

ENVIRONMENTAL MANAGEMENT CENTER
BRANDYWINE CONSERVANCY

P.O. BOX 141 CHADDS FORD PENNSYLVANIA 19317 • 610/388-2700 • FAX 610/388-1575

MEMORANDUM

TO: 2015 Comprehensive Plan Update Task Force
Mark A. Gordon, Zoning Officer
East Goshen Township

FROM: John E. Theilacker, AICP, Associate Director for Municipal Assistance
Tony S. Robalik, AICP, Associate Planner
Environmental Management Center

DATE: January 23, 2014

SUBJECT: Task Force Materials for Comprehensive Plan Update

Cc: Jeannine Speirs, Chester County Planning Commission
Steve Kehs, Triad Associates, Inc.

Happy New Year, and welcome to any newly appointed members to our Task Force. Attached to this memo are several items for you to review and bring to our meeting next Monday evening, January 27th, 2014: 1) a draft task force meeting agenda; 2) draft Chapter 2, Economic Development Plan; and 3) draft Chapter 3., Land Use. These attachments will be discussed and direction sought from the Task Force at our Monday night meeting.

The first item proposed for the draft agenda will be a summary of a daytime meeting held at the Township Building on January 14th, 2014, with PADEP representatives, Township staff, Brandywine Conservancy staff, and Chester Ridley Crum Watershed Association staff to discuss the reasoning for PADEP's recent listing of the Ridley Creek (and soon to be similarly listed Chester Creek) as water quality "non-attainment" streams. This discussion relates to the natural resource plan chapter of the comprehensive plan update.

The second item, review and discussion of draft chapter 2, economic development plan, is the result of a year-long collaborative effort from Steve Kehs of Triad Associates, Brandywine Conservancy staff, and the township's Commerce Commission (and Board of Supervisors). The chapter was authored by Steve Kehs. Although the Commerce Commission will also be reviewing this chapter in its entirety for the first time, they have reviewed, and conceptually supported, pieces of this chapter now fully assembled. Several of Triad Associates' proposed economic development plan implementation steps were by Tony and me to the draft chapter 3, land use, because of our goal to have each chapter's steps clearly assigned to only one of the townships ABC's.

The third item, review and discussion of draft chapter 3, land use, will also include discussion of a revised future land use map that will be distributed to the Task Force at our Monday evening meeting.

Please note that we have revised the Plan Update chapter order from the table of contents outline we originally distributed. Because the draft land use plan is proposed to implement some of the concepts mentioned in the economic development plan chapter, we believe it is better to present that chapter first. Thank you very much, and we'll see you Monday night, January 27th, 2014, starting at 7:00 p.m.

Attachments (3)

AGENDA

COMPREHENSIVE PLAN TASK FORCE MEETING #10

2015 COMPREHENSIVE PLAN UPDATE EAST GOSHEN TOWNSHIP

January 27, 2014

ITEMS

- 1. Update on PADEP impairment status for Ridley and Chester Creeks**
John Theilacker and Mark Gordon
- 2. Review, Discussion and Task Force Comments on Draft Chapter 2, Economic Development.**
Steve Kehs, John Theilacker, Tony Robalik, and Al Zucarello
- 3. Review, Discussion and Task Force Comments on Draft Chapter 3, Land Use**
John Theilacker, Tony Robalik, and Dan Daley
- 4. Public Comments**
Dan Daley
- 5. Adjourn**

2. Economic Development

2.1. Introduction to the Issue

Economic viability is an important contributor to a community's quality of life. People need jobs. Municipalities need businesses. Both are necessary to ensure a sustainable environment.

Officials in East Goshen Township believe strongly that an economic strategy must be an essential part of the community's comprehensive plan. The following pages provide an overview of the East Goshen Township economy today. The economic base, types of jobs and numbers of businesses are presented. The township's economic characteristics are compared with those of Chester County and the regional "market area," as defined, to assess both the strengths and weaknesses of the local economy.

Based on this background assessment, a vision of the township economy is presented along with a rationale for linking that vision to the other goals and objectives of the comprehensive plan. The intent is to foster the type of economic environment in East Goshen that can contribute to the community's sustainability and overall quality of life. To promote implementation, a series of "Action Steps" are identified that can help guide the township realize its vision.

2.2. Validation of the Issue

The economic base of a municipality reflects the composition of both business and labor. A delineation of the types of businesses by primary economic sector provides a snapshot of the township economy today. But, it does not illustrate the relative importance of each economic sector since there is no basis for comparison. So, to offer a comparative analysis, Chester County figures are also provided.

The purpose of the comparative analysis is to determine whether there are economic sectors locally that exhibit a high degree of specialization, or commercial clusters that are unique to the township. This analysis also seeks to determine whether there are particular businesses or industries that offer the type of regional market around which similar or ancillary uses can be developed. Table 1 begins to examine these characteristics.

This table reveals some interesting results. Even though East Goshen Township is one of the most densely developed municipalities in the county and despite the fact that it has a 2012 estimated median household income that is \$10,000 higher than the county average, the percentage of its economic base devoted to retail trade is lower than the county as a whole. The same is true of the service sector. Again, one would think based on existing residential density that the services required by Township residents would facilitate a larger share of the local market—even with commercial hubs in and around West Chester. These facts begin to imply that there may be room in the local market to expand the activity in these two important commercial sectors. Having more services within a shorter reach by residents can also further

East Goshen’s sustainability. However, the facts also emphasize the need to look beyond municipal boundaries at what might be reasonable “market areas” for East Goshen Township.

Table 1. Comparison of Business Sectors by Geographic Jurisdiction.

Economic Sector	Numbers and Percentages of Businesses			
	East Goshen Township		Chester County	
	Amount	Percent	Amount	Percent
Agriculture & Mining	10	2.4%	774	3.7%
Construction	41	9.8%	2,103	10.0%
Manufacturing	7	1.7%	895	4.3%
Wholesale Trade	29	6.9%	1,168	5.6%
Retail Trade	60	14.4%	3,776	17.9%
Transportation/Warehousing	6	1.4%	392	1.9%
Utilities	0	0.0%	96	0.5%
Information/Communication	5	1.2%	137	0.7%
Finance, Ins., Real Estate	49	11.7%	2,070	9.8%
Services	156	37.3%	8,416	40.0%
Public Administration/Other	55	12.1%	1,215	5.7%
TOTALS	418	100.0%	21,042	100.0%

Source: ESRI Data, 2012 Estimates

With the exception of the employers in the township’s three successful business parks (Brandywine Business Park, Goshen Corporate Park, and Goshen Corporate Park West) and a smattering of other businesses, most of the commercial activity in the township is “convenience” related—meaning that it consists of businesses that meet the day-to-day retail and service needs of the local consumer. So, the first market area that must be examined involves the convenience market.

Figure 1 illustrates the geographic boundaries of a 10-, 15-, and 25-minute travel time market. As can be seen from this image, a 10-minute travel time from the center of the township (Paoli Pike and East Boot Road) encompasses all of East Goshen Township; much of West Goshen; and an area that extends northwest to Exton, and northeast toward Paoli. As indicated on the image, once the travel time extends beyond 10 minutes, potential shoppers can reach markets in Downingtown, Exton, and Paoli and the 25-minute drive time encompasses some of the region’s mega-centers in Granite Run and King of Prussia. It makes sense, therefore, to focus on the 10- and 15-minute travel time markets when looking for gaps in the convenience retail and service markets.

Figure 1. Estimated Drive-Times from East Goshen Township (10-, 15-, and 25-minutes).



2.2.1. A Closer Look at the Retail and Service Sectors

From Table 1, it can be seen that retail trade, services, and finance, insurance & real estate comprise 63.4% of all businesses in East Goshen Township. Data in the retail and service sectors can be broken into 23 separate subsectors. Table 2 examines these subsectors as they relate to the 10- and 15-minute drive time markets.

As can be seen from Table 2, there are not many significant variations in the two drive-time markets, although a few are worth mentioning. Motor vehicle and building and garden supply businesses are slightly more prevalent in the 10-minute market, while clothing, professional services, and healthcare/social services are more prevalent in the 15-minute market.

Table 2. Retail and Service Business Composition within 10 and 15 Minute

Business Sector	10-Minute Drive-Time		15-Minute Drive-Time	
	# of Businesses	% of Total	# of Businesses	% of Total
Retail Trade	705	100%	1,362	100%
Motor Vehicles & Parts	81	11.5%	132	9.7%
Furniture/Home Furnishings	46	6.5%	88	6.5%
Electronics/Appliances	67	9.5%	138	10.1%
Building & Garden Supplies	89	12.6%	133	9.8%
Food & Beverage Stores	66	9.4%	123	4.8%
Gasoline Stations	16	2.3%	32	2.3%
Health & Personal Care	61	8.7%	133	9.8%
Clothing & Accessories	91	12.9%	194	14.2%
Sports, Hobby, Books, Music	51	7.2%	103	7.6%

General Merchandise	13	1.8%	40	2.9%
Miscellaneous Retail	116	16.5%	225	16.5%
Non-Store Retailers	8	1.1%	21	1.5%
Services	2,549	100%	4,661	100%
Professional/Tech Services	523	20.5%	1,024	22.0%
Legal Services	178	7.0%	276	5.9%
Management	6	0.2%	13	0.3%
Administrative & Support	314	12.3%	568	12.1%
Educational Services	121	4.8%	233	5.0%
Healthcare & Social Services	437	17.1%	848	18.2%
Arts, Entertainment, Rec.	81	3.2%	148	3.2%
Accommodation	19	0.7%	50	1.1%
Food Service & Drinking Places	253	10.0%	479	10.3%
Auto Repair/Maintenance	123	4.8%	193	4.1%
Other Services	494	19.4%	829	17.8%

Source: ESRI 2013

The Outmigration of Consumer Dollars

Another way to examine the retail and service markets is by looking at the outmigration or “leakage” of consumer dollars from the township. For this analysis, the 10 and 15 minute drive time markets are examined.

Figure 2 on the next page illustrates the leakage of consumer dollars by business sector from the 10-minute market. What this figure illustrates is that more consumer dollars are leaving the 10-minute market for those sectors showing “leakage” than are moving into the market. Conversely, for those sectors showing a surplus, more consumer dollars are moving into the market than leaving. Figure 3 illustrates patterns for the 15-minute drive-time market.

Figure 2. Leakage of Consumer Dollars from 10-Minute Drive Time Market.

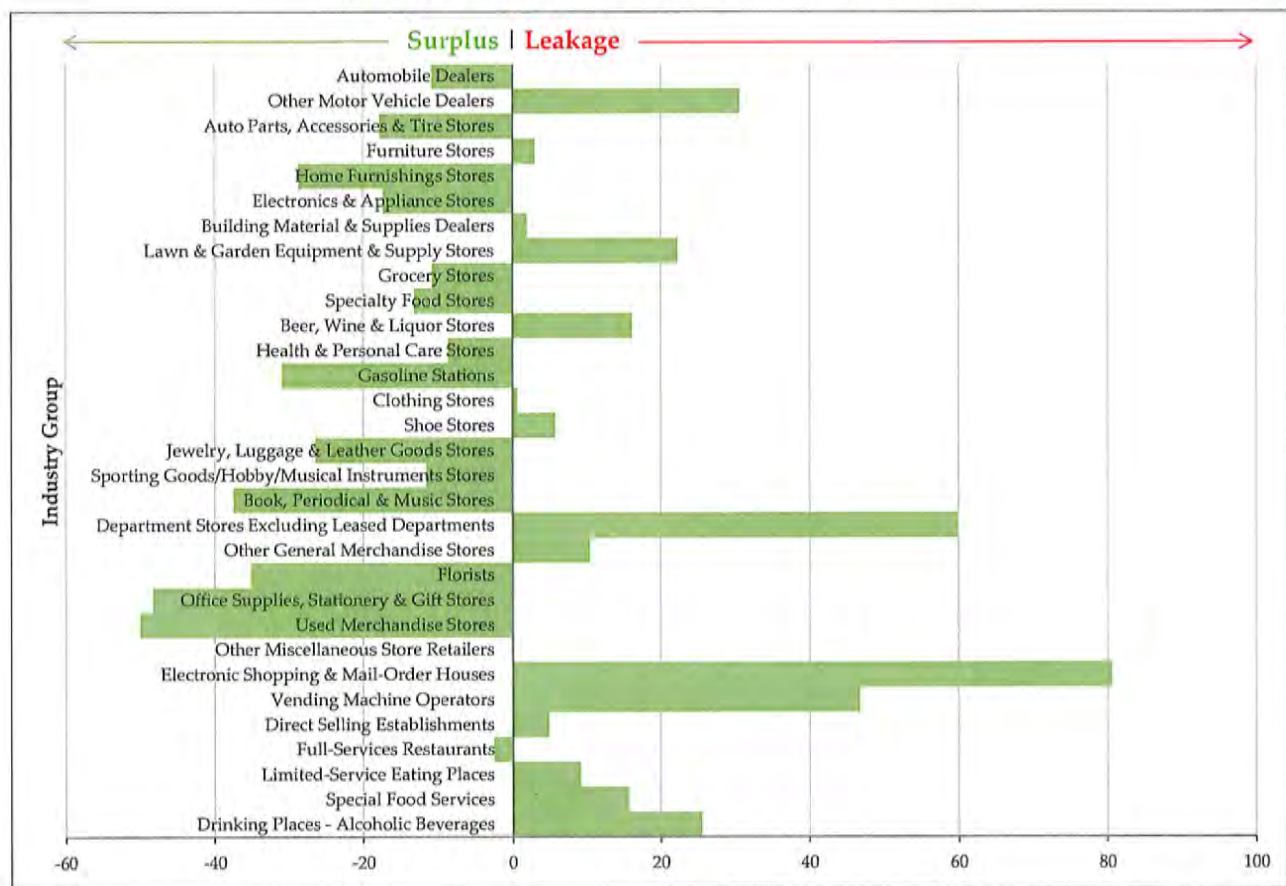
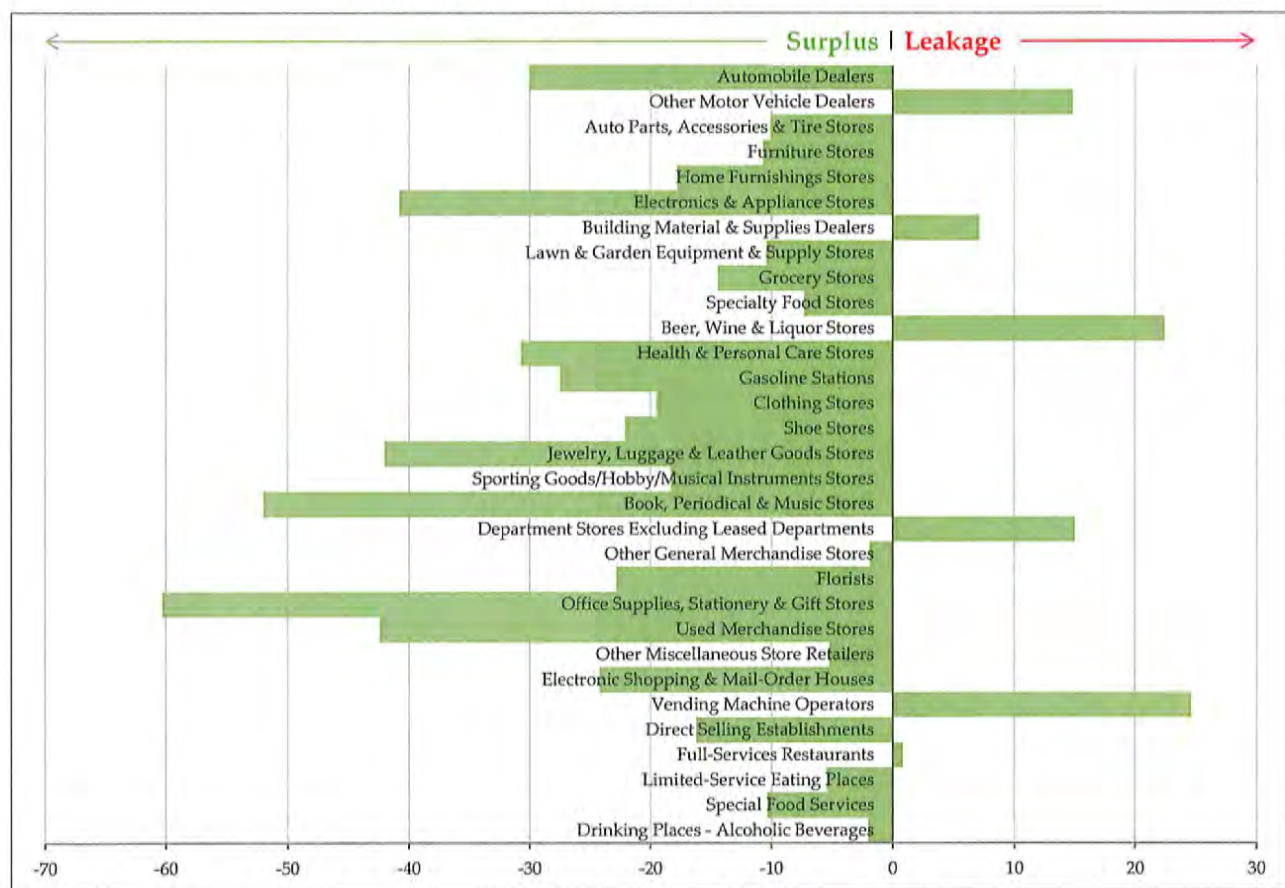


Figure 3. Leakage of Consumer Dollars from the 15-Minute Drive Time Market.



As can be seen from these figures, in the 10-minute market, there is significant leakage of consumer dollars outside of that market in the "Other Motor Vehicles" category, "Lawn and Garden Equipment," "Beer, Wine and Liquor," "Department Stores," "General Merchandise," "Electronic Shopping," "Limited-Service Eating Establishments," and "Special Food Stores." Within the 15 minute market, the amount of leakage diminishes to only four viable sectors: "Other Motor Vehicles," Building Materials and Supplies," "Beer, Wine and Liquor," and "Department Stores."

Table 3 looks at those retail and service sectors where households within the 10- and 15-minute drive-time markets spend 20% or more than the average national household on listed goods and services. As can be seen from that table, households in the East Goshen markets spend well above the national average on apparel and pets and considerably more than national households on a range of other products. A value of 100 represents the national average. So for example a value of 140 means that households within the indicated market area spend 40% more than the national average on a particular service or commodity.

Table 3. Household Spending Ratios for Retail Goods and Services.

Retail Sector	10-Minute Drive-Time Market		15-Minute Drive-Time Market	
	Spending Ratio	Total Annual Dollars Spent	Spending Ratio	Total Annual Dollars Spent
Watches and Jewelry	163	\$11,321,057	179	\$21,778,056
Apparel Products and Services	274	\$9,176,442	287	\$16,879,956
Home Computers/Hardware	159	\$10,861,294	168	\$20,252,930
Home Computer Software	162	\$1,649,469	172	\$3,071,141
Various Fees and Admissions	170	\$37,092,885	186	\$72,378,967
TV/Video/Audio Equipment	149	\$66,172,083	159	\$123,835,968
Pets	160	\$28,232,813	200	\$53,945,381
Toys and Games	149	\$7,726,370	160	\$14,577,597
RV's and Fees	154	\$17,790,932	173	\$34,970,365
Sports/Rec/Exercise Equipment	124	\$8,011,282	135	\$15,341,960
Photo Equipment & Supplies	157	\$5,827,998	171	\$11,081,466
Reading	156	\$8,636,433	170	\$16,500,411
Catered Affairs	159	\$1,397,064	171	\$2,642,560
Food for Home Consumption	148	\$236,612,823	157	\$441,775,402
Food Away from Home	153	\$175,726,454	163	\$329,614,715
Alcoholic Beverages	161	\$32,811,414	170	\$60,868,021
Non-Alcoholic Bev'gs at Home	147	\$23,032,238	156	\$42,827,345
Financial Investments	163	\$101,511,325	184	\$200,652,145
Vehicle Loans	143	\$250,989,319	153	\$471,087,721
Non-prescription Drugs	140	\$5,176,280	150	\$9,727,959
Prescription Drugs	135	\$24,039,841	146	\$45,589,824
Eyeglasses and Contact Lenses	150	\$4,136,610	164	\$7,936,388
Household Textiles	157	\$7,475,020	171	\$14,240,036
Furniture	160	\$34,404,894	175	\$66,134,273
Floor Coverings	159	\$4,256,939	180	\$8,461,896
Major Appliances	148	\$16,022,357	163	\$30,992,471
Housewares	139	\$4,278,311	148	\$8,022,758
Small Appliances	149	\$1,748,463	160	\$3,293,773
Luggage	164	\$542,174	180	\$1,045,046

Child Care	159	\$26,246,574	173	\$50,291,644
Lawn and Garden Supplies	155	\$23,186,441	175	\$45,845,748
Moving and Storage	171	\$3,707,064	180	\$6,841,557
Housekeeping Supplies	146	\$36,725,840	157	\$69,296,011
Various Insurance Needs	146	\$206,490,751	161	\$394,957,115
Personal Care Products	151	\$21,557,649	162	\$40,429,032
School Books and Supplies	159	\$6,049,657	162	\$10,828,717
Smoking Products	136	\$20,717,005	138	\$37,125,915
Transportation Needs	148	\$431,586,002	159	\$811,646,908
Travel Needs	168	\$81,318,613	187	\$158,213,387

Source: ESRI Market Data, 2012. *Note:* Apparel Products and Services include the raw materials for making clothing, mending clothing, repairing shoes and so forth. It does not include the purchase of finished products. Insurance needs include owners, renters, vehicle, life and other insurance expenditures. Travel needs include airline fare, lodging, food and drink on trips, other transportation.

2.2.2. The Labor Force Market

The second market to be examined is the labor force market. From how far and wide do employers in the township draw employees? In Chester County, the average travel time to work is 27.8 minutes. Typically, therefore, it can be expected that municipal businesses, particularly the larger ones, draw employment from a very broad cross-section of Chester County.

Appendix 8.2 of this Plan provides detailed information on labor force characteristics. These data are not duplicated here, except as the resident and local labor forces can be compared. The “resident” labor force represents those working individuals, 16 years of age and older, who live in the township. The “local” labor force represents the individuals who work in the township, but who do not necessarily live in the township. This comparison is important since it may reveal sectors of the economy where residents are out-commuting for work opportunities or conversely, where the township economy attracts large numbers of workers. Table 4 makes this comparison.

Table 4. Comparison of Resident and Local Labor Forces in East Goshen Township.

Economic Sector	Resident Labor Force		Local Labor Force		% Difference
	Amount	Percent	Amount	Percent	
Agriculture & Mining	20	0.2%	41	0.6%	+0.4
Construction	359	4.2%	171	2.3%	-1.9%
Manufacturing	942	10.8%	69	0.9%	-9.9%
Wholesale Trade	437	5.0%	745	10.1%	+5.1%
Retail Trade	1,275	14.6%	1,100	14.8%	+0.2%
Transportation/Warehousing	258	3.0%	36	0.5%	-2.5%
Utilities	0	0.0%	0	0.0%	0.0%
Information/Communication	383	4.5%	82	1.1%	-3.4%
Finance, Ins., Real Estate	1,196	13.7%	416	5.6%	-8.1%
Services	3,338	38.2%	3,350	45.2%	+7.0%
Public Administration/Other	513	5.8%	1,402	18.9%	+13.1%
Totals	8,721	100.0%	7,412	100.0%	---

Source: ESRI and U.S. Census American Community Survey estimates

As can be seen in this table, higher percentages of people in the local labor force are employed in Agriculture & Mining, Wholesale Trade, Retail Trade, Services, and Public Administration and Other Fields. The township is actually importing labor in Agriculture & Mining, Wholesale Trade, Services and Public Administration. There is an out-commutation of labor in all other sectors. So, for the purposes of new employment possibilities, it is likely that the township would have to import labor from the surrounding region in order to meet the needs of any new businesses.

Given the typical 25-minute drive-time of the average worker in Chester County, this 25-minute commuter shed has a highly educated and diverse labor force. As was illustrated in Figure 1, the 25-minute commuter shed extends eastward toward King of Prussia; west as far as Coatesville; south to Delaware and New Castle Counties; and north to Phoenixville.

Within this region, almost one-fifth of the population 25 years and older has a Master's Degree or better. 54.0% of the population has at least an Associates' Degree; a percentage which has increased considerably from 42.2% in 1990. The working age population is employed in considerable numbers across the board of industrial sectors, with large numbers and percentages of individuals employed in manufacturing, retail trade, professional services, education, and health care. In short, there are well trained local, resident, and regional workforces from which prospective new businesses in the township can draw employees.

2.2.3. Focusing on the Paoli Pike and Route 3 Corridors

The township's Commerce Commission expressed a particular interest in two locations where economic development and redevelopment opportunities should be examined. The first is the Paoli Pike Corridor, with emphasis on the Goshen Village Shopping Center. The second is the smaller, commercial cluster along Route 3.

The Paoli Pike Corridor consists of a mix of uses ranging from the Goshen Corporate Park; the Goshen Village Shopping Center; a smattering of small retail uses including a gas station, Wawa, professional uses, and the municipal court/township complex. In addition to Goshen Village, the Village Square Shopping Center on Boot Road also provides a wide range of retail stores and services, including the township's only (Giant) Super Market. A generalized analysis of the Goshen Corporate Park and other business park employment immediately adjacent indicates that there are approximately 800 employees concentrated in this area. The potential for additional employment is significant, since field surveys indicate there are currently several large buildings that are vacant and for sale or lease.

Route 3 comprises a limited number of commercial activities, the largest of which is a flooring retailer. There is a small shopping complex on the south side of the highway adjacent to the flooring center. There are also other small businesses such as a restaurant and some professional offices. Generally, however, much of the land along the highway is fully occupied and the geography of the highway is not conducive to ready, commercial access.

Retail and Service Subsectors

Given that most of the retail and service uses are clustered along the two aforementioned highway corridors and that over 60% of the businesses in the township are part of the retail or service sectors, the following two tables take a closer look at the breakdown of jobs in these two sectors. As can be seen in Table 5 and Table 6, the number of current jobs more than doubles by expanding the drive time market by just five minutes. The percentages in the various service subsectors (Table 5) are fairly consistent between the 10- and 15-minute markets. Among the retail subsectors, however, there are some significant differences. The percentage of food and beverage store employment is much higher in the 10-minute market than the 15-minute market; probably because much of West Chester has been captured. Employment in general merchandise stores is much greater in the 15-minute market than the 10-minute market because there is a larger number of shopping centers and downtowns being captured by that market.

Table 5. Breakdown of the Service Subsector.

Subsectors	10-Minute Drive-Time Market		15-Minute Drive-Time Market	
	# of Jobs	% of Jobs	# of Jobs	% of Jobs
Banking and Credit Services	891	2.5%	1,736	2.3%
Securities and Commodities	758	2.2%	2,767	3.7%
Insurance Services	1,466	4.1%	3,214	4.3%
Real Estate Services	2,006	5.6%	4,279	5.8%
Professional/Scientific Services	5,862	16.5%	11,657	15.7%
Legal Services	1,044	2.9%	1,970	2.7%
Managerial Services	85	0.2%	192	0.3%
Administrative Services	2,178	6.1%	4,472	6.0%
Educational Services	3,235	9.1%	7,210	9.7%
Healthcare and Social Services	8,116	22.8%	16,673	22.4%
Arts, Entertainment, Recreation	808	2.3%	1,799	2.4%
Accommodations	651	1.8%	2,058	2.8%
Food Services	3,602	10.1%	7,578	10.2%
Other	4,896	13.8%	8,696	11.7%
Totals	35,598	100.0%	74,301	100.0%

Source: ESRI, 2012. % Total Jobs = % Total Service Jobs

Table 6. Breakdown of the Retail Subsector.

Subsectors	10-Minute Drive-Time Market		15-Minute Drive-Time Market	
	# of Jobs	% of Jobs	# of Jobs	% of Jobs
Motor Vehicle/Parts Dealers	1,104	12.7%	2,610	13.1%
Furniture/Home Furnishings	317	3.6%	631	3.2%
Electronics & Appliances	485	5.6%	1,555	7.8%
Building Materials/Garden	722	8.3%	1,480	7.4%
Food & Beverage Stores	2,043	23.6%	3,746	18.8%
Health & Personal Care Stores	475	5.5%	1,233	6.2%
Gasoline Stations	68	0.8%	156	0.8%
Clothing Stores	511	6.0%	1,362	6.9%
Sporting goods, books, hobbies	403	4.6%	1,068	5.5%
General Merchandise	562	6.5%	2,202	11.1%
Miscellaneous Retailers	989	11.4%	2,733	13.7%
Non-Store Retailers	984	11.4%	1,097	5.5%
Totals	8,663	100.0	19,873	100.0%

Source: ESRI, 2012

2.2.4. General Business and Industry Trends

The U.S. Census “County Business Patterns” provides a useful dataset from which to track trends in various industrial sectors over a ten year time horizon. Information from County Business Patterns is not available at the township level. However, as can be seen from Table 7, employment levels have increased dramatically county-wide in a number of industrial sectors. There have been sizeable increases in Wholesale Trade; the Information Sector; Finance, Insurance and Real Estate; Management Services; Education; Healthcare; Arts & Entertainment; and Accommodation and Food Services.

The purpose of this analysis is to provide a trend background within which any discussion about the growth of potential businesses in East Goshen Township can occur.

Table 7. Trends in Industrial Sectors, Chester County, 2000-2010.

Industrial Sector	2000 Employment	2010 Employment	% CHANGE 2000-2010
Agriculture & Mining	607	564	-7.1%
Utilities	880	NA.	NA.
Construction	11,051	8,986	-18.6%
Manufacturing	19,509	14,971	-22.7%
Wholesale Trade	10,548	14,302	+35.6%
Retail Trade	25,175	26,312	+4.5%
Transportation	4,934	7,589	+53.8
Information	5,664	8,547	+50.9%
Finance, Insurance, Real Estate	11,594	25,210	+117.4%
Management Services	8,282	13,559	+63.7%
Administrative and Support Services	11,956	13,452	+12.5%
Educational Services	4,586	6,021	+31.3%
Healthcare Services	23,291	31,693	+36.1%
Arts & Entertainment	2,592	4,266	+64.6%
Accommodation and Food Services	11,443	15,309	+33.8%
Other & Auxiliary Services	12,707	10,866	-14.5%
Unclassified Establishments	157	NA.	NA.
Totals	164,976	201,647	+22.2%

Source: U.S. Census, County Business Patterns, 2000 and 2010

Given that the latter part of the 2000–2010 decade encompassed one of the worst recessions in the last 80 years, the East Goshen economy is reasonably sound. There is not the wholesale abandonment of shopping centers and commercial areas as seen in other parts of the Philadelphia region. Occupancy at the township’s business parks is also full.

Growth in Labor Force

The Pennsylvania Department of Labor & Industry has prepared “Year 2020” employment forecasts for Chester County. There are several sectors of the economy that are anticipated to expand over the coming seven years. Table 8 defines the anticipated job growth county-wide between 2010 and 2020.

Table 8. Anticipated Growth in Jobs for Chester County, 2010-2020.

Industry Sector	2010 Employment	2020 Employment	Change in Employment	Percentage Change
Agri-Business/Mining	2,870	3,150	280	9.7%
Construction	9,160	11,310	2,150	23.5%
Manufacturing	20,400	19,670	-730	-3.6%
Utilities	610	850	240	39.3%
Wholesale Trade	11,270	11,970	700	6.2%
Retail Trade	26,970	29,530	2,560	9.5%
Information	4,470	4,420	-50	-1.1%
Finance, Insurance, Real Estate	22,600	24,730	2,130	9.4%
Professional/Technical Services	25,280	33,200	7,920	31.3%
Management/Admin. Services	17,570	21,050	3,480	19.8%
Educational Services	19,080	20,160	1,080	5.7%
Health Care/Social Services	29,470	33,340	3,870	13.1%
Arts, Entertainment, Recreation	3,680	4,210	530	14.4%
Accommodation/Food Services	14,180	15,990	1,810	12.8%
Other Services	13,750	14,670	920	6.7%
Public Administration	8,380	8,210	-170	-2.0%
Totals	252,190	280,260	28,070	11.1%

Source: Pennsylvania Department of Labor & Industry

Work of the East Goshen Commerce Commission

Beginning in 2012, members of the recently formed East Goshen Commerce Commission have met with or had phone conversations with 40 local businesses and industries. Additional meetings of the Commission will be held annually to assess the needs of the business community. Various issues were raised at initial meetings with the Commission members including:

- Local zoning and regulatory issues
- Signage regulations
- The catalyst for new eateries that a liquor license would provide
- Limited issues regarding the availability of skilled laborers and craftsmen
- Traffic
- Need for key road improvements

These issues are factored into the findings of this Comprehensive Plan Update and provide a foundation for developing actions and suggestions for economic development in the township.

The preceding pages have provided a considerable amount of information about the East Goshen economy and the local market for goods and services. From this information, the remaining pages of this chapter, and portions of chapter 3, Land Use, will focus on specific strategies for building on market strengths and opportunities. Some principal findings to guide the formulation of those strategies follow on the next page.

East Goshen Economic Development Strengths and Findings

1. **Location.** East Goshen Township sits at the center of one of the Philadelphia Region's most prosperous locations – Chester County. It is proximate to U.S. Routes 202 and 322 and therefore accessible to customers from outside the immediate consumer markets. Its proximity to some of the wealthiest areas of the County also lends itself to the development of niche markets for retail goods and services.
2. **Labor and Workforce Skills.** The Township has access to a talented labor pool. The current job market imports labor from outside the region in almost every economic sector and the region/County is home to a very talented and diverse source of labor.
3. **Business Park and Professional Space.** There are no vacancies in the Township's business parks. Employment trends in Chester County point to several economic sectors that might be targeted should vacancies arise.
4. **Consumer Buying Power.** The purchasing power of residents in the East Goshen market is significantly higher than the national average. This fact lends itself well to targeting certain retail, service and other development opportunities for higher income clientele.
5. **Marketing Opportunities and Directing Market Decisions.** While there are plenty of good reasons that can be used to market retail and commercial space in the Township to prospective clients, most of this space is controlled by the private sector. As part of the planning effort, the Township will have to try to find ways to influence the market and create partnerships between the public and private sectors that could enhance local marketability.
6. **Retail and Consumer Gaps.** There are gaps in the current retail and service market that can be filled with the introduction of new businesses. A successful business recruitment effort will necessitate a partnership of public and private entities and some initiatives to help enhance/promote the types of economic opportunity that exist in the Township.
7. **Visibility and Regional Branding.** One of the outcomes implied by the visioning workshop that was held in the Township on June 3, 2013 is that the current businesses may not be known or visible – either literally or figuratively through marketing – by as many people in the community and region as might be desirable.
8. **Transportation and Linkage.** Route 3 is a divided highway, which limits access somewhat to business opportunities along the corridor. Paoli Pike is heavily congested at peak hours and does not offer safe opportunities for pedestrian or bicycle travel. Access improvements that foster better linkages between uses are potential projects that can help encourage new development.
9. **Town Center Issues.** The area identified as the Town Center in the current Comprehensive Plan does not function as an integrated hub for public and commercial activity. Public uses along Paoli Pike encompass a significant amount of land that might otherwise provide for commercial expansion and related uses. There needs to be a better definition and vision for this area of the Township.

2.3. Vision for the Future

Over the course of the dialogue surrounding the comprehensive plan update, there have been several meetings with the Commerce Commission, workshops with local businesses, and discussion with the planning task force. The following are suggestions for concepts and ideas that can build on the economic base and business amenities in East Goshen Township, stemming in part from those



conversations.

These concepts are broken into five general categories, based on the key areas of interest defined by the Commerce Commission. They include the Paoli Pike Corridor, the Route 3 Corridor, the Business Park, Business Retention, and Business Attraction.

2.3.1. The Paoli Pike Corridor

Gateway Enhancement. Paoli Pike is the principal gateway to East Goshen Township's primary business corridor. There needs to be a very visible branding of this corridor that lets motorists and visitors know they are entering the community.

Wayfinding. In conjunction with branding that occurs at the Gateway, standardizing wayfinding signage can also get people pointed toward the many commercial, business, and other assets such as parks, Hershey's Mill Golf Course, municipal buildings and facilities that East Goshen Township has to offer. Wayfinding signage does not have to be complicated but it does have to be uniform.



Shopping Center Development. There are two principal shopping centers in East Goshen Township: Both are privately owned and managed shopping complexes. While the township can do little to directly locate new stores and facilities in these complexes, it does have the ability to influence the market. Ideas might include the following:

- *Landscaping.* Landscaping within the public right-of-way should be attractive while clear of obstructions in order to promote visibility. The Village Square Shopping Center is currently hampered by inadequate visibility, while the Goshen Village Shopping Center is almost bare of any attractive landscaping.
- *Signage.* As part of wayfinding improvements, signage directing people to shopping in the township would enable motorists to anticipate their arrival at a shopping complex. This would improve traffic safety and enhance marketability.
- *Marketing Partnership.* Shopping Centers are typically owned as part of a portfolio of many commercial sites and facilities. This makes it challenging for an owner/developer to focus on the needs of any one center. By partnering formally or informally with East Goshen Township, shopping center managers can leverage their budgets and resources to address the needs of a particular facility.
- *Public Amenities.* The township may wish to explore investing in public amenities immediately adjacent to shopping centers that provide the center owner with some "value added" attraction. For example, parkland and public walkways provide places for store owners and employees to recreate at lunch time or during workday breaks. An outside pavilion might provide an



amenity that makes a restaurant or restaurant space more attractive.

The Presence of Municipal Uses. There are several municipal uses along the Paoli Pike Corridor which impede the opportunity for expanding commercial uses and subsequent employment. Without moving the location of these uses, the township may want to consider adding non-government uses to its properties that would provide for both municipal space and retail, service or commercial space. This could be accomplished, for example, in a multi-story building.

Providing a Sense of Place. Paoli Pike readily have a special feel and exhibit a “sense of place” that makes the corridor more attractive and marketable, there should be defined walkways that provide pedestrian access both parallel to the cartway and to promote safer pedestrian crossings. Bikeways should be provided and defined. Other visual amenities might include decorative lighting, banners, ornamental landscaping. The idea would be to promote a mix of travel modes, and also to create a location that would communicate the message of uniqueness and individuality to current property owners and prospective investors along the corridor. The DVRPC has funding available for corridor designs and analyses that could provide the township with ideas and funding.

2.3.2. The Route 3 Corridor

The Route 3 Corridor in East Goshen Township does not lend itself to being a heavily developed commercial artery. Access is difficult in that the highway is divided. Steep slopes do not provide many easily developed or expanded commercial lots. Some of the suggestions offered for Paoli Pike would be relevant such as constructing gateway signs/monuments or installing wayfinding signage. There is very little under used or unused commercial land in this corridor. The possibility of using land adjacent to the Fire Hall seems remote, given the importance of the community fair, special events, and training needs of the fire company. For currently developed sites, the township seeks property improvements such as better landscaping, signage, and on-lot parking, on a case by case basis when such sites are proposed for redevelopment, expansion, or a change in use.

2.3.3. Business Park Development and Redevelopment

East Goshen Township is very interested in ensuring that its three business parks meet the needs of its tenants and an ever-changing business environment. There are several characteristics that must be central to any well-tended and managed park. They include:

Maintaining Good Access and Visibility. This involves providing for good highway access, particularly as traffic counts and congestion increase. This is another important reason to engage in a circulation and design study (see chapter 3, land use) for Paoli Pike to ensure that turning lanes, signage and landscaping continue to provide the Goshen Corporate Park, and Brandywine Business Park from Airport Road, with a high profile. Connecting all three parks with bike and pedestrian opportunities is also important. Many employees want to live closer to their workplaces. Linking East Goshen neighborhoods with employment centers through sidewalks, trails, signage and bike lanes can help to accommodate those residents and

employees who want to walk or bike to and from work, while also furthering the township's sustainability efforts.

Providing Tenant Amenities. Internal walking trails, fitness facilities, convenient day care and convenience retail all add to the attractiveness of the three parks for current and prospective employers. Business owners, employees, and their visitors also need convenient places to meet, many times away from the office environment. This means offering high quality restaurants and overnight accommodations nearby.

Promoting Communication. In this day of rapidly changing communication, one of the most critical assets a business park can have is access to adequate broadband and/or Wi-Fi capacity. This should include capacity to meet basic internet and email needs but also be able to accommodate teleconferencing and other needs. The township may want to engage Comcast and or Verizon, or a private sector consultant to look at the emerging communication needs of business to ensure that an adequate level of service is provided.

Accommodating Business Expansion. Successful businesses need to expand. East Goshen Township wants them to expand in East Goshen.

- *Space to Spark New Ideas.* The township may want to explore potential partnerships with area educational institutions or other partners to create a facility in the limited industrial and business park space, or elsewhere within the township, that is available to serve as a business incubator for educational, technology or other high-end entrepreneurs that exist in large numbers in the Chester County economy. The facility could also include teleconferencing facilities, a small fitness center, and other services that would be amenities for existing business park occupants in general.
- *Creating Potential for Business Expansion and New Park Uses.* The township might also consider zoning changes that allow for larger building footprints (building coverage) or increased building height that would enable businesses seeking to expand or add employees with the opportunity to add another story to their facility, or construct an addition. Parking requirements contained in zoning may need to be reassessed so that site intensity increases are not prevented by overly-excessive on-site parking requirements. It might also be useful to allow other uses, such as restaurants and day care in the business park district, or allow limited retail space in the industrial and business park districts—either in existing facilities or in stand-alone structures—that would allow convenience stores and services to be located close to the parks' sizeable employment base.

2.3.4. General Business Retention Strategies

In addition to the special areas of attention noted previously, there are a number of things that the Township can do to promote both business retention and attraction.

1. *Business Ombudsman.* The township could identify an existing member of the staff and/or Commerce Commission to support its work as a liaison with existing and new business prospects. The ombudsman would help move projects/issues through the day-to-day

regulatory and approval process and be an ambassador for promoting the Township economy. The ombudsman would also seek to bring the full array of municipal, county and Commonwealth services and funding under one umbrella, so that a "One-Stop Shop" could be created in East Goshen for existing and prospective businesses. This role is currently divided between the Zoning Officer, Township Manager, and chair of the Commerce Commission, and appears to be functioning. However, a dedicated staff position would be expected to function more efficiently, and provide a single point of contact for the business community.

2. *Continue Regular Business Assistance Meetings.* The township, through its Commerce Commission, should continue to sponsor its highly successful forums for providing opportunities for local businesses to get to know the people, programs, and resources that can enhance their business. This effort can be expanded to include invitation to lenders, workforce development officials, chamber of commerce reps, PADCED representatives, county officials, etc., as guests of the Commission who may be able to help with a particular question or issue of concern to local business owners and corporate executives. This is the type of forum in which labor force training and issues associated with the need for skilled labor could be coordinated with job agencies, educational institutions and workforce agencies.
3. *East Goshen "Connect".* Utilization of the township's website to list the employment or internship opportunities available through local businesses for young residents/college students.
4. *On-line site for Business Assistance.* The township would establish and promote an on-line site for gaining access to business support services and facilities.
5. *Electronic Mall.* Through the work of the Commerce Committee, businesses have been inventoried and linked via the web. But has this been marketed locally and regionally in a creative way that helps brand current retail and service opportunities?

2.3.5. General Business Attraction Strategies

1. *Marketing and Branding Strategy and Partnerships.* The township needs to distinguish itself from West Chester Borough. A marketing strategy needs to be developed that promotes East Goshen Township as a great place to live/work/play. Partnerships with key developers should be formed to jointly market the township for new retail, service and commercial/industrial opportunities. Marketing strategies should play on the following municipal strengths:
 - Great place to live and raise a family.
 - Excellent recreation facilities and programs.
 - Good schools.
 - Shopping nearby.

- Strong job market and regional economy.
 - Business-friendly environment.
 - Relatively close to transit.
2. *Niche Retail Development.* Are there possibilities to locate limited retail and service businesses in conjunction with public parks and recreation facilities? Perhaps bike, biking gear, running apparel, or other specialized retail shops could be developed in conjunction with one of the municipal parks. Seasonal ice cream or Italian ice stores or small cafes could be located at these parks to provide convenience items to people recreating there.
 3. *Financial Incentives.* Programs such as tax abatement, loan pools, and other financial incentives could be coordinated through the township and targeted at key locations where business investment needs are acute.
 4. *Higher Economic Development Profile.* Currently the township website's Home Page makes virtually no reference to economic development. There is no information about how to do business in the township. There is no database defining what opportunities might be available. The township may want to consider:
 - Realtor partnerships that highlight recently sold or developed properties.
 - An enhanced Website profile that promotes economic development as a central focus of the township.
 - An interactive GIS database that would highlight the location of available commercial and industrial property and connect interested buyers with details on property ownership, amenities, and contact information.
 - Providing on-line marketing material.

2.3.6. Transportation and Circulation

Transportation strategies in general need to be addressed in the broader comprehensive plan update. However, given the interest in attracting employees to the East Goshen's business parks, there were several suggestions made about ways to facilitate this.

One suggestion is that corporations and businesses in the township that have employees who are or who would like to commute to regional rail stations in Downingtown or Paoli share in a van pool. This van would be used to pick up employees at the nearby station and shuttle them to local business parks and employers.

Another suggestion that would promote a coordinated approach to commuting is to establish a Township Ride-Sharing Program through the Transportation Management Association of Chester County (TMACC.) The Share-a-Ride Program offered by that organization could help connect people working in East Goshen with similar commuters seeking to reduce expenses and coordinate schedules. The TMACC could also play a role in assisting to create the van pool to train and bus stations.

Members of the Commerce Commission and participants at the business workshops also pointed to several road and highway issues that they felt were important; these issues centered around traffic movements at Paoli Pike, Boot Road and Enterprise Drive, and the intersection of Wilson Drive and Boot Road.

2.4. Implementation Strategy

At a meeting of the Commerce Commission on November 18, 2013, the above concepts and initiatives were discussed. Members of the Commission felt that there were key priorities on which the Commission should focus in the near-term. There were also ideas stemming from the two workshops that the Commission held with local business people on October 3rd and November 7th of 2013 that reflected these priorities.

The Commission felt these priorities centered on three areas: transportation, commercial development, and zoning/regulatory issues. Commission members felt it was important to define priority issues and tasks that would guide the implementation of the township's economic development vision and goals for the coming years. The following is an action agenda that reflects these areas of interest and delineates tasks and responsibilities for the coming planning horizon around three key goals:

- **Goal 1:** Enhance circulation in East Goshen Township for motorists and pedestrians.
- **Goal 2:** Promote ongoing development and redevelopment of retail, commercial and business opportunities in the township and ensure business retention.
- **Goal 3:** Explore regulatory and zoning changes to ensure sustainable economic development in the community.

Some of the concepts raised in this chapter are also addressed through discussion and implementation strategies and steps in the following Land Use chapter. This is because they focus on actions that are more appropriately managed by, and therefore assigned to, the Planning Commission.

2.5. Implementation Steps

The implementation steps to achieve the township's vision for economic development are divided into three tiers. This approach will help East Goshen advance strategically toward its vision for the Paoli Pike and Route 3 corridors, and for its business parks and general business environment.

2.5.1. Implementation Steps

Tier 1

The three steps outlined below represent a large portion of the core of the township's economic development plan. The township, through its Commerce Commission, is committed to implementing these steps as soon as possible, and is also willing to devote staff time and financial resources to seeing them come to fruition.

Initiate actions that enhance journeys to work and municipal access to labor. (Supports Goal 1)

Such actions would include the following:

1. Organize meetings for large corporations and businesses to explore van-pooling and other potential ride-sharing opportunities to train and bus stations.
2. Discuss possibility of technical assistance, funding, or other support from TMACC.¹
3. Develop employee survey or large businesses and corporations to determine potential for ride-sharing.
4. Develop recommendations for an East Goshen Ride-Sharing program.
5. Implement van-pooling and ride-sharing to train and bus stations.

Promote retail development and redevelopment. (Supports Goal 2)

The Commerce Commission should continue and expand its current efforts, i.e.:

1. Continue the ongoing work of the Commerce Commission through the regular outreach and annual workshops with the business community.
2. Expand and market the concept of the East Goshen Electronic Mall. See Section 2.3.4 (p.17).

Promote and sustain the township's business parks. (Supports Goal 2)

The township's business parks are an essential component of its makeup. Support them by:

1. Continue to involve business park tenants in ongoing work, studies, and discussions involving traffic circulation issues, marketing initiatives, and business expansion and retention needs.
2. Host a workshop to explore business and corporate employee needs and skills.
3. Prepare a workforce development study on the findings from step 2 for local and regional education providers.
4. Implement the workforce development study by partnering with educational institutions, technical education providers, and others, to create programs that provide local employers with the employee skill-sets required.

Tier 2

The three steps below, while important, are seen as being less immediately necessary or viable than the steps outlined in Tier 1. They may represent a greater investment of resources, or require more staff time.

Support, recruit, and retain businesses. (Supports Goal 2)

1. Identify a business ombudsman on the township staff to support the work of the Commerce Commission. See Section 2.3.4 (p.16).
2. Develop partnerships with the Chester County Economic Development Council, PA DCED, and other funding sources to help finance business development and expansion.

¹ Transportation Management Association of Chester County.

3. Advertise new financing programs to recruit and retain businesses.

Market the township's business-related programs. (Supports Goal 2)

1. Identify funding sources for townships marketing programs.
2. Develop marketing brochures and online information to promote retail, commercial, and other business opportunities in the township.
3. Modify the township website to provide a more visible profile for economic and business development information.

Enhance and sustain the township's business parks. (Supports Goal 2)

1. Continue to identify and address ongoing facility needs of local business park tenants (e.g., walking paths, exercise facilities, helipads, etc.).
2. Find funding to explore the concept of a business incubator facility at one of the business parks; then implement.
3. Work with a communications provider or private consultant to inventory communications needs of the firms and organizations in the business parks; then implement.

Tier 3

The final three implementation steps, identified with support from the Commerce Commission and the business community, are seen as more visionary or speculative in nature. Their priorities may change if funding opportunities arise, or if staff time becomes available.

Explore redevelopment options for the Goshen Village Shopping Center. (Supports Goal 2)

1. Fund a market study to determine if the site of the Goshen Village Shopping Center can be used for some other commercial or institutional purpose (e.g., medical rehab, office complex, mixed-use development).
2. Explore and select desired development option.
3. Market opportunity to developers locally and regionally.

Expand marketing of East Goshen as an attractive place to site commercial and industrial uses. (Supports Goal 2)

1. Develop and maintain a GIS database of available commercial and industrial sites for sale or lease.
2. Market the database through the township website and county and regional outlets.

Implement East Goshen "Connect". (Supports Goal 2)

3. Explore the possibility of an East Goshen "Connect" program that would link high school- and college-aged students with local businesses and entrepreneurs. See Section 2.3.4 (p.17).

2.5.2. Finding Funding for Plan Implementation

There is a wide range of resources available to assist in the implementation of the economic development element of the East Goshen Comprehensive Plan. These include local, County, Commonwealth and Federal programs and resources. The following is an inventory of some of these resources, broken down by the principal goals of the economic development agenda. (Note: In the current fiscal environment, grant programs and funding availability changes regularly and quickly.)

Traffic and Circulation Resources

- Chester County Planning Commission Transportation Inventory
- DVRPC Transportation Improvement Program (TIP)
- Surface Transportation Program (STP)
- PennDOT/Pennsylvania Infrastructure Fund
- Hometown Safe Streets and Safe Routes to Schools Grant Program
- Transportation Community Development Initiative (TCDI) Grant Program
- Transportation Enhancement Grant Program
- TreeVitalize (PA Horticultural Society)
- PA DCED Infrastructure Development Fund
- Bikes Belong Coalition
- Community Transportation Development Fund

Economic and Business Development

- Chester County Economic Development Council
- PA DCED Business in our Sites Program
- Pennsylvania Municipal Assistance Program (MAP)
- PABizOnline.com
- Pennsylvania Technical Assistance Program (PennTAP)
- Ben Franklin Technology Partnership
- Partnership for Regional Economic Performance
- Governor's Action Team
- General PA DCED Technical Assistance (Economic Stimulus Package Technical Assistance)

Municipal Planning and Zoning

- Chester County Planning Commission Local Planning Assistance Program
- Local Government Academy Multi-Municipal Planning and Community Sustainability Grant Program
- U.S. HUD Sustainable Communities Grant Program
- EPA Smart Growth Grant

3. Land Use

East Goshen Township, as one of the West Chester region's more established suburban residential communities, provides its residents with a desirable quality of life. The township also has prosperous businesses and light industries. Through this comprehensive plan update, the Board of Supervisors strives to retain and enhance both residential quality of life and economic prosperity in the future by planning for, and accommodating change in, a number of positive and strategic ways.

An inventory of existing land uses and vacant parcels conducted for this plan update confirmed that the township is largely developed, there are few parcels in the township that are not in some form of developed (residential, commercial, industrial, institutional, recreational) land use. See Appendix X for details on this inventory. As a result, drastic or extensive land use changes within the township are not anticipated for much of the 20-year planning horizon. Land use considerations for this update focused on the few remaining vacant or underutilized parcels, the township's three successful corporate parks, and Paoli Pike and adjoining areas.

Within this plan update there is some unavoidable overlap between chapters—issues discussed in this land use chapter are closely related to issues raised and discussed in the economic development plan chapter. Nevertheless, the township's Planning Commission shall have the primary responsibility for implementing this chapter. Other of the township's ABCs, such as the Commerce Commission in the case of overlapping land use and economic development issues, should remain informed of the Planning Commission's efforts or actions taken to implement this chapter that are relevant to their own responsibilities, and may be invited to assist in order to produce more successful outcomes.

3.1. Paoli Pike Corridor

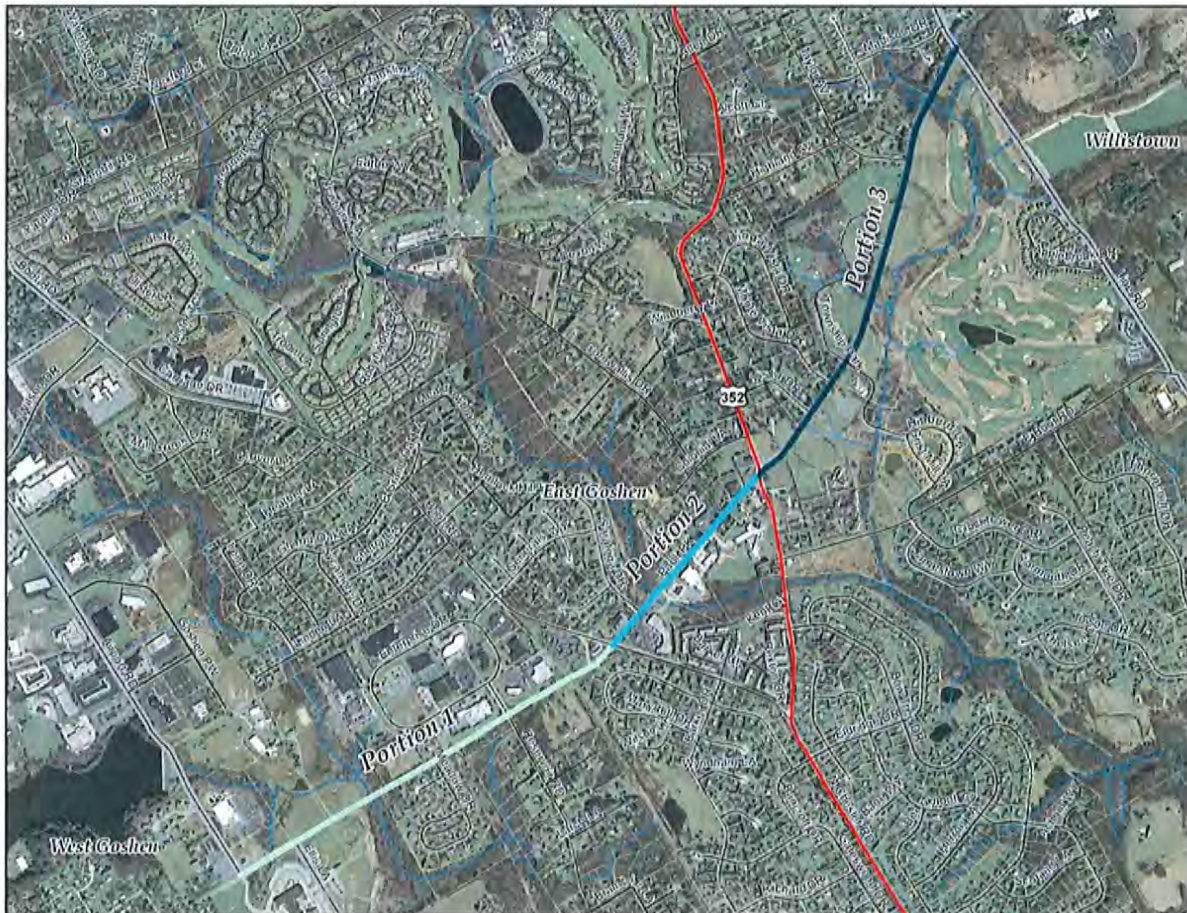
3.1.1. Introduction to the Issue

Paoli Pike, being one of two major roads that cross the township east to west, offers a timely opportunity to help define the township's high quality of life and economic prosperity. Paoli Pike is two-lane from its most western intersection with Airport Road at the West Goshen Township line to its most eastern intersection with Line Road at the Willistown Township line. It is often heavily traveled, particularly during morning and evening peak hour commuting times. Nevertheless, travelers of Paoli Pike experience a wide range of adjoining land uses, including agriculture, creek crossings and wooded wetlands, high-tech/office, residential and retail, and public parks and pedestrian trails. Unlike the West Chester Pike (Route 3) corridor that crosses the township east-west to the south, the Paoli Pike corridor is less intensively developed and therefore can, through careful management and enhancements: a) distinguish the township's unique character among other developed municipalities of the region; b) encourage continued investments in the retail and service-commercial uses along the corridor; and c) provide for vehicular and pedestrian access improvements.

3.1.2. Validation of the Issue

The Paoli Pike corridor is, for this plan update's purposes, divided into three portions from west to east. As shown on Figure 1, portion 1 begins at Airport Road at the West Goshen Township line and ends at its signalized intersection with Boot Road; portion 2 picks up at the Boot Road intersection and ends at the signalized Route 352 intersection; and portion 3 begins at the Route 352 intersection and ends at the Line Road intersection at the Willistown Township line. Except for portion 2, most buildings and other structures are sufficiently set-back from the Pike to allow an unobstructed view of the corridor. Also, except for a very short section of paved trail along the frontage of the East High School ballfields at Ellis Lane, there are no sidewalks or trails along the first and second portions of Paoli Pike. A trail system does exist on township parkland lying both north and south of the corridor within the third portion that allows pedestrian and bicycle access along much of its full length.

Figure 1. Paoli Pike Corridor.



Portion 1 includes a mix of developed and open space land uses, and still reflects some of the township's former rural character. For example, looking north from Paoli Pike's intersection with Ellis Lane are remaining agricultural pastures of the once-larger Hicks Farm. To the immediate south are recreational fields of West Chester Area School District's East High School.

Along this southern frontage and limited to the school district's property is a pedestrian/bike trail. Just east of this point Paoli Pike crosses Chester Creek and its meandering floodplain. Vegetated wetlands line both sides of the road, and provide a good view of some of the township's natural features. From this point to the road's signalized intersection with Reservoir Road and Enterprise Drive, single-family residential uses lie on the south side of Paoli Pike and office/industrial buildings as part of the Goshen Corporate Park lie to the north. From here to the signalized Boot Road intersection, a large tract of land with one house set far back from the road occupies most of the southern frontage of Paoli Pike, while the Goshen Corporate Park continues along the northern frontage until reaching an auto-service station at the intersection.

Portion 2, which begins at the intersection of Paoli Pike and Boot Road, is the most developed of the three portions. From Boot Road to its next signalized intersection with Route 352, Paoli Pike serves as access and frontage for a number of retail and service commercial uses, as well as township and county government uses, institutional uses (trade school, music school, elementary school, banks), auto-oriented convenience stores, restaurants, medical office uses, and single-family residential subdivisions and single-lot uses. This stretch includes the Goshen Valley Shopping Center, a priority focus of the Board of Supervisors and its Commerce Commission, due to store vacancies and an absentee landowner. Paoli Pike also crosses Ridley Creek and a more channelized, less natural, flood plain in this portion.

Portion 3, which begins at the intersection of Paoli Pike and Route 352, is the most visibly open stretch of the corridor. Except for clusters of privately-held residential parcels along its north side, Paoli Pike is bordered on both sides by public recreation and open space uses to its intersection with Line Road at the eastern township line. The Chester County Chamber of Commerce offices, located in a highly scenic and historic structure, also are located on the southern side of the corridor not far beyond the Route 352 intersection. This portion of the corridor allows a rare, and highly scenic, view of a large portion of the eastern side of the township and surrounding countryside.

From a future land use perspective, the development or redevelopment of several key parcels within the Paoli Pike corridor may adversely affect its roles related to quality of life and economic prosperity. For example, at the western end of portion 3, and adjoining portion 2, a relatively large, R-3 zoned, parcel of land lies in the northeast quadrant of the Route 352/Paoli Pike intersection, and is an open field except for an historic building located out of public view at the rear of the parcel. This parcel's owner has been quite vocal about seeing to the property developed more intensively, and a residential subdivision plan was approved for this parcel several years ago but that approval has lapsed. Several additional development concepts have been proposed by the landowner for township comment, the most recent being a convenience retail store with gas pumps, similar to the new Wawa at Route 3 and Route 352, which would require different zoning to accommodate. Given the location and high visibility of this property, its ultimate use for a more intense development than that existing is highly important to the future of the corridor and this area of the township.

Within portion 2 of the corridor, several parcels are of focus of this update, the most significant of which is the Goshen Valley Shopping Center located near the Paoli Pike/Boot Road intersection. The current shopping center is the remnant of a larger shopping center where the grocery store tenant moved out and the portion east of its Paoli Pike access was adaptively re-used for a district court, township public works facility, cellular tower, and drive-thru bank. Several vacant storefronts and a vacant free-standing building currently exist within the current shopping center. The Board of Supervisors and their Commerce Commission have attempted to work with the center's owner to improve the vitality of this center, and the township modified its sign ordinance to allow the center to establish new monument signs, but township efforts to date have produced little change. Other parcels or uses of interest within this portion of the corridor include an older Wawa convenience store, which does not include gas pumps like the newer Wawa stores; the Peppermill restaurant, a local favorite which the owner has indicated a strong interest to expand or relocate nearby, a unique drive-up dairy store, and two other parcels on opposite sides of the corridor with older single-family dwellings that could be redeveloped in the future. These five parcels are small and ideally would more likely attract new development if one or more were consolidated to create a more usable parcel.

Within portion 1, only a few parcels within the corridor have the potential for development or redevelopment. While no imminent development proposal are known to exist for these, the fact that vacant land as a whole is becoming increasingly scarce in the township places pressure on largely vacant or underdeveloped properties to be the focus of private development investors. For example, the two remaining Hicks Farm parcels zoned BP – Business Park could be developed industrially as zoned, although these parcels are constrained to a large extent by Chester Creek floodplain and adjoining wet areas. A large R-2 zoned parcel on the south side of Paoli Pike just east of Reservoir Road is also of a size that allows further subdivision or can accommodate other land development with immediate access to Paoli Pike.

3.1.3. Vision for the Future

Paoli Pike will continue to define the township's high quality of life and economic prosperity through careful management of land uses, and through other enhancements within the corridor. Travelers entering East Goshen Township via Paoli Pike from either the east or west, will see the attractive nature of the township and note that it is different in many ways than the region's other municipalities. Particularly evident when coming into the township from the west, both new and older buildings setback a good distance from the road, allowing pleasant views of several scenic properties along this stretch and giving a more rural feel to the road. Helpful way-finding signage with township branding along the Pike identifies local shopping, recreational, and historic features; a multi-purpose trail parallels the Pike from its western edge to the township's municipal campus. This trail provides a link to regional trails and links the township's corporate parks and nearby neighborhoods with the commercial center near Boot Road and township parks beyond Route 352. An interpretive area managed by the township's Conservancy Board exists at the trail's crossing of Chester Creek. Entering the township from the east, travelers can follow Paoli Pike past the East Goshen Township Park with active

recreation facilities to the right and the more passive Applebrook park and distant golf course to the left. Hikers, joggers, and cyclists entering the township from this end can utilize the park's paved trail system to cross this stretch of the corridor, or to access the township's wetland park and Goshenville historic district.

Between Paoli Pike's intersection with Boot Road and its intersection with Route 352, the corridor is lined with colorful banners advertising upcoming township events, and along the southern side, the multi-purpose trail includes benches, trash receptacles, bike racks, and attractive lighting. This trail provides access to the various uses along this stretch of the corridor, and eventually leads southeast to the elementary school, historic village of Goshenville, and township wetland park. This central area of the township is frequented by pedestrians, bicyclists, and motorists alike, and offers a good mix of shops, restaurants, and banks, the township's municipal campus, as well as residential apartments and a public square, all of which generate lively activity throughout each day and into the early evening. Ridley Creek south of Paoli Pike, now restored to a more natural condition, is an environmental education feature of the square, where annual township fall and spring festivals are held.

Where commercial properties have redeveloped along this portion of the corridor, some have combined their access points to Paoli Pike and some allow vehicles to move from one site to another without having to re-enter the road. Goshen Valley Shopping Center is filled with shops, restaurants, cafes, and other community uses, such as the School of Rock. Some of the center is being reoriented to provide better access to the New Kent apartment complex, and upper stories are being added to the center for new residential apartment living. The center's frontage is now landscaped attractively to enhance this corner without screening the frontage businesses from public view. Redevelopment of properties around the Paoli Pike/Route 352 intersection has been carefully managed to create a gateway to this central area. A new "residence-inn" exists in the northeast quadrant of this intersection where the existing historic structure is used for small conferences and meetings.

3.1.4. Implementation Strategy

The Board of Supervisors is in a good position to help ensure that the Paoli Pike corridor remains an important public resource that helps to define the high quality of life and economic prosperity of the township. This can be accomplished through more focused planning efforts, through refinements of the township's regulatory tools, through partnerships with DVRPC, PennDOT, Chester County, state and federal representatives, local business and industry leaders, and with private landowners within the corridor, and through collaborative relationships with developers who are interested in helping the township achieve its vision.

3.1.5. Implementation Steps

The implementation steps to achieve the community's vision for the Paoli Pike corridor are divided into two tiers. Each of these steps works to more clearly define the parts of the corridor that can then be part of more focussed studies, ordinance changes, as well as design and implementation projects.

Tier 1

These projects were selected as Tier 1 because they are the logical place for the Planning Commission to begin its focus on managing the corridor.

Explore design improvements at key locations along and proximate to the Paoli Pike corridor.

- Work with the Chester County Planning Commission and DVRPC to identify, and secure, funding for a Paoli Pike circulation and design study. The focus areas of this study include intersection modifications, streetscape enhancements, access management, sidewalk construction, and enhanced bicycle circulation. This study would be conducted by qualified individuals or firms with corridor planning and traffic engineering experience, but would exclude the multi-purpose trail work already conducted for the township's open space, recreation, and environmental resources plan update. Part of the justification for this study is found in the economic development plan chapter (see Section ____) of this update, and the Commerce Commission's fall forums where issues raised by the corporate and industrial representatives to address in the comprehensive plan update included traffic circulation problems and pedestrian safety concerns.
- Upon completion and Board of Supervisors acceptance, identify priority projects stemming from the study.
- Work with the county, PennDOT, and other partners to create a funding strategy to advance project implementation.

Create a sense of place along the Paoli Pike corridor that helps to define the township and promote good wayfinding.

- Work together with the Commerce Committee, other township ABCs, business and corporate community, and other community stakeholders to define principal points of interest and destinations to be identified within the Paoli Pike corridor.
- Provide this information to DVRPC and/or a consultant performing the circulation and design study for Paoli Pike. Identify as part of this study the principal wayfinding, gateway, landscaping and design needs to enhance the Paoli Pike corridor (and other key roadways in the township). Develop a wayfinding logo, signage, and other project design materials.
- Work with the Chester County Planning Commission and DVRPC to identify funding sources for wayfinding, gateway, and other design recommendations.
- Prioritize and construct projects once funding is secured.

Tier 2

Explore the engineering feasibility of the Chester County multi-purpose trail if proposed parallel to, and separated from, Paoli Pike.

- The Board of Supervisors has endorsed the Central Chester County Bike and Pedestrian Trail Plan, which recommends that a multi-purpose trail be located along

much of Paoli Pike from the township's western border to a point between the Pike's intersection with Boot Road and its intersection with Route 352. The Board has accepted this recommendation in concept, and authorized its Park and Recreation Committee to explore the feasibility for such a trail as part of the open space, recreation, and environmental resources plan update effort. Depending on the outcome of their feasibility study, the township is likely to seek available funding to finance the engineering of a multi-purpose trail, and ultimately, its construction within the township. Work on this trail should be coordinated closely with the circulation and design study recommended for the Paoli Pike corridor.

3.2. Vacant or Underutilized Properties

3.2.1. Introduction to the Issue

Within the township, there are a handful of vacant or underutilized parcels remaining that are large enough to support new or additional residential or non-residential development. During development of the plan update, these remaining parcels were studied by the township and its consultants to determine if the current zoning was suitable to yield desired land uses were one or more of these parcels proposed for development during the next planning period. In a few instances, modifications to existing zoning were desired.

In addition, there are other, often older, parcels in the township where an older single-family house is sited in such a way that the parcel can be subdivided into two or more lots for new homes and still comply with underlying zoning and minimum lot size requirements. This is often referred to as residential infill.

3.2.2. Validation of the Issue

The largest of the remaining parcels is an 87-acre parcel located along Ellis Lane. This parcel includes a house out of public view and located toward the rear of the property. The house and rear portion of the parcel are accessed by a scenic tree-lined drive from Ellis Lane. Much of the parcel is covered in hay and actively harvested. The rear of this parcel drops, in a few cases sharply, to the heavily vegetated Chester Creek floodplain. The property is served by both public water and public sewer, and Ellis Lane is a two-lane roadway that links Paoli Pike with Route 3. During a township visioning session, this parcel received strong support for permanent preservation in farm or other open space uses.

Nevertheless, this large remaining property is zoned R-2, which permits single-family residential dwellings on conventional lots at a minimum lot size of 1 acre, or if clustered through one of the zoning ordinance's single-family cluster or single-family open space development options permitted for this district, at a minimum lot size of 25,000 square feet but with 40 percent open space. Other non-residential uses, such as churches or schools, would also be possible subject to conditional use approval. Recent residential cluster developments in the township have yielded big houses on little lots tightly clustered in a way that has hampered their ability to sell. Should this large parcel be proposed for development in the future, a tight cluster of large houses on small lots, as permitted conditionally through zoning, was envisioned

by the township as a less-than-desirable outcome. The township was interested, though, in a more sustainable residential scenario for this parcel if proposed for development.

A second cluster of relatively large, undeveloped parcels exists in the northern end of the township with frontage on Morstein Road. Some of these parcels are in agricultural use and are part of a larger holding that includes land in West Whiteland Township. A few of these parcels have development limitations caused by steep slopes, man-made ponds, and wetlands. Proposals for residential development of one or more of these parcels have been made to the township over the years but none have yet materialized. As discussed under the Paoli Pike corridor issue, two other parcels, one 8.8 acres in size located in the northeast quadrant of the Paoli Pike/Route 352 intersection, and the other 15.2 acres in size located along the southern frontage of Paoli Pike just west of the Paoli Pike/Boot Road intersection were also studied. In both cases, the township was comfortable with the current zoning and uses allowed therein for the two properties.

A few large, vacant lots exist within Goshen Corporate Park West that are zoned I-1 Light Industrial. These are in addition to the two remaining parcels which are part of the former Hicks Farm. Use of these lots for industrial uses is not limited by the physical constraints that consume much of the Hicks parcels, and they are assumed to someday develop with permitted industrial uses.

With regard to the subject of residential infill, there is township concern that historic homes and other structures when occupying these larger parcels, or when adjoining these larger parcels, may be impacted by indiscriminant infill, that is, their historic value to the landowner and community may be compromised. In addition, township concern exists that infill lots developed residentially will lead to zoning district compliance issues, and stormwater drainage problems, when owners build accessory structures or make home additions within side and rear yards, and increase impervious lot coverage.

3.2.3. Vision for the Future

The township will continue to build-out as property owners and developers find suitable markets for new residential and non-residential projects for the remaining vacant parcels. Except for the 87-acre Ellis Lane parcel, the development of these parcels will be addressed by the township when subdivision or land development applications are proposed for review and approval, and through use of existing township regulations. A more creative land development proposal for the Ellis Lane property will be encouraged in the future, in part, by incentives to be added to the zoning ordinance. Lots not yet developed in the township's corporate/industrial parks may be appropriately developed with uses that compliment, and serve, park businesses, such as restaurants, health clubs, daycare centers, business incubators, and hotels. Infill of residential lots with new homes will continue to be accommodated as the township absorbs new residential growth and forecasted population increases, but by encouraging the input of the township's historic commission during the subdivision approval process, historic resource values are being protected, and by encouraging the input of the Conservancy Board,

stormwater management issues of infill development are being adequately addressed (as described in Chapter 4 – Natural Resources).

3.2.4. Implementation Strategy

The township, and particularly its Planning Commission, will continue to address land use issues arising with development proposals for vacant and underutilized parcels utilizing its current zoning ordinance, subdivision and land development ordinance, and stormwater management ordinances, and by encouraging the input of other ABCs when issues overlap. The exceptions to this, depending on the timing of development proposals, may be with certain key parcels, such as the 87-acre Ellis Lane property, and parcels within the Paoli Pike corridor, where additional development guidelines and developer incentives to be created and added to the township's regulations are intended to apply. The future land use map has been revised for this update to remove the cluster residential designation so that other more desirable land use options can be considered for these previously designated parcels.

3.2.5. Implementation Steps

Tier 1

Explore zoning ordinance amendments that would incentivize more sustainable residential development proposals for the township's remaining residentially-zoned, vacant or residentially underutilized parcels.

- Certain key residentially-zoned parcels that are either vacant or residentially underutilized are viewed by the township as appropriate for new and more sustainable residential development. Their retention in open space or agricultural uses is also appropriate, but the township does not plan to actively pursue their preservation. Current zoning is not likely to encourage, or even permit, the development design flexibility (e.g., mix of dwelling types, narrow streets, village greens) usually needed to produce more innovative residential developments, and the time required to seek such amendments during land development applications is usually a strong disincentive to most developers. Therefore, the township Planning Commission will explore alternative zoning tools or new regulations that create incentives for developers to build sustainable residential developments when appropriate for key properties, such as the 87-acre Ellis Lane property.

Seek the input of the township's Historic Commission, and the input of the Conservancy Board, to address infill issues (i.e., historic resource and stormwater management issues) at the time of subdivision and land development review by the Planning Commission.

- Ensure that these and other ABCs are on the township's distribution list for sketch, preliminary, and final development plan applications, as well as relevant variance, special exception, and conditional use applications. Allow sufficient time for review and the forwarding of comments to the Planning Commission consistent with state planning law. Such input should also be forwarded to the Board of Supervisors when considering their Planning Commission's recommendations on infill subdivisions.

Tier 2

Evaluate the Zoning Ordinance’s single-family cluster and single-family open space development provisions based on recent developments utilizing these provisions and determine whether to retain these residential subdivision options for use by landowners/developers within the township’s residential zoning districts.

- Some dissatisfaction with the cluster residential provisions was expressed during the plan update task force meetings based on resulting development. For some key parcels that are vacant or underdeveloped residentially, use of these options was considered by some to be inappropriate primarily due to the envisioned result. While use of residential cluster ordinances can yield attractive, sustainable, and innovative developments, normally this requires the use of professional consultants experienced with such developments to help municipalities guide developers to produce such outcomes. Requiring use of the conditional use process, and incorporating township consultant recommendations into imposed development conditions, has also proven effective. The township Planning Commission will evaluate its single-family cluster development and single-family open space development provisions to determine the need for possible changes that can help to produce well-designed, environmentally-sensitive, residential developments, or delete the provisions entirely in favor of more sustainable residential development approaches.

3.3. Accommodating Future Industrial Park Needs

3.3.1. Introduction to the Issue

As reported in the existing land use inventory of Appendix X, and as discussed in Chapter 2 – Economic Development, the township has a good number of corporate businesses and light industries. Almost all of these occupy three business parks (Goshen Corporate Park, Goshen Corporate Park West, and Brandywine Business Park). One corporate business is located off of Paoli Pike, just west of the Applebrook golf course community. Recent investment by these business owners in their sites has been strong, and based on comments from those business leaders attending the township Commerce Commission’s 2013 fall business forums, this corporate community finds the township to be a good place to establish, maintain, and grow their businesses.

Given that the needs of businesses and industries in general change over time, perhaps even more rapidly now with the continued growth of the internet and micro- (and medical-) technology, the Commerce Commission and the Board of Supervisors want to be sure to do what is within their powers to retain existing corporate residents as their needs change, and to attract new corporate investors. Specific strategies are identified in chapter 2 of this update, the economic development plan, that will be addressed by the Commerce Commission in meeting these same objectives. Strategies identified in this chapter, land use, are to be addressed by the Planning Commission, often with assistance of the Commerce Commission, for meeting objectives identified in the following pages.

3.3.2. Validation of the Issue

The township's three industrial parks have been in existence for over three (?) decades. Goshen Corporate Park has frontage on Paoli Pike and Boot Road, Goshen Corporate Park West has frontage on Airport Road and Paoli Pike, and Brandywine Business Park has frontage on Airport Road, Wilson Drive, and Boot Road. For most tenants, individual lots are occupied by a single one- or two-story office or industrial building, with individual access to the parks' internal access drives (Enterprise Drive, Goshen Parkway) and Wilson Drive. The parks were constructed years ago without sidewalks, although in recent years, at the request of park tenants, the parks' internal streets have been striped by the township at one side of the travel way to accommodate walkers, cyclists, or joggers. None of the three parks are currently linked by sidewalks or trails to either the Village Shops on Boot Road or the Goshen Valley Shopping Center or CVS on Paoli Pike.

Recent trends in office park development, and park redevelopment, document a changing workplace environment for park tenants' employees that now offer complimentary social, recreational, and other activities, such as health clubs, gyms, yoga centers, and outdoor recreation facilities (jogging and exercise trails, volleyball and tennis courts, etc.), outdoor seating areas, quality restaurants with outdoor eating areas, craft beer taverns, and internet cafés. Convenience services are also desired, including retail and pharmaceutical shops, dry cleaners, and daycare centers. Major industries such as the newly established Mars Drinks complex in the Brandywine Business Park, and QVC in the Goshen Corporate Park, each provide their employees with an on-site restaurant/cafeteria and other facilities. Mars is also seeking LEED (green building) certification by making more sustainable and energy efficient both its buildings and grounds.

During the 2013 fall forums held by the Commerce Commission, at least one corporate owner indicated that his employees liked to jog and cycle on breaks but township roads discouraged his employees from doing so due to unsafe traffic crossings, lack of trails or sidewalks, and no wide shoulders. He hoped that the township Supervisors would make the township more pedestrian and bicycle friendly. Another owner expressed his desire for a quality hotel near the parks, as he felt the new hotel in downtown West Chester had parking issues, and his visitors had little other choice but to use hotels along Route 202 in East Whiteland Township and on the south side in West Goshen Township. Another owner indicated that he and his associates were considering opening a technical trade school within their buildings due to the lack of skilled technicians for hire, so that skilled technicians could be trained at the source, with some of those to be hired on as new employees. That owner also alerted the Board of Supervisors of his intention to soon seek approval of a private helipad for receiving clients at his high-tech manufacturing facility. Chapter 2, the economic development plan, also recommends, as a business retention strategy, allowing for incubator industries within or near the industrial parks so that successful ventures could grow and remain in the township.

Finally, the economic development plan chapter recommends an analysis of existing zoning that applies to the three industrial parks to ensure that the ordinance provisions allow for a

diverse mix of business and compatible uses in these three parks. This analysis is also to ensure that current township ordinance provisions do not cause current tenants to relocate outside the township due to possibly outmoded provisions, such as those established for addressing building height, setback, and impervious coverage limitations, as well as on-site parking, lighting, landscaping, and building and free-standing signage requirements.

3.3.3. Vision for the Future

In the future, East Goshen Township's three corporate parks are less like the single-purpose industrial subdivisions of years past and instead are modern, high-tech campuses of attractive, single and multi-story corporate office buildings, research and light manufacturing facilities, storage and studio warehouses, satellite dishes, and visitors centers. Mars Drinks has obtained LEED-Gold certification for their campus, and other tenants within the parks are seeking similar certification for their facilities. The parks' buildings and parking areas are often linked through landscaped trails and natural paths, and these trails internal to the park connect with the multipurpose trails and sidewalks along Paoli Pike and other nearby roads. Park employees have excellent access to recreational, restaurant, convenience uses, and lodging. Perhaps of greatest use by corporate employees is the combined running course and walking trail that follows along the western side of Chester Creek from Wilson Drive to the multi-purpose trail on Paoli Pike, and is accessible by all three parks. Each year a community walk/run event is hosted by several park tenants and benefits the township's youth recreational programs. Some of the parks' manicured lawns have been replanted with native trees and shrubs as part of the Conservancy Board's reforestation efforts to help improve the water quality of Chester Creek and reduce the need for costly stormwater improvements.

3.3.4. Implementation Strategy

The Planning Commission, and possibly with the assistance of a qualified planning or design consultant, should review the I-1 – BP, and related zoning ordinance provisions to ensure that these are sufficiently flexible with respect to accommodating future tenant building and ground improvements and business expansion. For example, are the non-industrial uses being added to new corporate parks across the region listed as permitted uses in these zoning districts, and if so, is it difficult or time-consuming to an applicant to obtain, or even expedite, township approvals? Are the districts' area and bulk requirements overly restrictive? Do the parking requirements match, or exceed, what tenants typically require? Are the landscaping standards flexible enough to allow more natural designs and use of natural materials? Do the stormwater management provisions encourage the use of more natural and innovative approaches? In addition, as part of the Paoli Pike circulation and design study, issues that are applicable to any of the three corporate parks should be included in that scope of work. Input from a representative group of corporate park tenants should be obtained on any ordinance amendments that might impact their existing or future plans. The Planning Commission may also wish to seek the expertise of the Chester County Economic Development Council in terms of current business park trends and future park considerations.

3.3.5. Implementation Steps

Tier 1

Create opportunity for greater use flexibility and new amenities in existing corporate/business/industrial parks.

- Modify zoning to provide for retail stores as part of individual corporate facilities or stand-alone entities.
- Expand densities in the business parks by providing for additional stories or a larger building footprint to accommodate business expansion.
- Explore the need for zoning district amendments to allow business amenities such as a helipad, hotel, restaurants, gyms, fitness centers or health clubs, and other ancillary facilities and services in the township's business parks.

draft
EAST GOSHEN TOWNSHIP
COMPREHENSIVE PLAN TASK FORCE
MEETING MINUTES
November 25, 2013

The East Goshen Township Comprehensive Plan Task Force held a regularly scheduled meeting on Monday, November 25, 2013 at 7:00 pm at the East Goshen Township building.

Members in attendance were:

Susan Carty, Task Force Chairman, Planning Commission
Dan Daley, Planning Commission
Erich Meyer, Park & Recreation Commission
Janet Emanuel, Township Supervisor
Al Zuccarello, Commerce Commission
Monica Close, Historical Commission
Sandra Snyder, Conservancy Board

Consultants present were:

John Theilacker, Project Manager, Brandywine Conservancy
Tony Robalik, Associate Planner, Brandywine Conservancy
Jeannine Speirs, Chester County Planning Commission

Township Staff:

Mark Gordon, Dir. Of Code Enforcement/Zoning Officer

COMMON ACRONYMS:

<i>BC – Brandywine Conservancy</i>	<i>OSRER – Open Space, Recreation & Environmental Resources Plan</i>
<i>BOS – Board of Supervisors</i>	<i>PADEP – PA Dept of Environmental Protection</i>
<i>CCWRA – Chester Co Water Resources Authority</i>	<i>SCA – Sustainable Communities Assessment</i>
<i>CP – Comprehensive Plan</i>	<i>SWM – Stormwater Management</i>
<i>CPTF – Comprehensive Plan Task Force</i>	<i>TDR – Transferable Development Rights</i>
<i>CAP – Climate Action Plan</i>	<i>TMDL – Total Maximum Daily Load</i>
<i>CC – Commerce Commission</i>	<i>TND – Traditional Neighborhood Development</i>
<i>DBH – Diameter, Breadth & Height of trees</i>	<i>TOD – Transit Oriented Development</i>
<i>EV – Exceptional Value</i>	<i>VPP – Vision Partnership Program</i>
<i>HQ – High Quality</i>	
<i>IBA – Important Bird Area</i>	

Call to Order & Pledge of Allegiance

Sue Carty called the meeting to order at 7:00 pm and led those present in the Pledge of Allegiance. There was a moment of silence to remember our troops.

Approval of Minutes

The Chairman noted that the minutes of October 28, 2013 were approved.

Meeting Schedule

John reviewed the meeting schedule and pointed out the changes which include:

No meetings in December 2013, February 2014 and May 2014

Review of Chapter 6 – Energy Conservation

Tony pointed out that there are two sections in this chapter. Responsibility for implementation of 6.1 is the Planning Commission. The Conservancy Board has responsibility for section 6.2.

Janet mentioned that the writing styles between Chapter 4 and Chapter 6 are very different. Chapter 4 was a more formal style which she prefers. The charts were not in color so they were difficult to read. There should be consistency in the capitalization of terms. The SCA was not approved by the Board of Supervisors and should not be included as an attachment. The descriptions of the Tiers are repeated in each section.

SCA discussion – Sandy commented that the information in the SCA contains the facts that relate to the CP. It showed where the Township needed improvement but also showed the areas that are ok. John feels the SCA was a good source of information. They will only refer to certain information in the SCA. Jeannine understood that the SCA was not going to be attached or referred to in the CP. The BC can say that they observed certain items.

Janet feels that on page 1, 2nd paragraph "...able shoulders." and on page 13, 2nd paragraph "exemplary" voice the opinion of the writer and should be removed.

Page 2, 1st paragraph, Janet asked for clarification of the information in the sentence starting "Therefore..." John explained that the energy shown as East Goshen bars on the chart equals 24,074 East Goshen homes. The majority of the energy used in East Goshen is due to residential and transportation.

Page 6, Tier 1, Land Use – Janet asked for discussion of "a town-like atmosphere". Al mentioned that the current retailers in the township feel we have a good mix of residential and commercial. John explained that this only means there would be a mix so you wouldn't have to drive far to do shopping, etc.

Mark commented that the words "update" "allow" "permit" are too definite. He feels it should read "the PC should evaluate or consider..." Tony feels the Township needs to make changes to zoning in anticipation of future needs and not react to a situation when it occurs. Mark agreed that we need to consider if Goshen Village shopping center closed, what would go there. Al asked about height around the airport. Janet commented that the ordinance contains the Federal restrictions.

Page 6, Transportation – Park n Ride – Janet commented that there is a Park n Ride in West Goshen. Mark commented that there are areas along Rt. 3 and near Rt. 202 where we could put a Park n Ride in East Goshen.

Bike racks were discussed. Janet pointed out that bike riding is dangerous since there are no shoulders on the roads. So, she questioned why we would put bike racks at various locations. Mark mentioned that people do ride bikes and lock them to trees, signs, etc. Bike racks look better and are safer.

Sidewalks – Janet feels we should not use the word "require". She pointed out that sidewalks add more impervious coverage. During discussion of the calculation of impervious coverage with a developer, Dan mentioned that sidewalks don't count in this calculation because they are usually in the right-of-way. Tony mentioned that sidewalks could be limited to high traffic streets like Paoli Pike. Dan suggested looking at the parcels left to be developed to see if sidewalks should be required for new development. Tony pointed out that this is being suggested as a Tier 1 project. Sandy mentioned that in most communities with sidewalks, the houses have a higher resale value.

Tier 2 – On Street Parking – Janet read that it should only be allowed on streets with low speed limits. Tony commented that it shouldn't be allowed on Paoli Pike or any thru street. In some areas though, on street parking could count for off street parking. On street parking does cause people to slow down.

1 Green Building – Jeannine mentioned that in West Chester, if a developer wants a higher building, they
2 must build a green LEED certified building.
3 Page 8 – Renewable Energy Systems – Janet protested the mention of solar energy systems in the R1
4 district. Sandy mentioned that there could be buildings such as a clubhouse that should use solar energy.
5 Jeannine mentioned that there are new kinds of solar devices not just panels on a roof.
6 Tony mentioned that the average height of wind towers is between 85 to 100 feet and there are new,
7 smaller wind devices too.
8 Recycling was discussed. It was decided to make “Develop a Climate Action Plan (CAP)” a Tier 2 item
9 and make “Continue to Improve Waste Management” Tier 1.
10 The style of writing should be formal, use bullets instead of paragraphs, and remove words that express
11 opinions.
12

13 **Paoli Pike Corridor Future Planning**

14 John led this discussion and provided 2, large scale maps of East Goshen.

15 Map #1 – showed FEMA floodplains. The area discussed was Paoli Pike from Reservoir Road to Rt.
16 352. The property on the south side of Paoli Pike at Reservoir Road contains 15 acres and is zoned R2.
17 John commented that, in the future, R may not be the best use for this property.

18 Map #2 – showed the zoning districts along Paoli Pike. John pointed out that C5 doesn’t include things
19 like a movie theater. Janet cautioned that the road system must be considered when thinking of more
20 intense uses. Sue mentioned that we need to think of preserving as well as enhancing. Dan commented
21 that, before considering extending the C5 zone, we must look at the uses to see if they will enhance the
22 vision for this area. Monica commented that it could create the identity of the township.
23

24 **Adjournment**

25 The next regular meeting will be Monday January 27, 2014 at 7:00 pm. Land Use and Economic
26 Development will be discussed. Dan moved to adjourn the meeting. Sue seconded the motion. The
27 meeting was adjourned at 9:30pm.
28

29 Respectfully submitted,
30

31
32 Ruth Kiefer
33 Recording Secretary