

**EAST GOSHEN TOWNSHIP
BUSINESS PARK TASK FORCE
Meeting Agenda
Monday, February 1, 2021
VIA Telephone / ZOOM Video Conference
Dial in Number: (929) 205-6099
Access Number: 870 6900 2380
7:00 PM**

During this tele-conference meeting, public comment will be handled as follows:

- Participants are asked to call in by 6:55 pm.
- The public will be muted during the meeting when the Commission is conducting business.
- The Chairman will ask for any public comment on agenda items. Audience members who wish to make comments must unmute, identify themselves with name and address, to ask questions and make comments.
- Participants wishing to comment must state their name and address and must speak one at a time.

A. Call to Order / Pledge of Allegiance / Moment of Silence

B. Guest Presenters:

MaryFrances McGarrity - VP of Bus. Dev., Chester County Economic Council

Brian O'Leary - Exec. Dir., Chester County Planning Commission

C. Taskforce Organization and Appointment of Task Force Chair and Vice Chair

D. Public Comment on Non-Agenda Items

E. Approval of Minutes – January 5, 2021

F. Task Force Objectives

1. Review Staff Memo / Objective, Tasks, and Deliverables
2. Develop Plan and Schedule

G. Review Background Materials

1. Draft Survey Questions
2. List of I-1 and BP properties
3. Map of I-1 and BP properties
4. Email to Rose Harr at Keystone Collections
5. Zoning Map
6. Reinventing Office Parks for the 21st Century

<https://chescoplanning.org/MuniCorner/ComLand/PDF/DocOfficeParks.pdf>

H. Any Other Matter

I. Liaison Reports

J. Correspondence

K. Announcements

L. Meeting Schedule:

1. **March 1, 2021**
2. April 5, 2021
3. May 3, 2021
4. June 7, 2021
5. July 19, 2021 (3rd Mon.)
6. August 2, 2021
7. September 20, 2021 (3rd Mon.)

Bold Items indicate new information to review or discuss.

DRAFT
EAST GOSHEN BUSINESS PARK TASK FORCE
MEETING MINUTES
January 5, 2021

The East Goshen Township Business Park Task Force held their first regular meeting on Tuesday January 5, 2021 at 7:00 pm. Due to restrictions caused by the COVID-19 virus, the meeting was held via electronic conferencing Zoom. Members in attendance were:

- Ed Decker**
- John Hertzog**
- Mike Koza**
- Mike Lynch**
- Jeff O'Donnell**
- John Stipe**
- Brian Sweet**

Others in attendance:

- Rick Smith, Township Manager**
- David Shuey, Township Supervisor**
- Tom Kilburn, Futurist Committee**

Call to Order & Pledge of Allegiance

Rick 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 medical and healthcare workers, first responders and troops who keep us safe.

Organization

1. Selection of a Chairman and Vice Chairman was tabled until the next meeting.
2. Mike Lynch suggested that everyone introduce themselves.

Mike is a Township Supervisor and will be retiring from the East Bradford Township staff in January.

Jeff O'Donnell is a member of the Futurist Committee. He did work at Synthes for some time.

Mike Koza is a member of the Planning Commission. He works for a construction company.

Brian Sweet is a member of the Futurist Committee. He does transportation and logistics.

John Stipe is a member of the Planning Commission. He is a professional investor and realtor.

Ed Decker is a member of the Planning Commission. He is an engineer.

John Hertzog is a Township Supervisor and retired corporate attorney.

Meeting Schedule

1. Meetings will be held the First Monday of the month at 7 pm except for July and September. They will be held on the Third Monday.

Task Force Objectives

1. Rick reviewed the objectives for the Task Force. Revenues from the Business Park are very important to the Township. The Uses under the Township Ordinance are I1, BP & I2. Mike Lynch mentioned that the Chester County Economic Development Council may have someone on their staff

1 who could speak to the Task Force about maintaining businesses. Also, Rick spoke to Mary Francis
2 McGarity about attending the February meeting. They think this Task Force may be a precedent for
3 other municipalities.
4 There was discussion about meeting the owners/landlords of the Business Parks to get to know them
5 and their future plans. Because of the pandemic, many businesses are finding that they don't need a
6 large building to run their business because their employees are working from home.
7 David Shuey mentioned that the BOS was thinking about this before COVID-19. He recommended
8 that the Task Force members refer to the CCPC 2010 study on the future and how to revitalize. He
9 pointed out that East Goshen passed the Incubator Ordinance which allows owners of large buildings
10 to cut up the building into small office areas for several businesses.
11 Rick commented that an incubator could have mixed uses. He explained the issues with mixed uses.
12 Brian feels the first thing is to interface directly with them. The Futurist Committee did start to do
13 some of this. Mike L. mentioned that a few years ago they had meetings with the owners at Hershey
14 Mill Golf Club, but in today's world we will have to use Zoom to start.
15 Rick mentioned that QVC, CTDI and Synthes are the biggest companies. John H. commented that
16 bigger companies' decisions may already be made so, we have to move forward. Mike L. mentioned
17 that Vanguard made a decision to stay remote months ago. He feels they are thinking 2-3 years
18 ahead. Rick mentioned that the businesses own the property. There is no management company.
19 There was discussion about different companies.
20 Possible vacancies were discussed. There are lots of business parks around us who compete for
21 businesses. Jeff mentioned that the mission is to maintain businesses and assist with filling vacant
22 spaces. John H mentioned that he drove past Comcast and there was only one car in the parking lot.
23 Rick mentioned that QVC expanded their office building and parking lot a while ago but it's not full
24 now.
25 Rick will send out a list of the companies and contact information so Task Force members can start
26 calling. He will invite someone to attend the next meeting. Mike L. would like a list of the Task
27 Force members and their contact information too.

28
29 **Adjournment**

30 There being no further business the meeting was adjourned at 8:25 pm. The next meeting will be
31 Monday, February 1, 2021 at 7:00 pm.

32
33 Respectfully submitted,

34
35
36 Ruth Kiefer, Recording Secretary

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39
40

Memorandum

East Goshen Township
1580 Paoli Pike
West Chester, PA 19380
Voice: 610-692-7171
Fax: 610-692-8950
E-mail: mgordon@eastgoshen.org

Date: 12/29/2020
To: Business Park Task Force
From: Mark Gordon, Township Zoning Officer *mlb*
Re: Task Force Kick Off Meeting

Dear Task Force Members:

Thank you for volunteering to participate in the Business Park Task Force (BPTF). The Board of Supervisors created this Task Force to address Objective 7.3 of the Comprehensive Plan. Objective 7.3 is outlined in Chapter 7 (Economic Development Strategy) of the Comp Plan and Appendix A-4

Excerpt from Ch 7. *We should pursue an economic development strategy focused on several "gap" opportunities, and closer-to-home opportunities, including:*

7.3. allowing for new uses and smaller incubator businesses in the corporate parks and the industrial park;

References:

Comprehensive Plan: https://eastgoshen.org/wp-content/uploads/2014/08/EGT-CompPlan6_Adopted_10.20.15-Interactive-Reduced-Size.pdf

Comprehensive Plan Appendix: https://eastgoshen.org/wp-content/uploads/2014/08/Appendices_Adopted_10.20.15-Interactive-Reduced-Size2.pdf

The Board expanded the objective slightly for this endeavor within the resolution creating the Task Force. I have enclosed the resolution in the packet.

The Board identified the following tasks to meet the overall objective:

1. Assess current revenue to the Township from the business parks.
2. Create a document which includes key information on each business.
3. Identify employment levels of each business in the business parks, to include future estimates.
4. Evaluate the permitted uses in the I1 and BP Districts.
5. Create an action plan to address any concerns.

Staff Recommendation:

Staff recommends the following to assist the Task Force in this endeavor. This is a short list of recommendations and is intended to be a starting point for discussion by the Task force. The BPTF should review, modify, and add to these recommendations as necessary in order to develop a planning document and schedule to complete the tasks and a final report. Staff recommends that this endeavor should conclude in **9 months** with a final meeting on **September 20, 2021**.

1. Assess current revenue to the Township from the business parks.
 - Request and obtain property tax info from County.
 - Request and obtain Earned Income Tax (EIT) and Local Services Tax (LST) info from Keystone. We should be able to get the total for each company and possibly broken down by resident and non-resident
 - **Deliverable:** Produce a financial snapshot of revenues tax generated by the I&BP businesses.
2. Create a document that is updated regularly with key information on each business.
 - We have a list created, it needs to be updated.
 - This list should include specific information about the company, facility, business performed, etc.
 - **Deliverable:** Update the Business Information and Contact Directory
3. Assess the future outlook of the employment levels of each business in the business parks.
 - Determine which buildings are vacant, if any.
 - Determine how many office buildings we have.
 - **Deliverable:** Capture current and future employment levels in the Business Information and Contact Directory
4. Evaluate the permitted uses in the I1 and BP Districts.
 - Investigate the feasibility of combining the I-1 and BP districts into one district.
 - **Deliverable:** Develop recommendations for Zoning Ordinance amendments to include in the final report.
5. Create an action plan to address any concerns.
 - Do we need additional outside planning assistance for a study?
 - Do we need to budget funds for the 2022 budget?
 - Recommendations for next steps.
 - **Deliverable:** Develop an action plan to address all tasks to be included in the final report.

Final report: Compile and present a final report, to include all deliverables, and recommendations to the Board of Supervisors for their review no later than October 5, 2021.

Mark Gordon

From: Brian Sweet
Sent: Saturday, January 16, 2021 12:33 PM
To: Edward Decker; Jeff O'Donnell; John Hertzog; John Stipe; Mike Koza; Mike Lynch
Cc: David Shuey; Rick Smith; Thomas Kilburn; Ernest Harkness; Mark Gordon; Ruth; Susan D'Amore
Subject: Potential Business Park Task Force survey questions

Hello everyone,

Below are the initial survey questions the Futurist Committee drafted for a BP survey. We could use these as a foundation for a survey discussion at our next meeting.

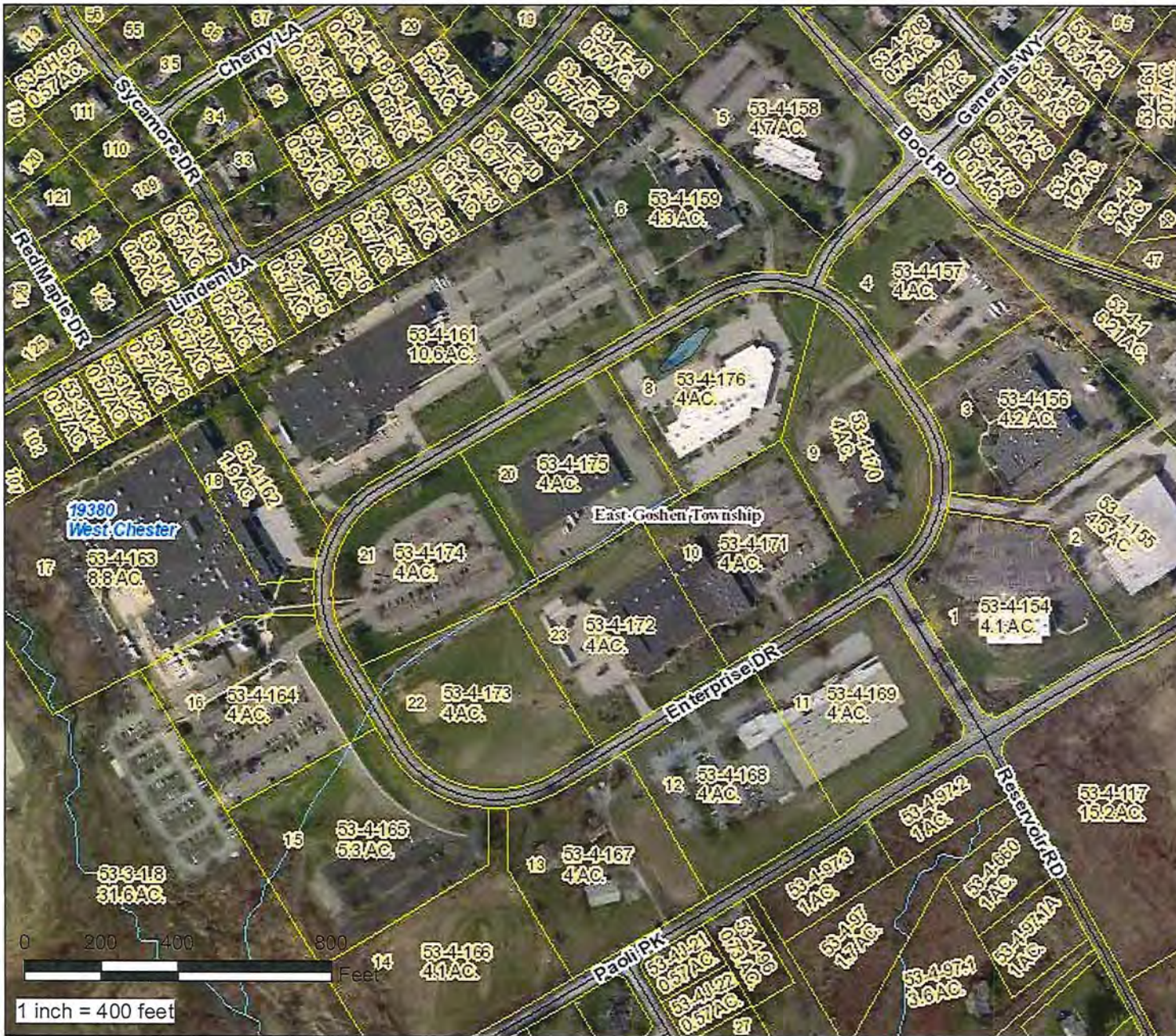
Brian

1. Contact name
2. What business park locations are you associated with?
3. What industry is your business in?
 1. Manufacturing
 2. Medical services
 3. Information & Technology services
4. Please rank the 5 most important criteria when you originally decided to move to a business park in East Goshen?
 1. Rent price
 2. Proximity to employee base
 3. Proximity to customers
 4. Property taxes
 5. Real-estate costs
 6. Proximity to restaurants
 7. Business park amenities (TBD what are these?)
 8. Prior association with East Goshen Township
 9. Proximity to trails
 10. Proximity to major highways for commuters
 11. Building appearance
 12. Traffic management
 13. Public transit
 14. Other
5. Please rank the 5 most important criteria to you if you were selecting a business location now (these are a copy from question 4)
6. How has COVID changed your business?
7. Do you anticipate your business footprint changing as a result of COVID?
8. Has your business shifted to more remote work as a result of COVID?
9. Do you currently have any issues or areas of concern with your business park location?

Business		T.P.N.	Owner	Address	Total Assessment Value	RE Tax	Corporate Park
Venture Insurance Programs		53-3-1.20	1301 Wrights Lane Partners LP	1301 E Wrights Lane West Chester, PA 19380	\$1,988,000	\$2,485	Goshen Corporate Park West
Lubker Distribution		53-3-1.23A	Carrlu Properties LLC	1304 Goshen Parkway, Suite 100 West Chester, PA 19380	\$869,050	\$1,086	Goshen Corporate Park West
North Amercian Window and Door		53-3-1.23B	1304 Goshen Parkway LLC	1304 Goshen Parkway, Suite 200 West Chester, PA 19380	\$985,210	\$1,232	Goshen Corporate Park West
NexClean	Office and warehouses	53-3-1.23C	Chesco Holding LLC	1304 Goshen Parkway, Suite 300 West Chester, PA 19380	\$462,620	\$578	Goshen Corporate Park West
	Common area	53-3-1.23	EGFB LLC	1304 Goshen Parkway West Chester, PA 19380	\$0	\$0	Goshen Corporate Park West
Hicks property		53-4-166	1351 Paoli Pike Associates LP	1351 Paoli Pike West Chester, PA 19380	\$426,000	\$533	Goshen Corporate Park
		53-4-167	1351 Paoli Pike Associates LP	1351 Paoli Pike West Chester, PA 19380	\$422,600	\$528	Goshen Corporate Park
Building is currently vacant		53-3-1.2	905 Airport Road Realty II LLC	905 Airport Road West Chester, PA 19380	\$6,590,170	\$8,238 \$0	Brandywine Corporate Park
ACERO	Office and Production	53-4-169	ACERO Holdings LLC	1340 Enterprise Drive West Chester, PA 19380	\$3,113,620	\$3,892	Goshen Corporate Park
	Office and Production	53-4-168	ACERO Holdings LLC	1340 Enterprise Drive West Chester, PA 19380	\$502,270	\$628	Goshen Corporate Park
CTDI	Office	53-4-161	C.T.D.I	1373 Enterprise Drive West Chester, PA 19380	\$7,035,740	\$8,795	Goshen Corporate Park
	Production	53-3-1.13	Parsons 1305 Goshen	1305 Goshen Parkway West Chester, PA 19380	\$4,275,000	\$5,344	Goshen Corporate Park West
	Office	53-4-154	Parsons 1336 LLC	1336 Enterprise Drive West Chester, PA 19380	\$1,806,000	\$2,258	Goshen Corporate Park
	Production	53-4-159	Parsons 1381	1381 Enterprise Drive West Chester, PA 19380	\$1,531,230	\$1,914	Goshen Corporate Park
	Production	53-4-170	Parsons Rental II	1339 Enterprise Drive West Chester, PA 19380	\$1,086,670	\$1,358	Goshen Corporate Park
	Production	53-4-155	Parsons Rental IV	1334 Enterprise Drive West Chester, PA 19380	\$1,852,700	\$2,316	Goshen Corporate Park
Comcast	Office & Data center	53-3-1.2A	Comcast Cable Communications MNGMT LLC	1350 Boot Road West Chester, PA 19380	\$12,040,000	\$15,050	Brandywine Corporate Park
Duckling Day Care		53-3-1.2C	ESKE Development LLC	1302 Wilson Drive West Chester, PA 19380	\$1,227,370	\$1,534	Brandywine Corporate Park
PA Leadership Charter School	Office and School	53-4-156	Friends of PA Leadership Charter School They are exempt from RE Taxes, although they have agreed to pay us a fee equal to the tax.	1332 Enterprise Drive West Chester, PA 19380	\$2,066,580	\$2,583	Goshen Corporate Park
Advanced Staging	Office and storage	53-4-157	G & W Real Estate LP	1330 Enterprise Drive West Chester, PA 19380	\$870,170	\$1,088	Goshen Corporate Park
Zeks	Office and Production	53-3-1.21	Jones Panorama Properties LLC	1306 Goshen Parkway West Chester, PA 19380	\$2,955,940	\$3,695	Goshen Corporate Park West
Lavazza	Office and Production	53-3-1.6	Lavazza Professional North America LLC	1301 Wilson Drive West Chester, PA 19380	\$9,321,390		Brandywine Corporate Park

QVC	Office and Studio	53-4-162	QVC	1365 Enterprise Drive West Chester, PA 19380	\$9,978,000	\$12,473	Goshen Corporate Park
	Office and Studio	53-4-163	QVC	N/A	N/A		Goshen Corporate Park
	Office and Studio	53-4-164	QVC	N/A	N/A		Goshen Corporate Park
	Parking Lot	53-4-165	QVC	N/A	N/A		Goshen Corporate Park
	Parking Lot	53-4-174	QVC	N/A	N/A		Goshen Corporate Park
CALECO	Office and warehouse	53-3-1.2D	S Winig Associates Limited Partnership	1300 Wilson Drive West Chester, PA 19380	\$2,317,100	\$2,896	Brandywine Corporate Park
Kantar Media		53-4-158	Sperber Harry Family Revocable Trust	1385 Enterprise Drive West Chester, PA 19380	\$1,977,300	\$2,472	Goshen Corporate Park
Star Printing	Office and production	53-4-175	Swanson & Swanson Associates LP	1372 Enterprise Drive West Chester, PA 19380	\$1,801,350	\$2,252	Goshen Corporate Park
Synthes	Production facility	53-3-1.11	Synthes USA HQ Inc	1301 Goshen Parkway West Chester, PA 19380	\$3,601,000	\$4,501	Goshen Corporate Park West
	Production facility	53-3-1.12	Synthes USA HQ Inc	1303 Goshen Parkway West Chester, PA 19380	\$3,667,030	\$4,584	Goshen Corporate Park West
	Vacant Lot	53-3-1.14	Synthes USA HQ Inc	1307 Goshen Parkway West Chester, PA 19380	\$642,600	\$803	Goshen Corporate Park West
	Vacant Lot	53-3-1.15	Synthes USA HQ Inc	1309 Goshen Parkway West Chester, PA 19380	\$540,000	\$675	Goshen Corporate Park West
	Vacant Lot	53-3-1.16	Synthes USA HQ Inc	1311 Goshen Parkway West Chester, PA 19380	\$474,000	\$593	Goshen Corporate Park West
	Office 1st floor, vacant 2nd floor	53-3-1.17	Synthes USA HQ Inc	1310 Goshen Parkway West Chester, PA 19380	\$4,581,800	\$5,727	Goshen Corporate Park West
	Headquarters Office	53-3-1.18	Synthes USA HQ Inc	1302 E Wrights Lane West Chester, PA 19380	\$11,574,200	\$14,468	Goshen Corporate Park West
	Headquarters Parking Lot	53-3-1.19	Synthes USA HQ Inc	N/A	N/A		Goshen Corporate Park West
			53-3-1.22	Thomson Logistics Assets LLC	1302 Goshen Parkway West Chester, PA 19380	\$3,697,500	\$4,622
Techniplast	Office and Production facility	53-4-171	TNA Real Estate Inc	1345 Enterprise Drive West Chester, PA 19380	\$4,293,440	\$5,367	Goshen Corporate Park
	Office and Production facility	53-4-172	TNA Real Estate Inc	1345 Enterprise Drive West Chester, PA 19380	\$468,020	\$585	Goshen Corporate Park
	Vacant Lot	53-4-173	TNA Real Estate Inc	1353 Enterprise Drive West Chester, PA 19380	\$420,650	\$526	Goshen Corporate Park
		53-4-176	Willowbrook Partners LP	1380 Enterprise Drive West Chester, PA 19380	\$2,205,900	\$2,757	Goshen Corporate Park
				Total	\$113,668,220	\$142,085	
				Total Township	\$1,661,912,450	\$2,077,391	

Goshen Corporate Park



COUNTY OF CHESTER
PENNSYLVANIA

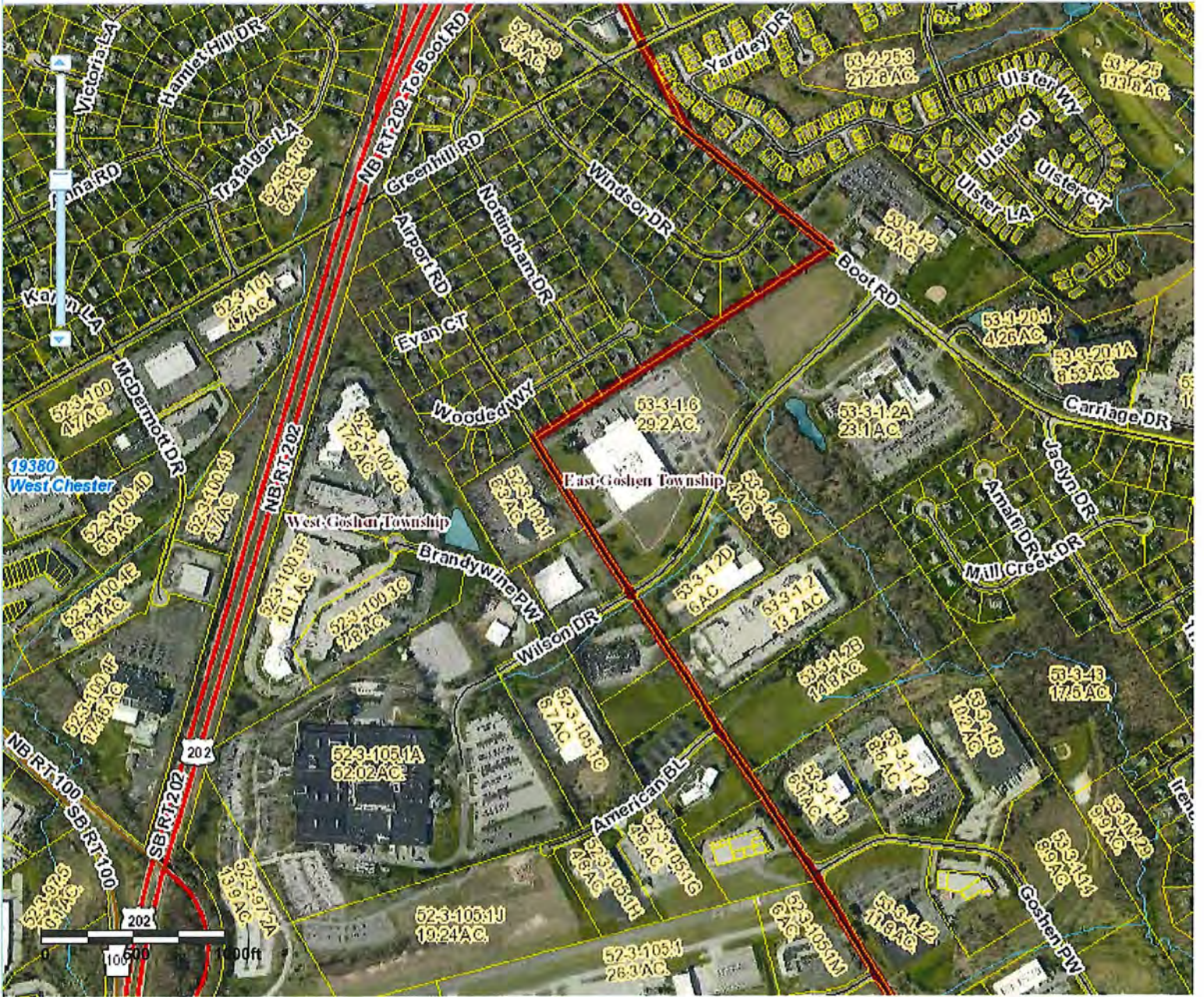


Map Created:
Thursday, January 7, 2021

County of Chester



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Rick Smith

From: Rick Smith
Sent: Wednesday, January 20, 2021 3:54 PM
To: 'rmharr@keystonecollects.com'; Chris Boylan
Subject: East Goshen Township - Chester County
Attachments: Keystone Info.xlsx

FILE

Rose

East Goshen has three corporate parks, that contain a number of businesses. We have a few vacant building and as a result of the Covid virus we have noticed a lack of workers (based on the very small number of cars in the parking lots) at some of the office buildings. This has created some concerns about the viability of the "Corporate Parks". With the bottom line being that the Board has created a Business Park Task Force to look into what can be done to keep the business in our corporate parks healthy.

That being said we would like to get a handle on how much the contribute to the Township financially. Attached is a list of the business in the three corporate parks.

I would like to know if we could get the amount of non- resident EIT for each of the business locations. I assume that this would be 2019 data. Since this info would be used by the Task Force it would be available to the general public. I suspect that breaking it down by the individual business may not be allowed. In that is the case hopefully you could provide us with the total by corporate parks.

The other request concerns the issue of employee working from home. Our EIT for 2020 is down slightly. Is the decrease a result of a reduction in the resident EIT, or a result in a reduction in the non-resident EIT, since the employees are no longer going to work in East Goshen. Any insight on this would be appreciated.

Call or e-mail if you have any questions or need more info. Thanks

PS: Not sure if you are aware, but Jon Altshul has left East Goshen, and is the Township Manager in Westtown Township.

Rick Smith
East Goshen Township Manager
610-692-7171

WAITING ON RESPONSE

Goshen Corporate Park					
Advanced Staging	1330	ENTERPRISE DR	WEST CHESTER	PA	19380-5960
PA Leadership Charter School	1332	ENTERPRISE DR	WEST CHESTER	PA	19380-5970
C.T.D.I	1334	ENTERPRISE DR	WEST CHESTER	PA	19380-5960
C.T.D.I	1336	ENTERPRISE DR	WEST CHESTER	PA	19380
C.T.D.I	1339	ENTERPRISE DR	WEST CHESTER	PA	19380
C.T.D.I -	1373	ENTERPRISE DR	WEST CHESTER	PA	19380-5959
C.T.D.I	1381	ENTERPRISE DR	WEST CHESTER	PA	19380
C.T.D.I	1305	GOSHEN PARKWAY	WEST CHESTER	PA	19380
ACERO	1340	ENTERPRISE DR	WEST CHESTER	PA	19380
Tecniplast	1345	ENTERPRISE DR	WEST CHESTER	PA	19380
Theraplay	1345	ENTERPRISE DR	WEST CHESTER	PA	19380
QVC	1365	ENTERPRISE DR	West Chester	PA	19380
Star Printing / Advanced Warehouse	1372	ENTERPRISE DR	WEST CHESTER	PA	19380
	1380	ENTERPRISE DR	WEST CHESTER	PA	19380
Fresenius Kidney Care		Suite 300			
Kantar Media	1385	ENTERPRISE DR	WEST CHESTER	PA	19380
Goshen Corporate Park West					

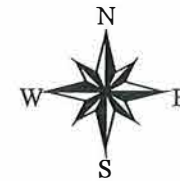
Goshen Corporate Park					
VENTURE INSURANCE PROGRAMS	1301	WRIGHTS LANE EAST	WEST CHESTER	PA	19380
ZEKS	1302	GOSHEN PARKWAY	WEST CHESTER	PA	19380
Lubker Distribution	1304	Goshen Parkway Suite 100	WEST CHESTER	PA	19380
North American Window and Door	1304	Goshen Parkway Suite 200	WEST CHESTER	PA	19380
Nex-Clean	1304	Goshen Parkway SUITE 300	WEST CHESTER	PA	19380
CTDI	1305	Goshen Parkway	WEST CHESTER	PA	19380
COMCAST SOFTWARE DEVELOPMENT CENTER	1306	GOSHEN PARKWAY	WEST CHESTER	PA	19380
SYNTHESES	1301	GOSHEN PARKWAY	WEST CHESTER	PA	19380
	1303	GOSHEN PARKWAY	WEST CHESTER	PA	19380
	1305	GOSHEN PARKWAY	WEST CHESTER	PA	19380
	1310	GOSHEN PARKWAY	WEST CHESTER	PA	19380
	1302	EAST WRIGHTS LANE	WEST CHESTER	PA	19380
Brandywine Industrial Park					
Keystone Foods (Now Vacant)	905	AIRPORT ROAD	WEST CHESTER	PA	19380
TEVA (Now Vacant)	905	AIRPORT ROAD	WEST CHESTER	PA	19380

Goshen Corporate Park					
COMCAST	1350	BOOT ROAD	WEST CHESTER	PA	19380
CALECO	1300	WILSON DRIVE	WEST CHESTER	PA	19380
LAVAZZA PROFESSIONAL	1301	WILSON DRIVE	WEST CHESTER	PA	19380
DUCKLING DAY CARE	1302	WILSON DRIVE	WEST CHESTER	PA	19380



Municipality Location

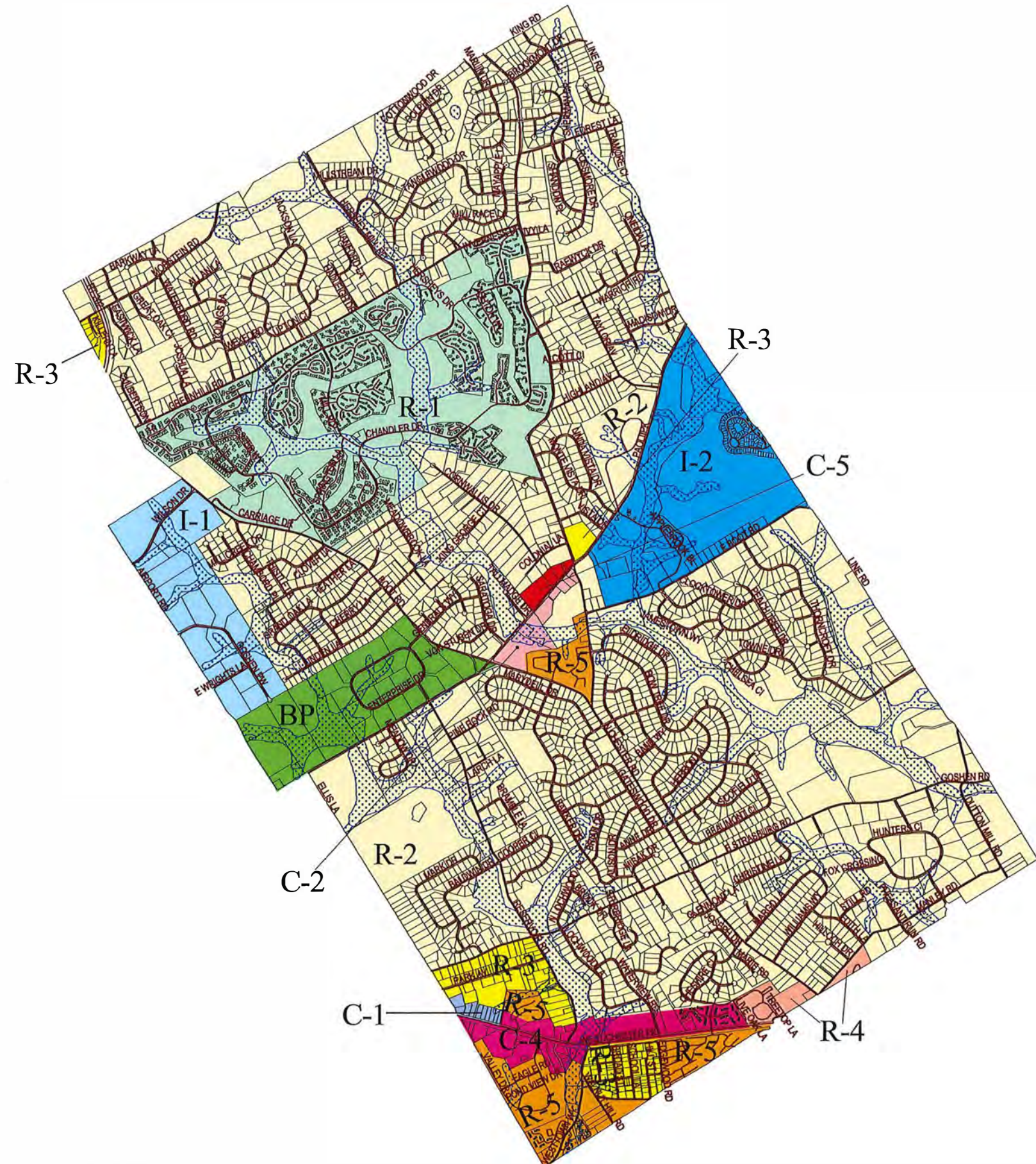
TOWNSHIP OFFICE
1580 PAOLI PIKE
WEST CHESTER, PA 19380



EAST GOSHEN TOWNSHIP

Municipal Zoning Map

Zoning Adopted: September 21, 2004
Map Created: April 1, 2005



East Goshen Zoning Districts

- BP - Business Park
- C-1 - Community Commercial
- C-2 - Local Convenience Commercial
- C-4 - Planned Highway Commercial
- C-5 - Commercial
- I-1 - Light Industrial
- I-2 - Planned Business/Research/Limited Industrial/Park/Residential
- R-1 - Low Density Open Space Suburban Residential
- R-2 - Low Density Suburban Residential
- R-3 - Medium Density Suburban Residential
- R-4 - High Density Suburban Residential
- R-5 - Urban Residential
- Road Centerlines
- Parcel Boundaries
- Floodplains

IMPORTANT NOTICE:
The Official Zoning Map in the municipal building shall be the final authority regarding the current zoning status of land, buildings, and other structures.

NOTES: Not for engineering purposes.

Landbase Source: Planimetric features have been compiled to meet the National Map Accuracy Standard of 1:24,000 scale mapping using first order, fully analytical digital stereoplotters, from aerial photography dated March, 2000, controlled analytically from ground points captured using first order GPS equipment. Planimetric coordinates were based on the PA State Plane Coordinate System South Zone and North American Datum 1983.

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Commercial Landscapes Series

Reinventing Office Parks for the 21st Century

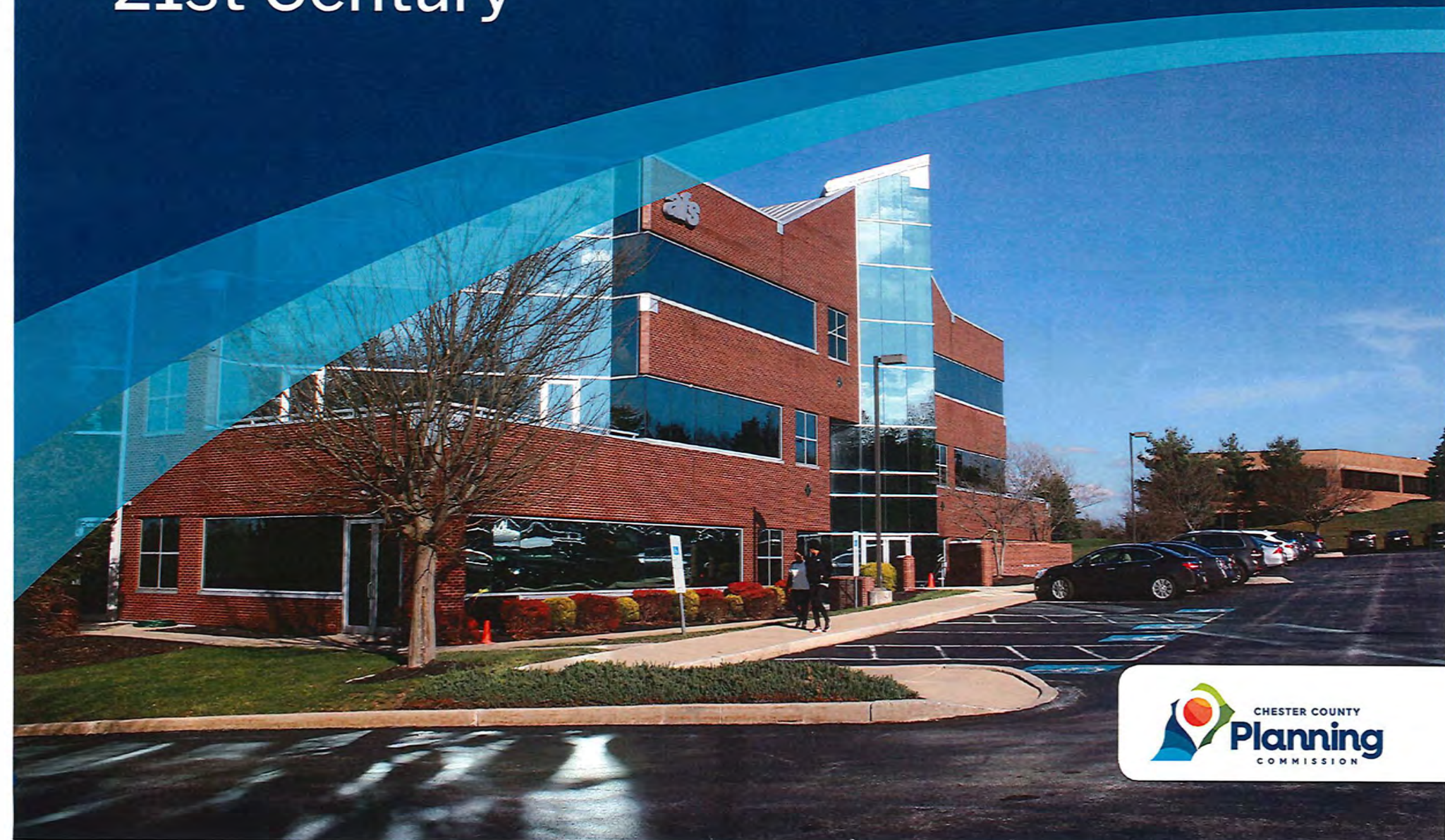


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Published April 2017



Chester County Board of Commissioners

Michelle Kichline

Kathi Cozzone

Terence Farrell



Acknowledgements - Task Force and Partners

Municipality Representatives

Zach Barner, *Tredyffrin Township*
Steven Brown, *East Whiteland Township*
Derek Davis, *West Goshen Township*
Mimi Gleason, *West Whiteland Township*
Scott Greenly, *East Whiteland Township*
Jean Krack, *Phoenixville Borough*
Joe Scalise, *Kennett Square Borough*
Steve Sullins, *Downingtown Borough*
James Thomas, *Parkesburg Borough*
Mike Trio, *City of Coatesville*
Karen Versuk, *Penn Township*

Developer Representatives

Dan Daley, *E.B. Walsh & Associates, Inc.*
George Hasenecz, *Brandywine Realty Trust*
Eli Kahn, *E Kahn Development*
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Tony Nichols, *Liberty Property Trust*
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Purpose

This document is one of four in a planning series known as “Commercial Landscapes” (Office Parks, Transit Oriented Development (TOD), Brownfields, and Greyfields). The series serves as a collaborative effort between agencies and stakeholders focused on improving critical commercial areas located throughout the county. The goal is to provide a planning tool that offers guidance to municipal officials and professional planners, developers, and property owners about how to maximize the value of these commercial areas today and in the future to better implement the goals in municipal and county policy documents (Landscapes2, the County’s Comprehensive Plan and VISTA 2025, the County’s Economic Development Plan). This series will also play a major role as a planning tool for Landscapes3, the County Comprehensive Plan update.

This document presents a set of guidelines and strategies to assist in the potential need for revitalizing some of the office parks in Chester County. The purpose is to educate communities on the importance of office parks as revenue generating employment centers in the County and to provide guidance and techniques on how to keep them viable and sustainable in the future.



Introduction

Chester County is projected by DVRPC to gain over 100,000 jobs between 2015–2045, and it is important to prepare for this future growth with good planning. While growth is generally good for the local economy, the office market is changing in ways that may be a challenge in years to come. While Chester County is home to many world class employers, recent employment trends point toward office users downsizing, seeking non-traditional types of space, and more frequently locating in more urban AND walkable areas. As a result of these trends, many of the county's existing suburban office parks may begin to have difficulty maintaining tenants and expected rents in the near future. Given the fact that many municipalities and the county rely heavily on these sites for employment and tax revenues, it is important to plan ahead and think about how these properties can maintain their economic vibrancy in the future.

In order to plan for changes to our office parks, the Chester County Planning Commission has put together a Commercial Landscapes Task Force. The task force has been developed to review the challenges these changes present to local governments, residential neighborhoods, property owners, existing businesses, real estate developers, and other stakeholders in the county. The task force has helped us develop key strategies and recommendations that will be helpful and useful for the stakeholders affected by the changes to office parks.



“Based on a study of five representative suburban submarkets from coast to coast we conclude that 14% to 22% of the suburban office inventory is in some stage of obsolescence”

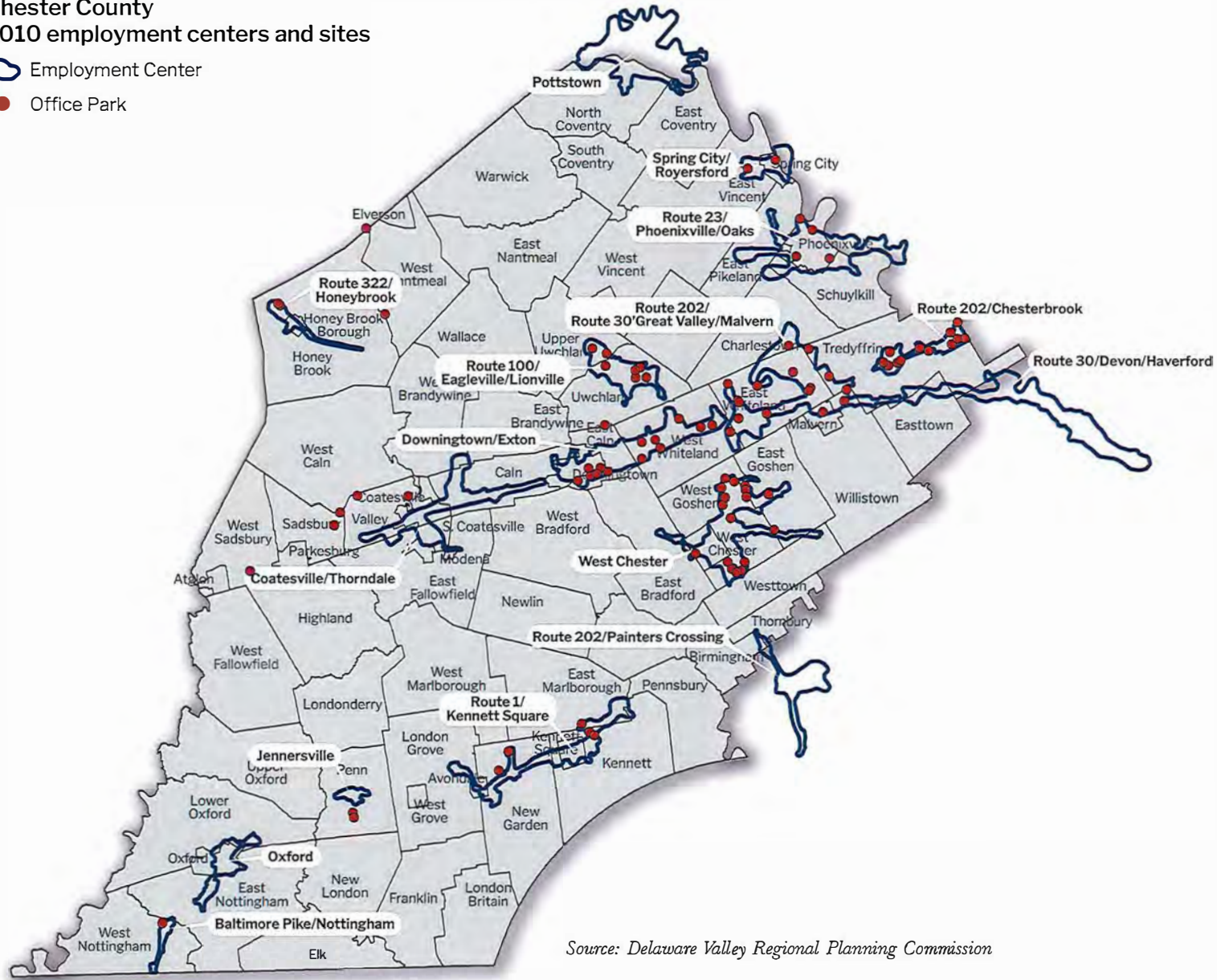
–“Suburban Office Obsolescence” Quantifying Challenges and Opportunities, Newmark Grubb Knight Frank, September 2015

Aerial photo of Great Valley Corporate Center



Chester County 2010 employment centers and sites

-  Employment Center
-  Office Park



Source: Delaware Valley Regional Planning Commission

Potential Issues in the Near Future

Weakening demand for office space

The economy has become increasingly reliant on the internet over the past 20 years, and less reliant on desktops and paper. As a result, many more people are now working from home or in shared workspaces. This is a trend that is likely to cause less need and less demand for office spaces to house those workers.

“Ten years ago, 250 square feet per office employee was the gold standard in office real estate. Today, that average has dropped to approximately 195 square feet. While some office tenants are hesitating to commit to large leases primarily due to economic uncertainties, the long-term trend is clearly shifting towards efficient space usage.”

– Tim Wang, Director of Research for Clarion Partners in NY (March 2013)



Office of PolicyMap in Philadelphia

Changes in the ways companies view employees and work spaces

Employers are well aware of the changes and trends in the office market, and many are looking to capitalize on these changes. A common benchmark that has been used for the amount of space a company plans per employee has been 250 square feet per employee (source: Tim Wang quote from *Changing Office Trends Hold Major Implications for Future Office Demand* – CoStar news article from March 13, 2013). This standard is falling quickly to below 200 square feet

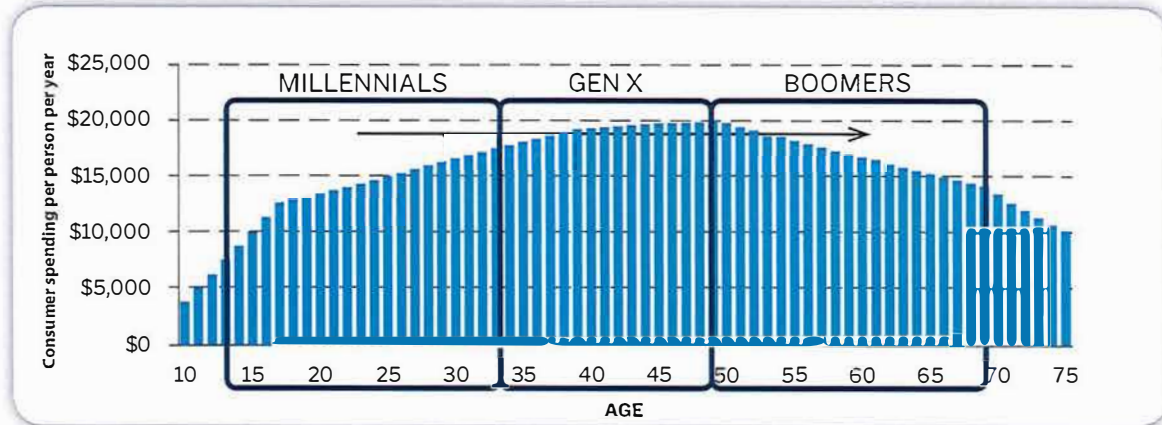
per employee in some cases. This average may continue to drop in the future as demand weakens and technology improves, having a negative effect on the demand for existing office space. Changes in the demand of space also has a large impact on the amount of parking necessary for buildings as well as other infrastructure.

More employers are also allowing for flexible work hours and the ability for employees to work from home more than they have in the past, which created even less need for space that employers must pay to rent on a monthly basis.

Demographic changes

Large demographic shifts are also driving change in office uses. Office environments have been geared toward the needs and desires of Baby Boomers (approximately aged 50-68) for the past generation, but by the year 2020 it is expected that the most common age groups in the U.S. will be between the ages of 25-35 (Source: *Calculated Risk* blog article from June 27, 2016 citing 2015 U.S. Census Bureau Population Estimates). This means that the office market, along with most other markets, will likely become geared toward the needs and desires of younger workers as Baby Boomers retire. The preferences of younger workers will be key to the future of office parks and the local economy as a whole in the very near future.

Millennials are entering their prime spending years



Source: Bureau of Labor and statistics via Goldman Sachs (#4 in this article) [To view >](#)

The generations defined

The Millennial Generation

Born 1981 to 1997
Age of adults in 2015: 18 to 34

Generation X

Born 1965 to 1980
Age of adults in 2015: 35 to 50

The Baby Boom Generation

Born 1946 to 1964
Age of adults in 2015: 51 to 69

The Silent Generation

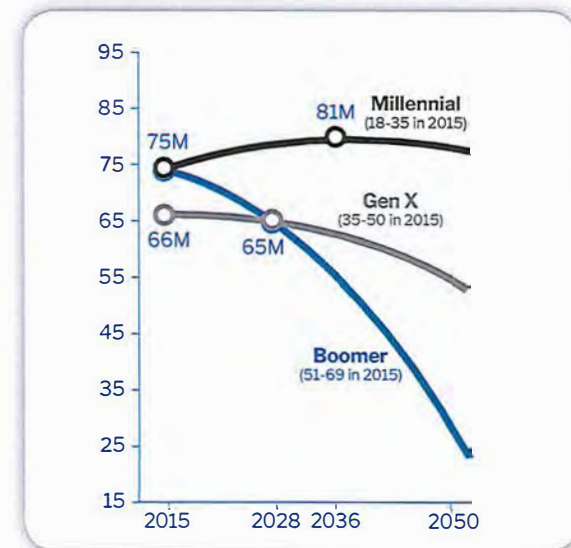
Born 1928 to 1945
Age of adults in 2015: 70 to 87

The Greatest Generation

Born before 1928
Age of adults in 2015: 88 to 100

Source: Pew Research Center

Projected population by generation (in millions)



Source: Pew Research Center



Growing importance of company culture

Many experts suspect that in the Millennial generation (approximately aged 18–35) have significantly different ideals and goals than their predecessors. One of the changes that has been noted is the growing importance of company culture to younger employees. Studies have shown that Millennials are more likely to accept a job for less money if they have a more favorable view of a prospective company’s culture (*Fully Engaged* research report from Jones Lang LaSalle–January 2016). Instead of the corner office, open and flexible environments are now desired by some of the best and brightest young minds. Taking these demands into consideration, the current age and obsolescence of existing office buildings will likely need to be addressed in the near future.

Desire to live, work and play in walkable and active environments

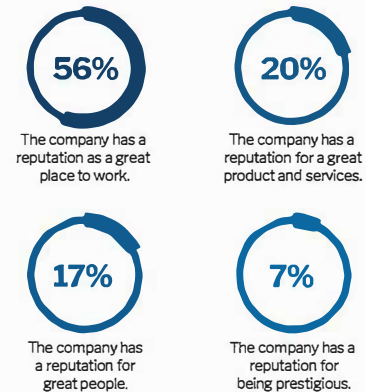
While these larger demographic changes present a challenge to some municipalities, they also present opportunities. Across all age groups, most people now desire to live and work in dynamic places with walkable environments and a mix of uses. Where appropriate, some of the county’s office locations can take advantage of these trends and transform in a way that provides these amenities. Many of the county’s urban centers are already benefitting from the desire to live and work in these types of locations. (source: ULI America in 2015 report)

The benefits of a desirable workplace

Likelihood of accepting following positions if salary is 5% lower than the lowest acceptable salary and position is with a company:



Which of the following is the most important if you were to consider a new job?

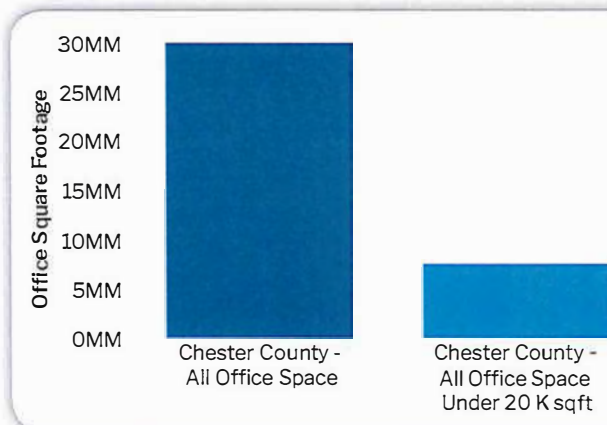


Source: JLL, *Fully Engaged*
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Overview of Countywide Office Market & Submarkets

CoStar (a provider of information, analytics and marketing services to the commercial real estate industry) was used to gather commercial real estate data for Chester County office markets during the research phase of this study. In the graph to the right, existing square footage and the number of existing buildings is summarized countywide for all of Chester County and for only the buildings which are under 20,000 square feet. Additionally in the graphic to the bottom right is an analysis that shows very high end “trophy” Class A buildings in the suburban Philadelphia market significantly outperforming all other buildings in terms of vacancy rates recently. An analysis was also done for office submarkets in the county, shown on the next page, in which the largest concentrations of office space were surveyed. For each area, the number of existing buildings, total square footage, gross rent, gross rent per square foot average over five years, and vacancy are summarized.

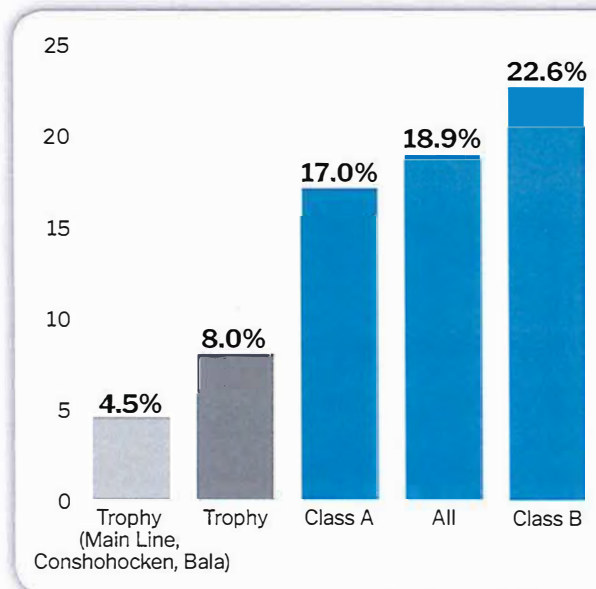
Existing square footage



As the graph to the left shows, the vast majority of office space in Chester County is located in buildings that are larger than 20,000 square feet in size. While smaller office buildings are very important to their communities (particularly for Class B & C clientele), much of the need for the re-use or redevelopment of existing office properties will be focused on these larger office buildings which are often located in large office parks.

Source: CoStar

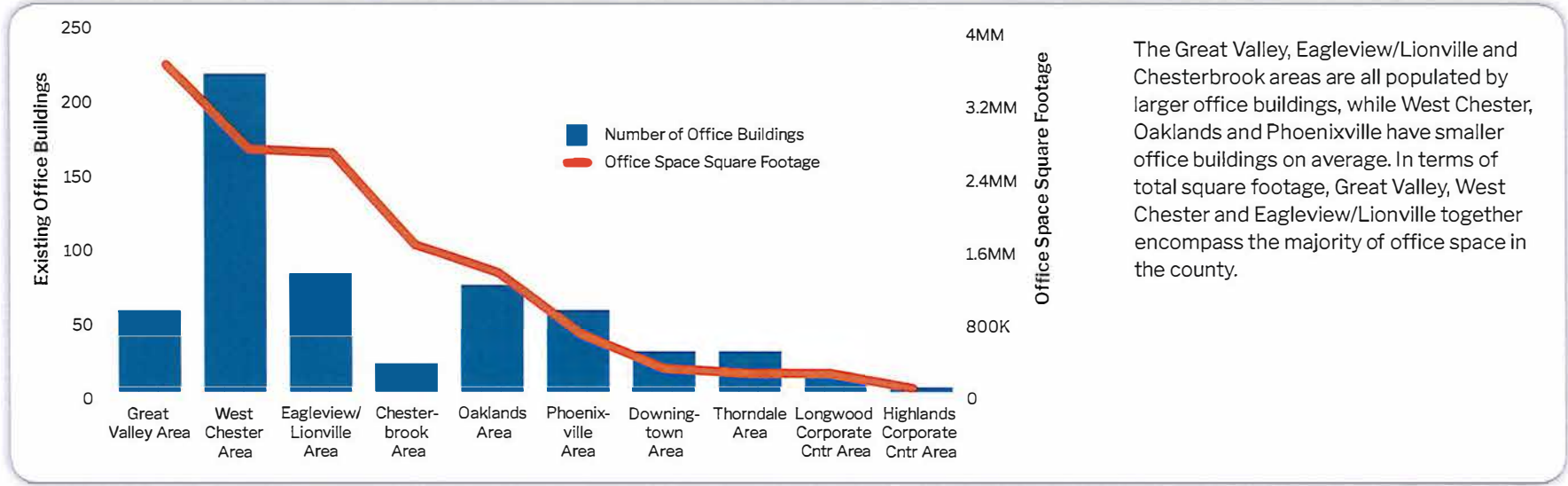
Suburban Philadelphia office vacancy rates by class of building



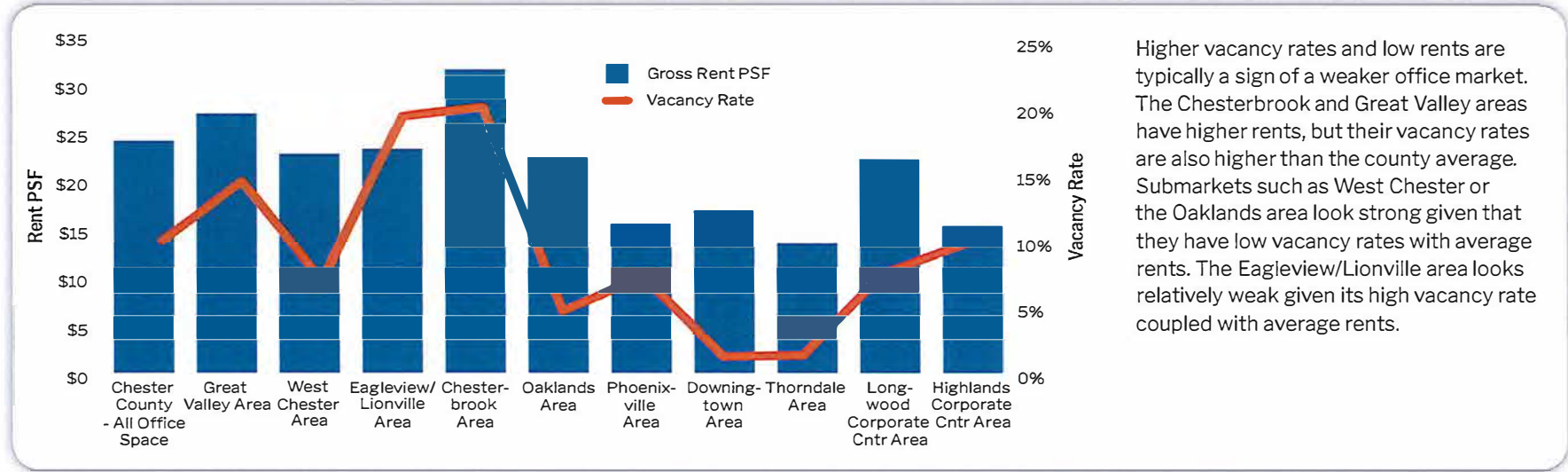
There is a vast difference in market fundamentals between the premier suburban “trophy” office properties and the rest of the suburban market in the Philadelphia Region. The lack of vacant space in “trophy” suburban office buildings becomes more extreme in high demand submarkets along the Main Line and in places like Conshohocken and Bala Cynwyd. The weaker demand for Class A & B office buildings that are not the premier “trophy” properties is a worrisome trend for property owners and municipalities.

Source: CBRE Research Q3 2015, Viewpoint—Philadelphia Office, “The Booming ‘burbs”

Square footage and number of office buildings in Chester County office areas



Rent per square foot and vacancy in Chester County offices



Analysis of Planning

The planning team performed an analysis of both comprehensive plans and zoning ordinances in twelve municipalities from around the County (Downingtown, East Caln, East Goshen, East Whiteland, Malvern, Sadsbury, Tredyffrin, Upper Uwchlan, Valley, West Goshen, and West Whiteland). These municipalities were identified due to the fact that they have significant office use clusters located within them. Most municipalities in this analysis included recommendations in their comprehensive plans for office parks and some identified certain office parks as future mixed-use growth areas.

The zoning analysis showed that 30 districts allowed office uses “by-right” and only 12 districts permitted both residential and commercial uses as a conditional use or special exception.



Business Analyst

ESRI's Business Analyst is a GIS-based subscription service providing economic data, customer profiling, and market analysis. This tool was used to show the demographics and household lifestyles or **Tapestry Segmentations** for Chester County as well as the top four office market areas in Chester County.

The data shows demographic differences between each of the submarkets. Submarket areas were identified using a 10 mile radius from a central point in each of the office locations. By using the data shown in the chart as well as the Tapestry segment reports that are linked in the chart, both municipalities and businesses can get a better sense of the variety of groups that live in each of these markets. For example, the Great Valley and Chesterbrook areas share the "Top Tier" as their most common segment. The "Top Tier" segment is a very high income middle aged demographic with a high net worth and over 90% homeownership rate. They are described in the report as likely to spend money on keeping up their homes and frequenting salons, spas, high end fitness centers and luxury retail

destinations. However, West Chester and Eagleview both include a significant portion of the "Enterprising Professionals" segment, which is significantly younger, medium income, and 48% are renters. The "Enterprising Professionals" are likely to be very well educated, change jobs more frequently, and enjoy very high end technology at home including high speed internet with premier channels and services. This group is also likely to be early adopters of new technology and like to eat organic foods, do yoga, and buy name brands and trendy clothes online.

WHO ARE WE?
The residents of the wealthiest Tapestry market, Top Tier, earn more than three times the US household income. They have the purchasing power to indulge any choice, but what do they prefer? Top Tier residents from the affluent suburbs of the Washington, DC metro area, are more likely to buy luxury cars, go to fitness centers for their personal fitness, and have a higher net worth than the national average. Whether they own a large estate or live in a smaller town, they tend to value quality and craftsmanship in their purchases and are more likely to spend on luxury goods.

OUR NEIGHBORHOOD
• Married couples without children or married couples with older children dominate this market.
• Housing units are owner-occupied with the highest home value and a below average rate of mortgages.
• Neighborhoods are older and located in the suburban periphery of metropolitan areas, especially along the coast.

SOCIOECONOMIC TRAITS
• Top Tier is a highly educated, successful consumer market: more than one in three residents has a postgraduate degree.
• Annually, they earn more than three times the US median household income, primarily from wages and salaries, but also from employment income (dividends and investments) and Social Security.
• They are the nation's wealthiest consumers. They have benefited from the stock market and have a higher net worth than the national average. They are more likely to invest in real estate, art, and collectibles.
• Socially responsible consumers who are for a balanced lifestyle, they are good readers and hunkering but make time for their kids or grandkids and maintain a close knit group of friends.
• These consumers own cars in 100%. They also own the home, radio, and newspapers as key media sources.
• They regularly exercise, market their home, attend to good nutrition and health organic foods.

The largest ESRI Tapestry segment in the Great Valley area is "Top Tier".

Table 1: Chester County office areas: Tapestry Segmentation lifestyle groups

Commercial Area (10 mile radius)	Lifemode Segment #1 (% of households)	Lifemode Segment References			Report Links
		Median Age	Homeownership Rate	Median Household Income*	
Chesterbrook	Top Tier ▶ (30.0)	46.2	90.5% Own SF Homes	\$157,000	Report ▶
Downingtown	Professional Pride ▶ (22.6)	40.5	92% Own SF Homes	\$127,000	Report ▶
Eagleview	Professional Pride ▶ (32.2)	40.5	92% Own SF Homes	\$127,000	Report ▶
Great Valley	Top Tier ▶ (20.7)	46.2	90.5% Own SF Homes	\$157,000	Report ▶
Highlands	Parks & Rec ▶ (16.0)	40.3	70.7% Own SF Homes	\$55,000	Report ▶
Longwood	Top Tier ▶ (19.7)	46.2	90.5% Own SF Homes	\$157,000	Report ▶
Oaklands	Enterprising Professionals ▶ (27.0)	34.8	52.3% Own SF Home	\$77,000	Report ▶
Phoenixville	Emerald City ▶ (12.8)	36.6	50.4% Rent Home or Apt	\$52,000	Report ▶
Thorndale	Parks & Rec ▶ (14.8)	40.3	70.7% Own SF Homes	\$55,000	Report ▶
West Chester	Savvy Suburbanites ▶ (14.2)	44.1	91.0% Own SF Home	\$104,000	Report ▶

Source: ESRI Business Analyst: Tapestry Segmentation Data, 2016

* Median Household Income is the U.S. average income for the corresponding lifestyle group.

Office Parks — SWOT Analysis

The planning team and taskforce completed a SWOT analysis to identify the overall status of office parks in Chester County. This analysis is organized to show the **strengths** and **weaknesses** that office parks in Chester County can build upon and correct, while also looking at both **opportunities** and **threats** to office parks in Chester County.

This analysis assisted in establishing the basis for the vision of office parks in the County.

STRENGTHS

- Highly educated and experienced professional workforce
- Strong existing employers, industries, and employment centers
- Access to rail lines (Amtrak and SEPTA), bus routes and major highway corridors
- Desirable location for employees and employers to live (good schools and low crime)
- Good quality of life (open space, trail networks)

WEAKNESSES

- Long approval process for new development
- Lack of flexibility in zoning for redevelopment (including parking requirements)
- Limited connectivity to transit
- Many office buildings are aging
- Limited affordable housing within a reasonable commuting distance
- Segregation of office parks from other land uses and service industries

OPPORTUNITIES

- Projected population and employment growth
- Willingness to address office parks holistically with plans and ordinances
- Prime locations without many of the conflicts and obstacles often seen with redevelopment sites
- High demand for amenities, public spaces and a diverse mix of uses
- Transportation on demand now feasible, along with demand for multi-modal transportation
- Increasing interest in both industrial uses and multifamily residential uses

THREATS

- Weakening demand for office space due to broader economic forces
- Outdated floor plans and building designs are not responsive to today's employment market
- Complexity and cost of stormwater requirements
- Overbuilding specific uses during redevelopment
- Difficulty with attracting and retaining employees
- Technology, a 'collaborative' economy and co-working spaces along with millennial behavioral changes are threats to how office parks will be used in the future

The Vision for Revitalization

Chester County office parks will remain viable and competitive in the future with diverse businesses that attract talented and creative workers. These office parks will remain employment centers, but will be able to react to market forces with adaptations in land uses, additional amenities, and transportation options to meet the evolving needs of employers and workers.



Source: Great Valley Corporate Center, Malvern, PA redevelopment concept. Prepared for Liberty Property Trust by Gensler.

How Do We Get There?

This section highlights key steps, strategies, provisions, and improvements to use when implementing changes or new development in an office park. The section is categorized under three planning areas

which provide realistic and tangible recommendations to achieve the overall vision from an organizational, regulatory and physical perspective.

Organization

- **Begin public outreach early**
- **Identify a realistic vision for your community**
- **Organize businesses**
- **Create a Business Improvement District or Incentive District**

Regulatory Guidance

- **Create employment centers that are “Innovation Districts” by allowing for diverse uses and building types in zoning**
- **Allow for more flexibility in office zoning and reduce “zoning impediments”**
- **Reduce “soft costs” on developers**
- **Create an “expedited process” for targeted areas**

Physical Improvements (Placemaking & Connectivity)

- **Revitalize current “form” of existing office buildings to attract tenants and employees**
- **Incentivize development of existing and future office sites**
- **Accommodate all transportation modes**
- **Improve connections to adjacent land uses**
- **Allow for “pop up” uses (temporary non-permanent uses)**
- **Manage parking for both work-day and after-work day uses**
- **Install additional physical improvements**

Organization

■ Begin public outreach early

- Developers should seek local community input on the potential redevelopment of office parks from a very early stage in the process. This can be done by working with municipalities to host public events geared toward gaining community input on potential development, meeting with community groups and stakeholders, and meeting with local businesses.
- Municipalities and developers should be prepared for both positive and negative feedback on proposed changes to office park environments. In some cases residents may be uncomfortable with changing uses and it is important to understand their concerns.
- Assistance and guidance may be available from county and state agencies, and it is critical to seek any potential assistance early in the process.



■ Identify a realistic vision for your community

- Feedback from the public should be used to help a municipality identify a realistic vision for their community. Changes to office parks should be made with both community desires and market realities in mind.
- In some cases, it may be necessary to reduce the supply of noncompetitive or outdated office space with uses that are in higher demand. Municipalities should seek to match permitted uses with long term market demand for the area.
- There should also be a focus on economic development that supports existing businesses in local communities during any redevelopment or re-use process. The growth of these existing businesses is equally important to the success of new businesses or uses.

■ Assist and market your existing properties and businesses

Local governments and the county can help property owners and local businesses in many ways. Here are a few examples that have been successful in Chester County:

- Hold a tour for property owners, developers, and government officials. This has been done successfully in East Goshen and West Whiteland.
- Hold meetings with property owners to determine any issues they have and what their future plans might be. This has been done in Tredyffrin.
- Gather and share data on the local demographic and business climate with information such as incomes, educational levels, and jobs, with local businesses.

Often times businesses may not realize how strong their area is or that they may not be targeting the best groups.

■ Organize businesses

- Organize municipally-lead groups that meet regularly to discuss issues of interest related to the local economy such as marketing, market analysis, transportation improvements, events, infrastructure issues, shared shuttle services, stormwater problems, gateway installation, and publicly accessible bus stops.
- Coordinate with local interest groups, Chambers of Commerce, the Chester County Economic Development Council, or the Chester County Chamber of Business and Industry to help advance the issues listed above as well as other economic

development issues such as advocacy for local businesses, changing tax policy, or lobbying for funding.

■ Create a formal Business Improvement District or Neighborhood Improvement District

- A business improvement district (BID), such as the King of Prussia District, is a defined area within which businesses are required to pay an additional tax (or levy) in order to fund projects within the district's boundaries. In Pennsylvania, these districts are often private not-for-profit organizations under the Commonwealth of Pennsylvania's Neighborhood Improvement District legislation. These districts typically fund services which are perceived by some businesses as being inadequately performed by government with its existing tax revenues, such as building structured parking, cleaning streets, providing security, constructing pedestrian and streetscape enhancements, and marketing the area. The services provided by BIDs are supplemental to those already provided by the municipality.
- If a redevelopment plan has been approved, tax increment financing (TIFs) can be used to finance parking garages and minimize surface parking lots to accommodate additional temporary uses.



Regulatory Guidance

■ **Create employment centers that are designed to be “Innovation Districts” rather than simply places to locate office buildings by allowing for diverse uses and building types in zoning.**

It is unlikely in the current office market that a developer or property owner will be willing to invest a great deal of money into an office park site without changes to existing zoning. In many cases office parks would need to be re-zoned in order to permit a more expansive list of uses and building types. Allowing building heights to increase may also be necessary for new development depending on the community. Changes in regulations such as the relaxation of building height requirements can also be used as a measure to compromise with developers in order to gain new improvements desired by the community.

Some additional uses for consideration may include:

- Ground floor commercial space in multi-story buildings
- Light industrial/warehouse (located in areas that are separated from community-centric uses)
- Multi-family townhomes
- Multi-family apartments
- Community/civic recreational uses (indoor & outdoor)
- Institutional and civic uses

Ground floor commercial space in multi-story buildings



Multi-family townhomes



Light industrial/warehouse (located in areas that are separated from community-centric uses)



■ **Allow for more flexibility in office zoning and reduce “zoning impediments” to achieve desired changes**

If a new vision for office parks has been defined by a community, it will be important to review current standards and processes in a community’s zoning to ensure that it allows for the realization of that vision. In some cases it may not be feasible to change existing standards, but places to consider for greater “flexibility” in zoning include:

- Changes to height limitations
- Reduced setbacks
- Adjusting FAR requirements
- Stormwater standards
- Environmental constraints such as steep slopes and wet areas
- Management of parking and parking requirements
- Using the MPC to allow approval authority to be delegated to a Municipal Planning Commission for some decisions.
- Allow developers of large projects to make revisions to both conditional use and land development applications concurrently



In many cases, allowing more commercial uses may make an office park more economically viable in the long term. It may benefit anchor institutions, existing businesses, and office property owners to incorporate a mix of uses in an area as a way to create an environment that will attract talented high tech and creative employees and entrepreneurs. A strong mix of uses along with density and good design elements can also encourage more walkable environments with great public gathering spaces and better transit options.



■ Reduce “soft costs” on developers

- A complaint from many developers is that “soft costs” imposed upon them by a municipality deters new development. “Soft costs” include additional changes or requests from a municipality that have not been made clear at the beginning of the development process. These changes represent out of pocket costs for developers that are not taken into consideration initially. It is important for communities to decide upon a vision for new developments first, and then to present clear standards for design elements and community amenities early in the process.
- Some site improvement standards are also considered “soft costs” by developers. These may include a lack of flexibility on parking ratios, parking standards for things such as aisle widths, excessive demands in landscaping and tree ordinances, and asking developers to go above and beyond local building standards. This is especially problematic for developers looking to build in lower income areas due to the tighter profit margins.

■ Create an “expedited process” for targeted areas

- In order to incentivize the redevelopment of some office parks, it may be in a community’s interest to allow an “expedited process” for targeted locations once a vision has been developed for these areas by the community.

This may be done by allowing more leniency to a developer in “target” areas in order to allow redevelopment to occur more quickly.

- Start fresh with regulations. Many municipalities have codes that include ordinances and standards that are either outdated or unclear. To address this, a municipality may want to adopt an entirely new SDLO and zoning code instead of modifying their existing ordinance.
 - While updating their zoning codes, municipalities may want to consider including design standards instead of more traditional technical standards in some targeted areas.
 - Minimize the conditional use process.
- Municipal consultants (engineers and solicitors) can sometimes have an impact on project delays. Consultants should be reminded as to what the municipality’s objectives are and held accountable for meeting those objectives.
 - Area identified specifically for redevelopment should have a place in zoning, especially revitalization projects. The zoning for these areas should be inclusive of many uses.
 - Municipalities should consider the additional costs for redeveloping a property as opposed to developing a greenfield, or undeveloped property. Allowing for higher density and higher impervious coverages in previously developed areas may be necessary for a developer to take on such a project due to these additional costs.



Physical Improvements (Placemaking & Connectivity)

■ Revitalize current design of existing office buildings to attract tenants and employees

- Adapt to current office design trends and be responsive to present and future employment markets. Some examples in Chester County of office buildings that have attempted to adapt to a more modern design of office are the Endo International building and the CertainTeed Innovation Center in East Whiteland Township, the Mars Drinks building in East Goshen Township, and the Dansko building in Penn Township.
- Provide incentives for renovation of existing buildings that are aging or becoming obsolete such as a density bonus or energy credits for energy savings and sustainability enhancements.



■ Incentivize the development of existing and future office sites to accommodate permanent and temporary amenities for a 24-hour environment.

- Amenities can include parks, green and/or hardscape gathering areas, and pavilions.
- Create “experience based” places with non-office hour attractions for the larger community such as party or concert spaces, sports activities, and other events both indoor and outdoor.
- Restaurants, health clubs & gyms, convention space, and hotels are additional examples of uses that could remain active after office hours.

■ Accommodate all transportation modes

- Create or enhance multimodal (bicycle, pedestrian, bus, shuttle, or rail) infrastructure to accommodate needs.
- New or improved amenities should include trails, sidewalks, bike lanes, bike parking, and bus stops.
- Ensure that office parks are adaptable to changes in parking demand due to the increasing impact of flexible work hours, automated vehicles, and services such as Uber & Lyft. As these new transportation technologies develop, it may be feasible to reduce parking ratios and re-think the land use policies and regulations in affected areas.



■ **Improve connections to adjacent land use through building design, sidewalks, regional trails, bike routes, local parks, and open spaces.**

- Directly connecting existing office parks to existing commercial centers can provide benefits to both uses. This can be done with pedestrian connections, trails, and by linking roads and parking lots.
- Create new “walkable environments” and public spaces such as small “pocket parks”, picnic areas, walking paths, crosswalks, and plazas for employees and the surrounding community to enjoy.



■ **Allow for “pop up” uses (temporary non-permanent uses) within office parks such as**

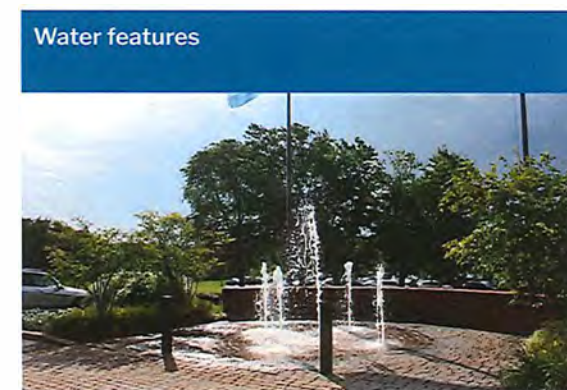
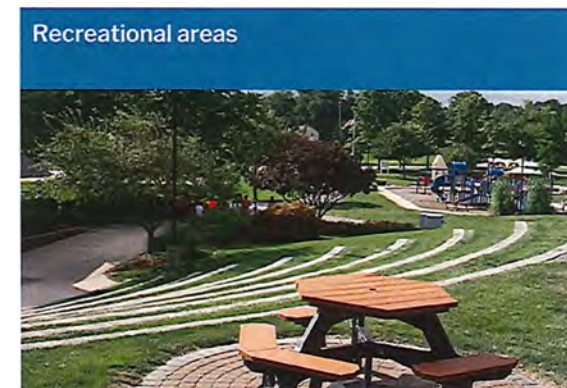
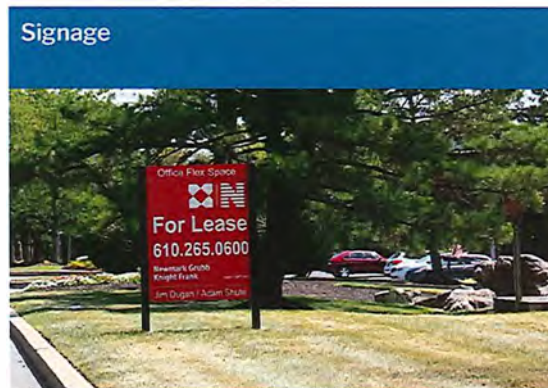
- Outlined walking paths
- Food trucks
- Events such as farmers markets or outdoor festivals
- Pop-up retail spots at vacant office space

■ **Manage parking for both work-day and after-work day amenities and other temporary venues**

- Ensure that parking is managed in such a way that it can accommodate for potential events that could be held outside of normal work hours.

■ **Additional specific physical improvements may include:**

- Gateways
- Recreational areas such as ballfields or playgrounds
- Signage
- Landscaping
- Bike share programs
- Green energy
- Electric vehicle charging areas
- Natural habitat areas
- Water features



Conclusion

Chester County office parks have been central to the economic growth of the county and its commercial landscape for decades as important centers of employment. Employment is what drives a large portion of any local economy, and Chester County is no different. Due in part to advances in technology, recent employment trends point toward office users downsizing, seeking non-traditional types of space, and more frequently locating in more urban & walkable

areas. In the coming years it will be extremely important to keep these employment centers viable and competitive in order to continue attracting diverse businesses with talented and creative workers. There is a great deal of employment growth projected for the county, and it is critical that the county captures that growth in areas like office parks that are already designated as large employment centers. Many of the recommendations in this document are intended to help office parks

become more flexible and allow for a mix of additional land uses as well as amenities and features that meet the needs and desires of today's employers and workers. By becoming more flexible and adapting to the changing office environment, communities can grow in a way that maintains the strength of the overall economy while limiting sprawl out into less developed portions of the county.



Source: Brandywine Realty – Radnor Financial Center

