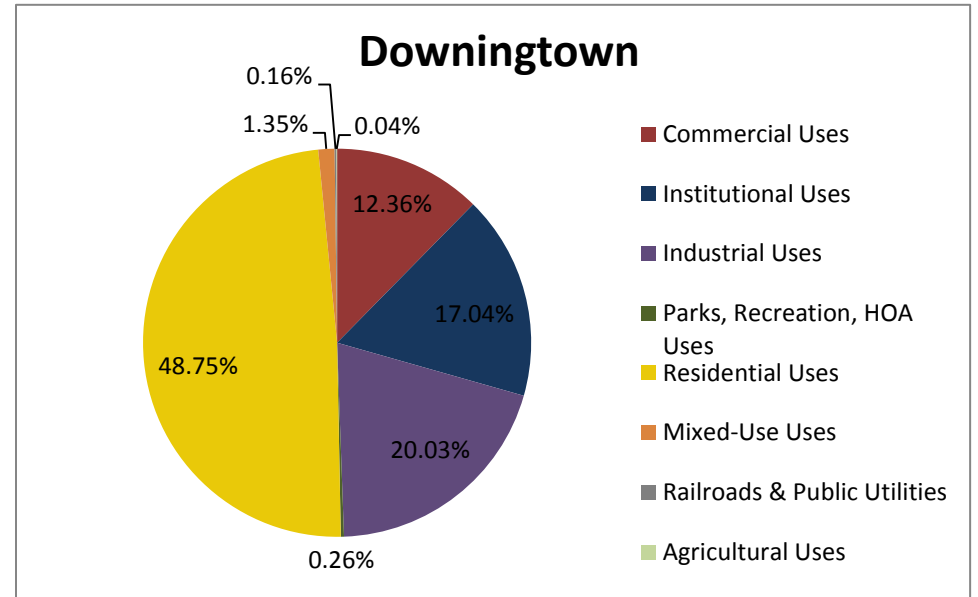
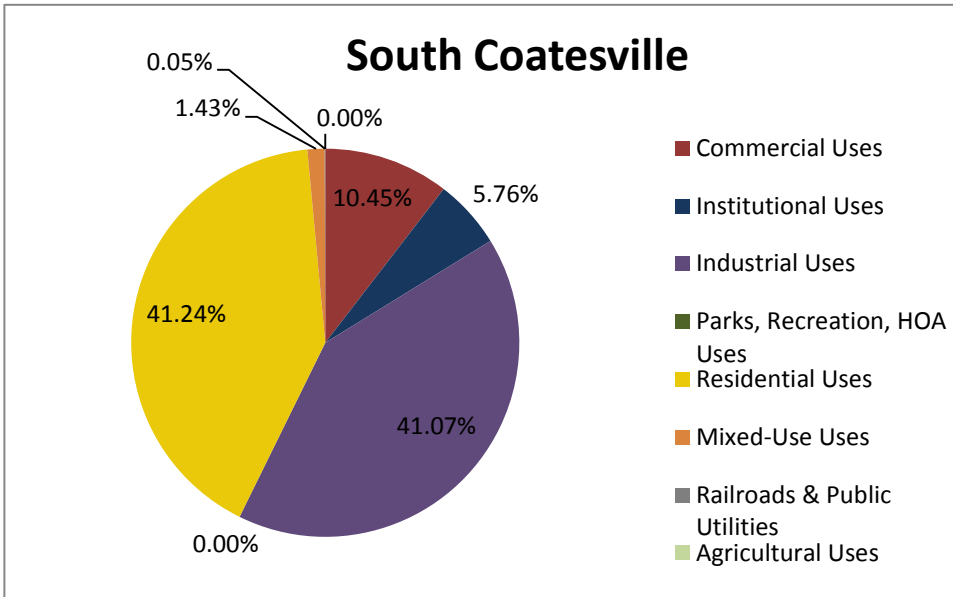
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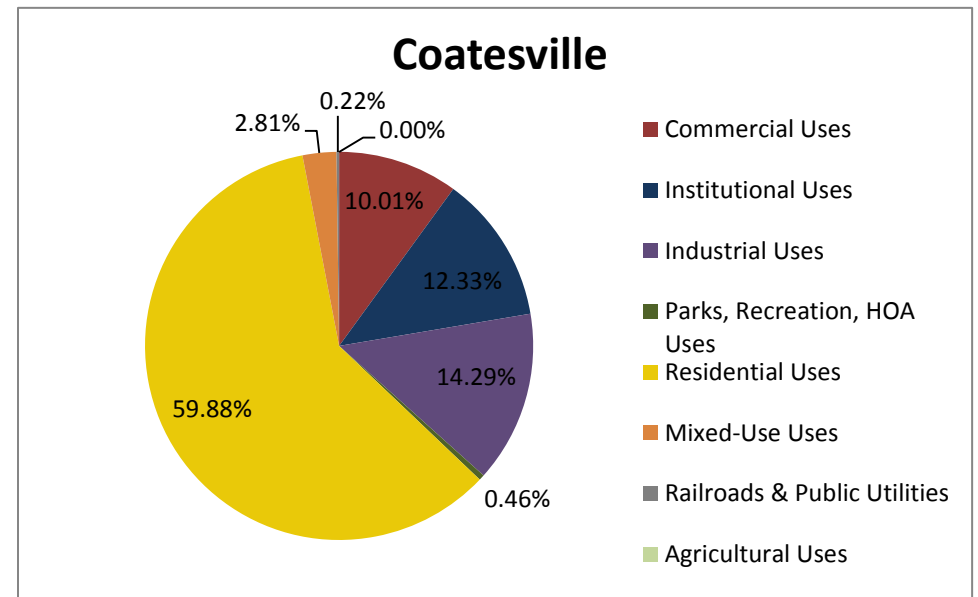
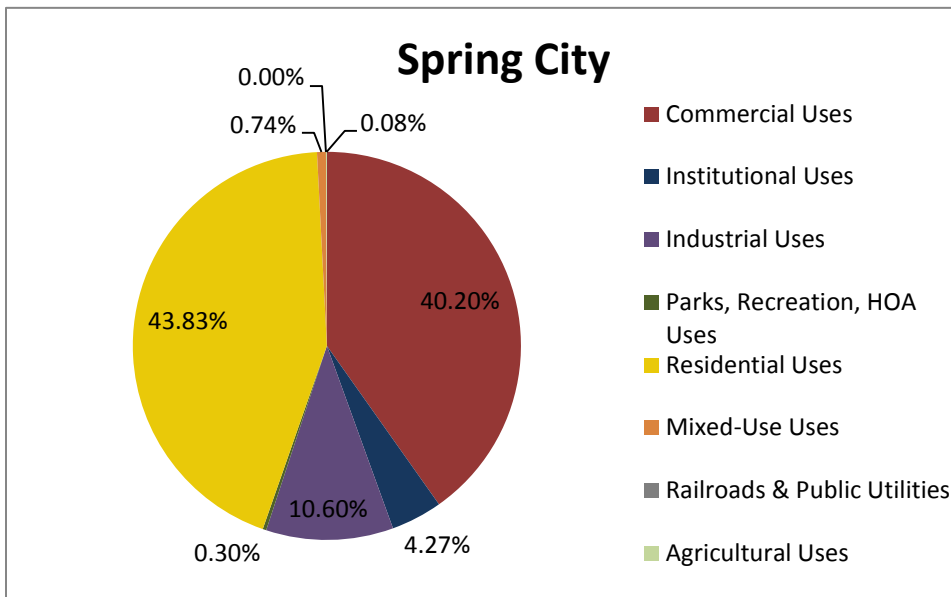
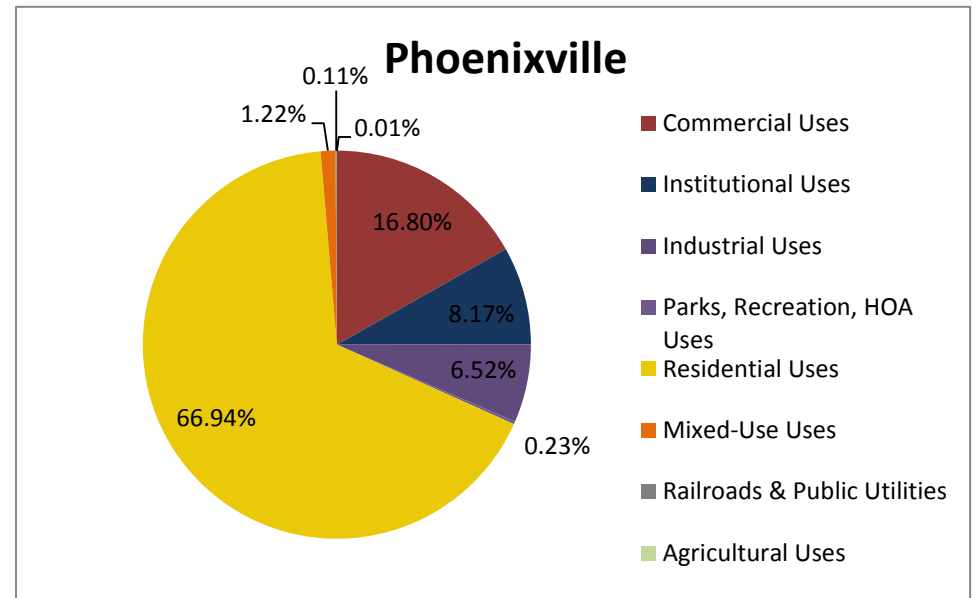
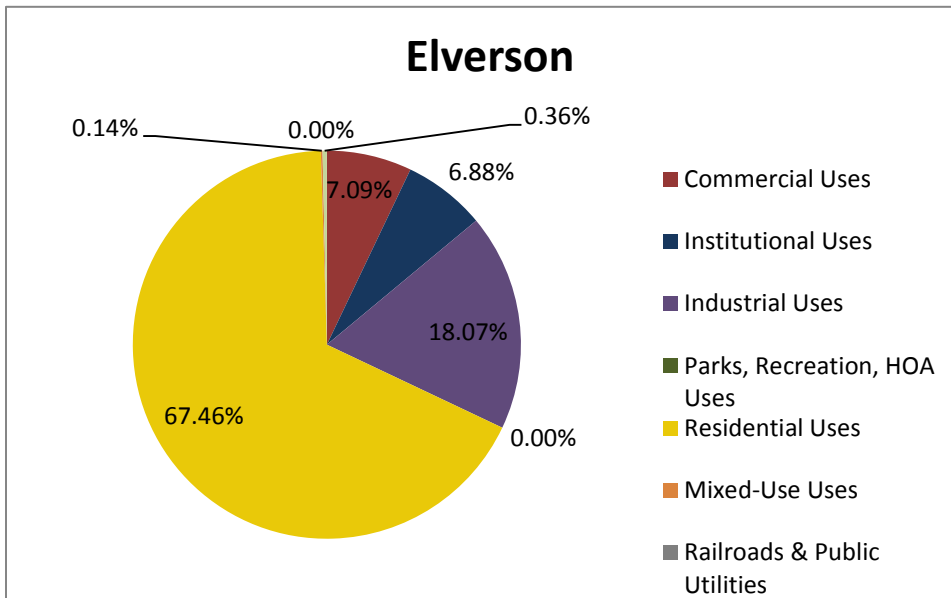


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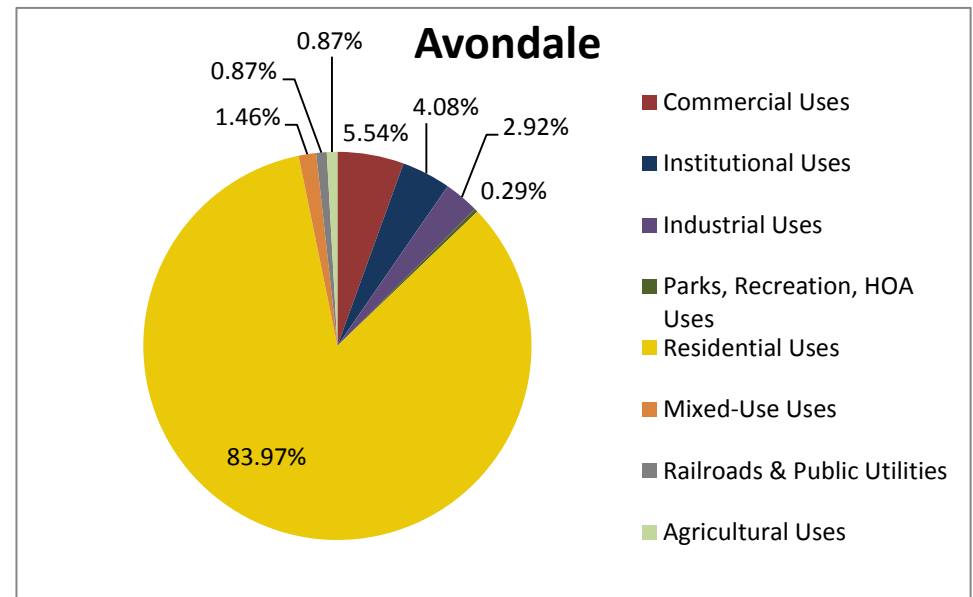
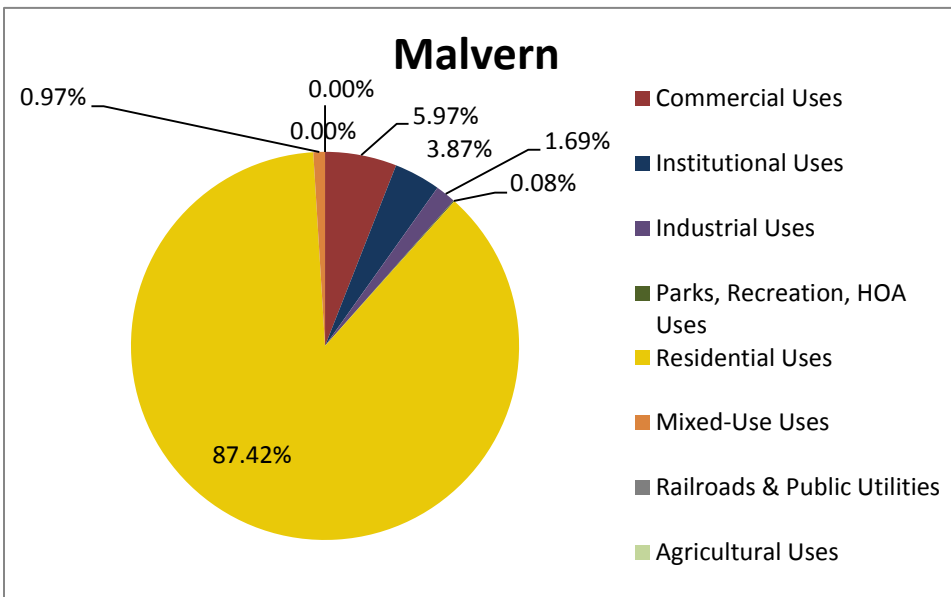
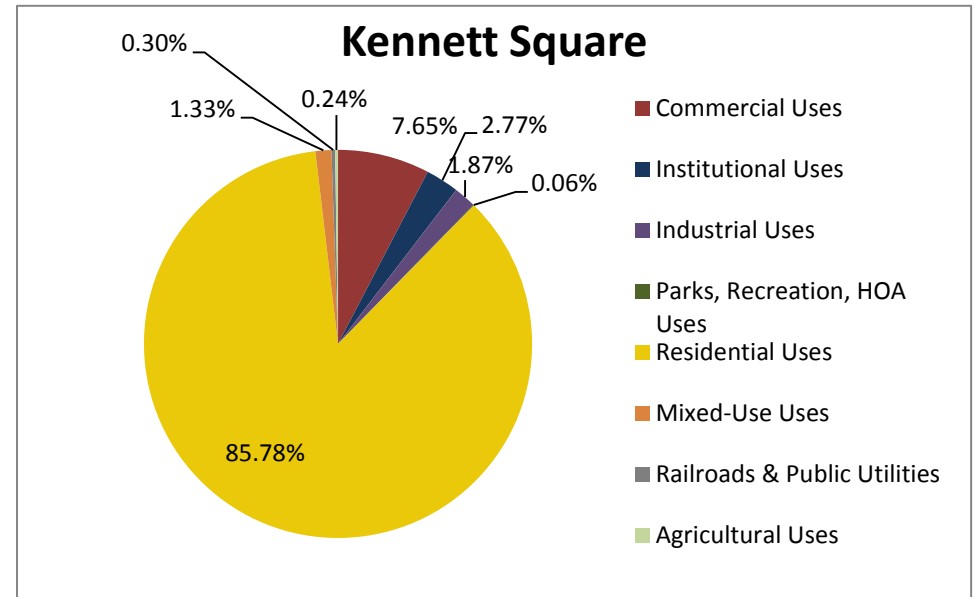
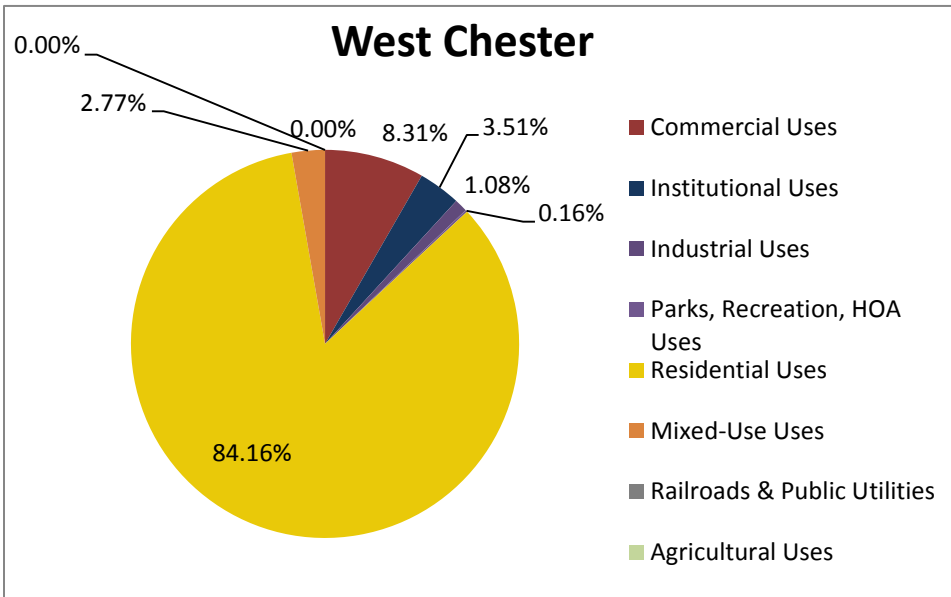
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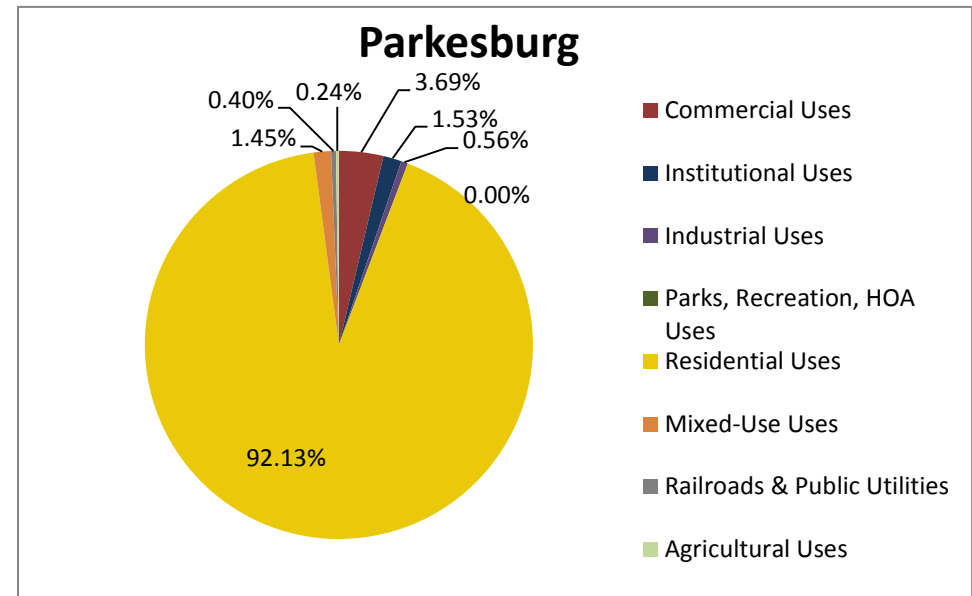
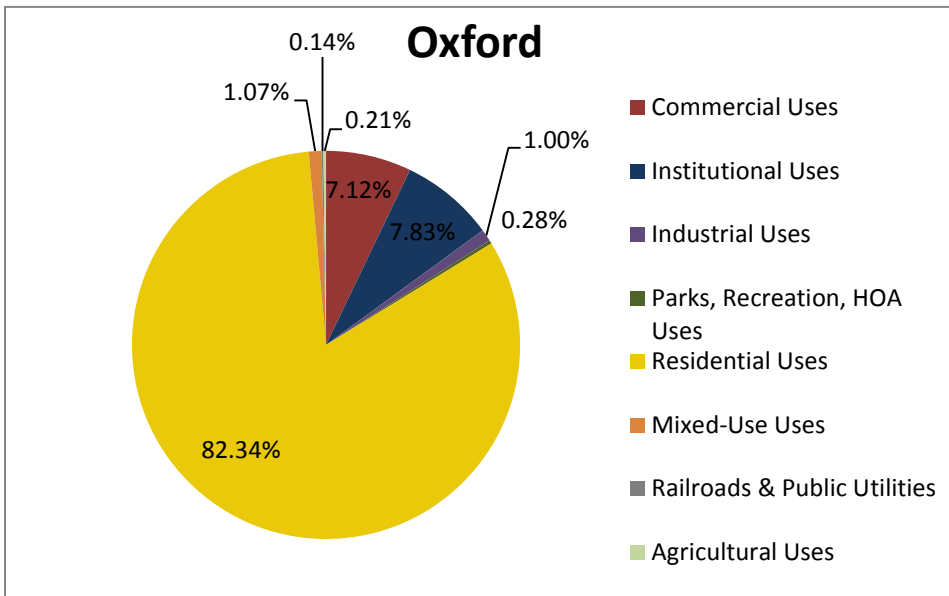
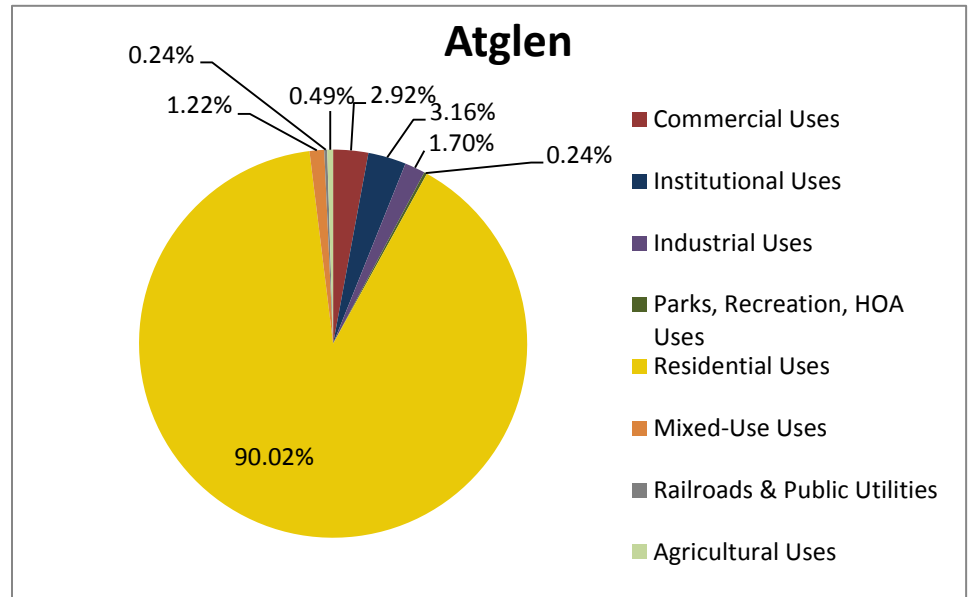
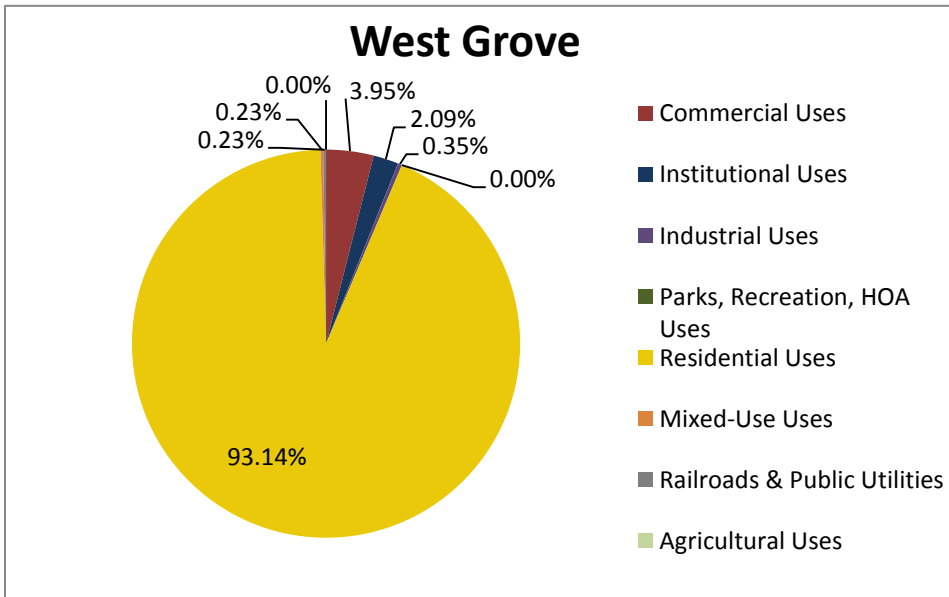
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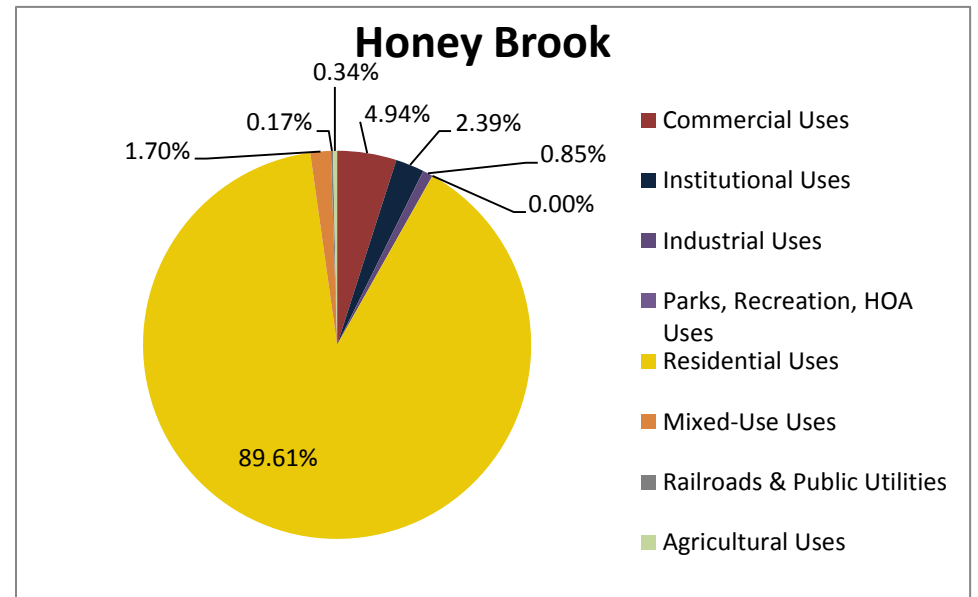
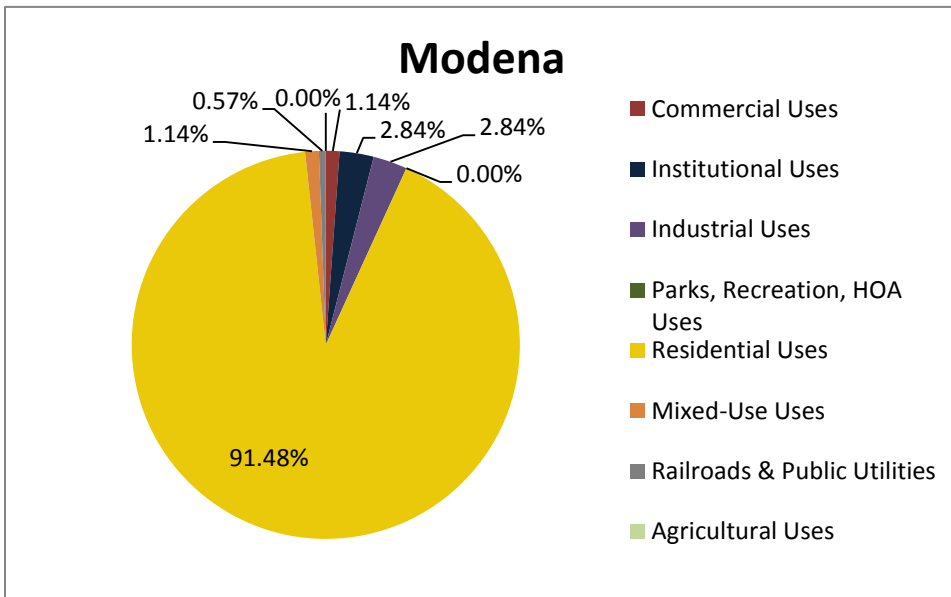
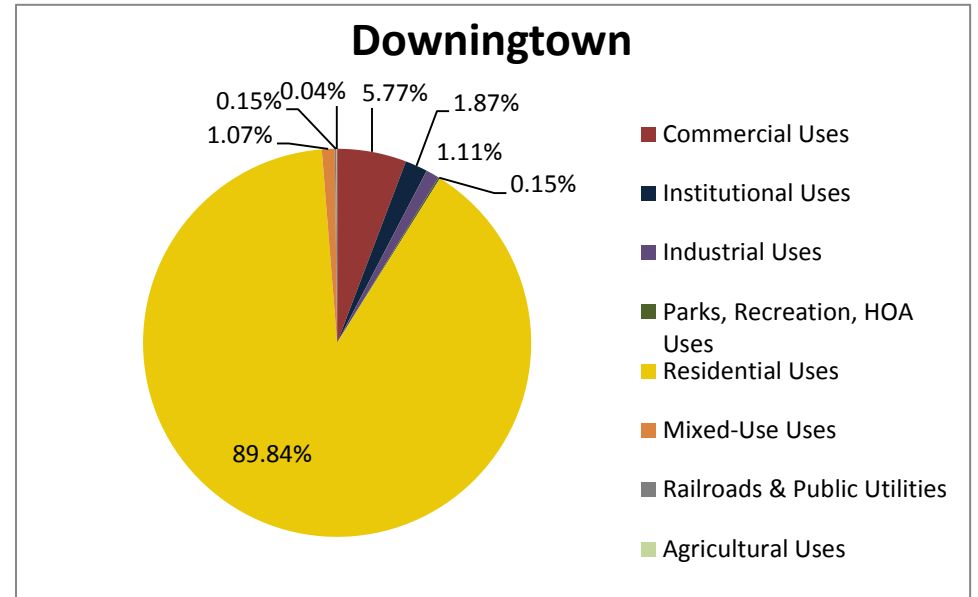
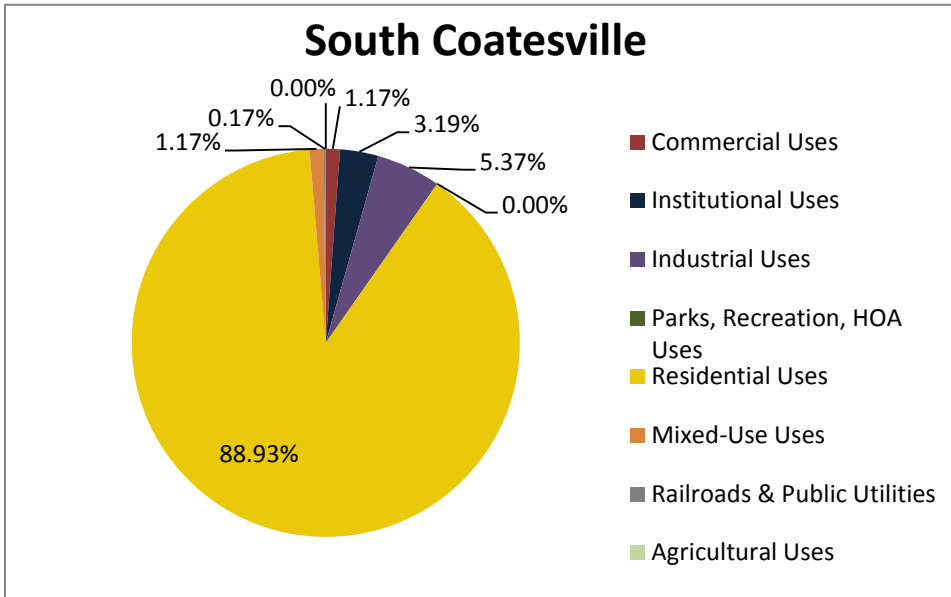
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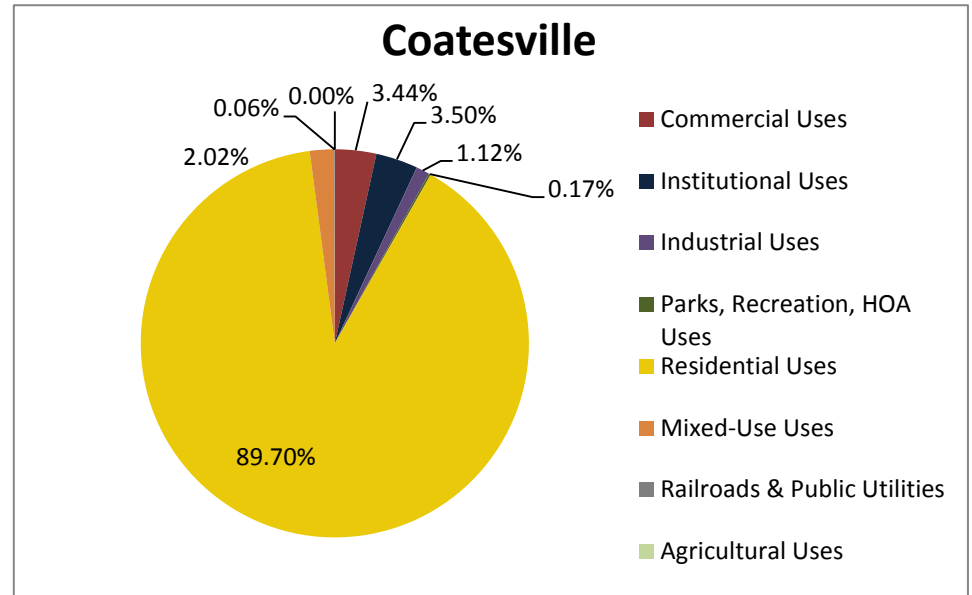
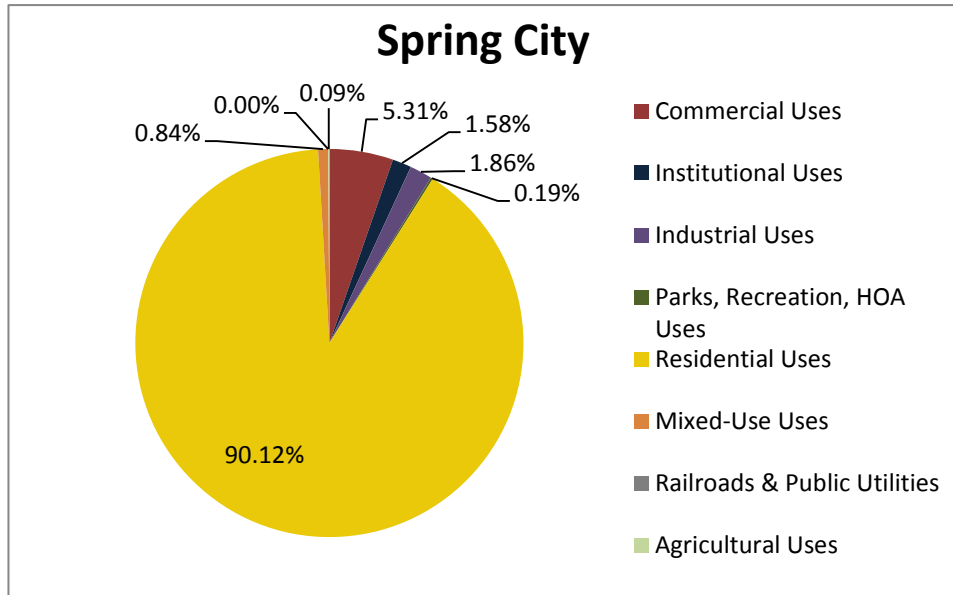
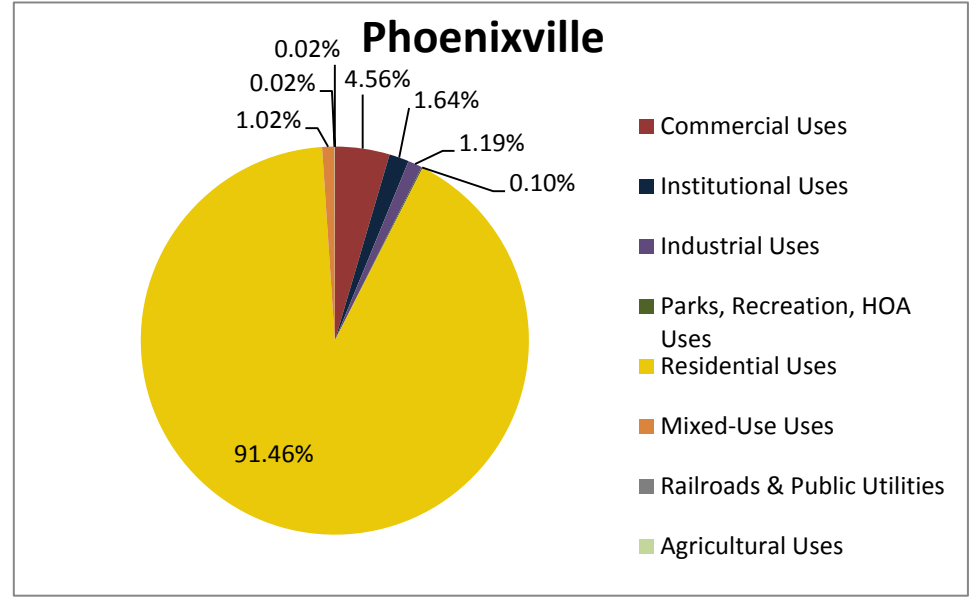
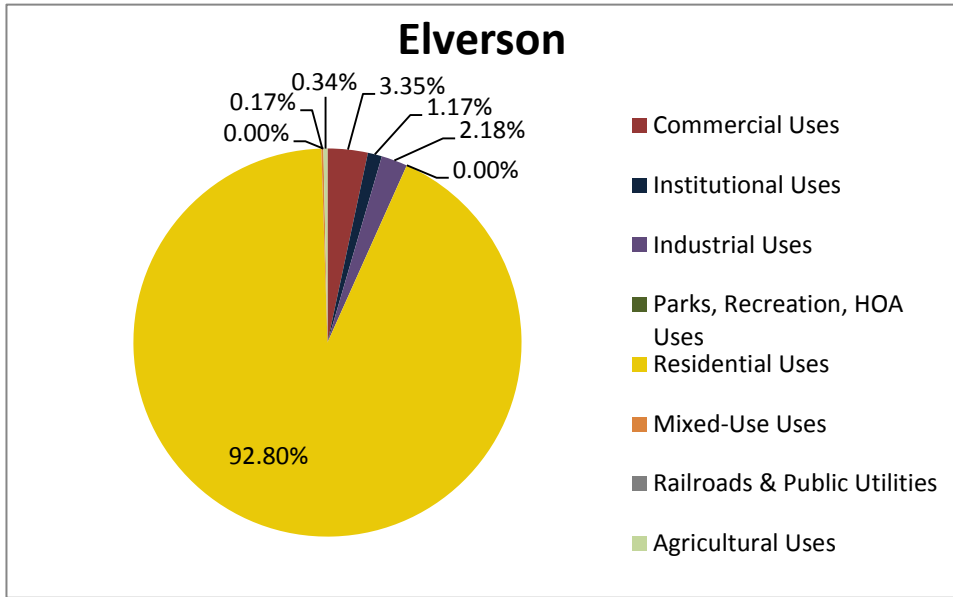
Source: Chester County Tax Assessment Office, August 2015

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Source: Chester County Tax Assessment Office, August 2015

## ESTABLISHMENTS DATA AUGUST 2015 BY LAND USE



Source: Chester County Tax Assessment Office, August 2015

# FUNDING SOURCES

Chester County Urban Centers will need all variety of funding types to carry out economic development. The Urban Center, County, State, local businesses, economic development organizations, local banks and private developer/investors all have roles to play when trying to implement economic development. To be successful, most of the recommendations identified will depend on funds from a combination of sources. This section summarizes state, regional, county, and local funding opportunities as it relates to economic development, infrastructure and transportation, and housing and public safety.

## State Funding

The Pennsylvania Department of Community and Economic Development (PADCED) offer funds in a number of different economic development programs ranging from revitalization assistance to small business financing. Several of these programs can be applied for through the Chester County Economic Development Council (CCEDC). For more information about these programs go to the [www.newpa.com](http://www.newpa.com) . PADCED programs consist of, but are not limited to the following:

- **Keystone Communities Program (KCP)**
- **The Industrial Sites Reuse Program (ISRP)**
- **The Pennsylvania Industrial Development Authority (PIDA)**
- **The Pennsylvania Economic Development Financing Authority (PEDFA)**
- **The Small Business Administration (SBA) Financing**
- **The Small Business First Program**

The Pennsylvania Department of Transportation (PennDOT), as well as PADCED, offer grant programs that assist in funding the planning and construction of multimodal transportation projects, traffic signals and circulation and bicycle and pedestrian facilities improvements. The following transportation grant programs should be considered:

- [PADCED: Greenways, Trails and Recreation Program \(GTRP\)](#)
- [PADCED: Multimodal Transportation Fund](#)
- [PennDOT: Multimodal Transportation Fund](#)
- [PennDOT: Automated Red Light Enforcement \(ARLE\) Program](#)
- [PennDOT: Green Light-Go Program](#)



## Regional Funding

The Delaware Valley Regional Planning Commission (DVRPC) offers various transportation funding opportunities for both planning and construction projects. Much of the funds for these programs come from the federal or state government, but are managed through DVRPC. Projects funded under these programs consist of, but are not limited to the following: bicycle and pedestrian supportive projects, road/highway construction, trail development and bridge rehabilitation. For more information about these DVRPC funding opportunities go to [www.dvrpc.org/Funding/](http://www.dvrpc.org/Funding/). The Urban Center should consider the following funding programs to assist in implementing this Plan.

- **Regional Trails Program**
- **Transportation and Community Development Initiative (TCDI)**
- **Transportation Alternatives Program (TAP)**
- **Congestion Mitigation and Air Quality (CMAQ) Program**

DVRPC also manages a Municipal Resource Guide that identifies federal, state, regional, county, and private funding sources for local planning and development projects. The guide consists of topical areas such as housing, infrastructure, infill and brownfields, community revitalization, and transportation. To access this guide go to <http://www.dvrpc.org/asp/MCDResource/>.

## County Funding

The Chester County Department of Community Development (CCDCD) offers funding assistance through multiple federal, state, and county programs that consist of the installation, construction, and/or rehabilitation of public facilities. For more information about these funding opportunities go to CCDCD website for [revitalization opportunities](#) and for [housing opportunities](#). The CCDCD funding opportunities consist of the following:

- **Community Development Block Grant (CDBG)**
- **Community Revitalization Program (CRP)**
- **Home Buyers' Program**
- **Housing Rehabilitation Program**
- **Housing Partnership Development Corporation - Home Maintenance Program**
- **Good Works, Inc. - Home Repair Program**

The Chester County Planning Commission (CCPC) offers a Vision Partnership Program (VPP) grant to local municipalities and multi-municipal regions seeking to improve their planning programs and achieve consistency with the County's Comprehensive Plan, Landscapes2. This grant is for planning projects only with eligible projects ranging from comprehensive plans, transportation studies and zoning ordinances. For more information about the [CCPC VPP](#) grant visit the CCPC website.

The Chester County Department of Open Space Preservation (CCOSP) offers a Municipal Grant Program to assist to preserving and acquiring public parkland. For additional information about the [Municipal Grant Program](#), go to CCOSP website.

## **Local Funding**

Urban Centers should also consider the following redevelopment and financing funding programs:

### **Tax Increment Financing (TIF)**

Tax Increment Financing (TIF) is a way for redevelopment to pay for itself through the increased property taxes that are generated by a specific project. Tax increment financing districts in Pennsylvania are governed by Act 113 of 1990, the Tax Increment Financing Act. TIF districts and their related redevelopment projects are designed to convert blighted areas—generally with low property values, assessments and tax revenues—into more attractive areas in which businesses will want to locate. Public improvements, which may include land assembly, building clearance, infrastructure improvements, and/or creation of amenities, will make the area more attractive for the private sector relocation of business, industrial, or residential development. The new development will have significantly higher assessment values and provide greater tax revenues to the municipality. Once a tax increment financing district is designated, the amount of tax revenue from the area that is directed to the general fund is held at the pre-improvement level. Any amount of taxes collected above this base level is directed into a fund to pay for improvements or to pay off bonds which funded improvements in the TIF district.

### **Local Economic Revitalization Tax Abatement (LERTA)**

Adopting a LERTA ordinance allows municipalities to exempt physical improvements within a designated geographic area from re-assessment for up to ten years. The exemption applies to the value added from the subject improvements. The school district, the county and the municipality must agree on a revitalization program and must each pass a resolution supporting the proposed LERTA program.

