

# Appendix D

## Malvern Borough Revitalization Plan (2009)

### Implementation Summary

#### Malvern Borough Revitalization Plan 2009 Update

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### IMPLEMENTATION

All of the recommendations described in this plan are aimed at revitalizing Malvern Borough. But it is important to determine the actions that should be higher priorities because of their potential for major impact or because they take advantage of emerging opportunities. It is equally important to designate who should be responsible for putting the plan into action. Of course, identifying potential funding sources is also key.

#### Summary of Recommendations

The following is a summary of the actions recommended in this plan and the primary goals identified in this plan that each action is meant to address.

#### *Economic Development and Redevelopment*

Recommendation	Primary Related Goals
1. Facilitate development of the proposed mixed use project on the north side of East King Street.	<ul style="list-style-type: none"><li>• Attract new business investment to under-utilized parcels.</li></ul>
2. Promote and identify funding for a downtown facade improvement program.	<ul style="list-style-type: none"><li>• Encourage building renovations and adaptive reuse.</li></ul>
3. Develop and implement a business retention strategy.	<ul style="list-style-type: none"><li>• Retain existing business.</li></ul>
4. Identify specific types of retail and service uses to focus recruitment efforts upon.	<ul style="list-style-type: none"><li>• Attract new business investment to under-utilized parcels.</li></ul>
5. Consider amending the Borough zoning ordinance by adding design requirements and design guidelines.	<ul style="list-style-type: none"><li>• Encourage the use of responsible building practices.</li><li>• Ensure future redevelopment is consistent with Malvern's attractive small-town environment.</li></ul>
6. Provide incentives that encourage voluntary use of green building techniques.	<ul style="list-style-type: none"><li>• Encourage the use of responsible building practices.</li><li>• Ensure future redevelopment is consistent with Malvern's attractive small-town environment.</li></ul>
7. Seek Main Street designation and/or Elm Street designation for Malvern Borough.	<ul style="list-style-type: none"><li>• Seek professional economic development assistance.</li><li>• Attract new business investment to under-utilized parcels.</li></ul>

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<u>Recommendation</u>	<u>Primary Related Goals</u>
8. Determine a marketing theme and a marketing identity that will best promote the Borough to prospective investors.	<ul style="list-style-type: none"> <li>• Attract new business investment to underutilized parcels.</li> </ul>
9. Seek designation as a Classic Town through DVRPC.	<ul style="list-style-type: none"> <li>• Attract new business investment to underutilized parcels.</li> </ul>

### ***Public Infrastructure***

1. Continue sidewalk and curb replacements based on priorities identified in the Borough Planning Commission's 2008 <i>Sidewalk Survey</i> .	<ul style="list-style-type: none"> <li>• Continue enhancing Malvern's image and appearance.</li> </ul>
2. Continue to enhance Borough Entranceways.	<ul style="list-style-type: none"> <li>• Continue enhancing Malvern's image and appearance.</li> </ul>
3. Create a wayfinding signage system for Malvern.	<ul style="list-style-type: none"> <li>• Continue enhancing Malvern's image and appearance.</li> </ul>
4. Seek to bury overhead wires along core blocks of the downtown King Street corridor.	<ul style="list-style-type: none"> <li>• Continue enhancing Malvern's image and appearance.</li> </ul>
5. Work closely with the Paoli Battlefield Preservation Fund to implement the approved Paoli Battlefield Master Plan.	<ul style="list-style-type: none"> <li>• Continue to expand and improve publicly-accessible open space.</li> </ul>
6. Implement the approved, low-impact Randolph Woods Master Plan.	<ul style="list-style-type: none"> <li>• Continue to expand and improve publicly-accessible open space.</li> </ul>
7. Implement the Malvern portion of the proposed Patriots Path regional trail system, including the section between Paoli Battlefield and Randolph Woods, among other links.	<ul style="list-style-type: none"> <li>• Continue to expand and improve publicly-accessible open space.</li> </ul>
8. Continue upgrading the Borough's pump / ejector stations and replacing older sections of sanitary and storm sewer line as needed.	<ul style="list-style-type: none"> <li>• Address water, sewer and stormwater facilities as needed.</li> </ul>
9. Undertake a storm sewer study.	<ul style="list-style-type: none"> <li>• Address water, sewer and stormwater facilities as needed.</li> </ul>
10. Prepare a joint funding application to build a Willistown entrance to Randolph Woods.	<ul style="list-style-type: none"> <li>• Continue to expand and improve publicly-accessible open space.</li> </ul>

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### Recommendation

### Primary Related Goals

#### ***Transportation***

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| 1. Work with SEPTA to ensure completion of the pedestrian tunnel between the north side and south side of the railroad tracks at Malvern Station and to maximize the station's parking capacity. | • Improve parking and circulation at Malvern Station.                            |
| 2. Conduct a formal study to identify potential solutions to Malvern's parking problem, including the possible construction of a public parking garage.  | • Create more parking spaces on and around the King Street corridor.             |
| 3. Construct a raised intersection on King Street at Powelton Avenue and at Woodland Avenue.   | • Make Malvern more pedestrian-friendly, bicycle-friendly, and transit-friendly. |
| 4. Carry out a joint public / private project to reconfigure parking and access patterns at the Malvern Shopping Center.   | • Create more parking spaces on and around the King Street corridor.             |
| 5. Construct a bicycle / pedestrian lane along Warren Avenue between Paoli Pike and First Avenue.  | • Make Malvern more pedestrian-friendly, bicycle-friendly, and transit-friendly. |
| 6. Extend two roadways in the Borough's industrial area.   | • Improve vehicular circulation in the Borough's industrial area.                |

#### ***Housing and Public Safety***

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| 1. Enforce zoning regulations and building codes designed to reduce nonconforming uses and maintain neighborhoods. | • Ensure Malvern's neighborhoods remain safe and desirable. |
| 2. Address small areas where housing rehabilitation is needed.   | • Maintain Malvern's excellent housing stock.               |

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## **Action Program**

The following table summarizes each recommendation described in detail elsewhere in this plan. Suggested phasing and who should be primarily responsible for overseeing the implementation of each recommendation are suggested. Potential partners and funding sources are listed as appropriate.

If implemented, each of the recommendations listed above and described in the previous chapter of this Revitalization Plan will help improve Malvern Borough. However, priorities need to be established in view of the limited time, money, and manpower available for revitalization at any particular time.

Important criteria for prioritizing among specific individual projects include the following:

- Pursue projects that will have a high impact.
- Target the projects most likely to attract funding assistance, especially under the Chester County Community Revitalization Program.
- Use borough expenditures to leverage other funding assistance.
- Try to stimulate private sector investment and involvement.
- Take advantage of activities already underway.

**ACTION PROGRAM  
Malvern Borough Revitalization Plan**

SUMMARY OF THE RECOMMENDATION & MAJOR STEPS REQUIRED	SHORT RANGE (1 <sup>st</sup> through 2 <sup>nd</sup> Year)	LONGER RANGE (3 <sup>rd</sup> Year & Beyond)	ON- GOING	RESPONSIBLE PARTIES	POTENTIAL FUNDING SOURCES
<b>ECONOMIC DEVELOPMENT AND REDEVELOPMENT RECOMMENDATIONS</b>					
1. Facilitate development of the proposed mixed use project on the north side of East King Street: <ul style="list-style-type: none"> <li>• Provide developer with information on design guidelines and green building incentives</li> <li>• Review developer's preliminary land development plan</li> <li>• Ensure developer's final land development plan reflects review comments made above</li> </ul>	X			Borough Council, Borough Planning Commission	Private Developer
2. Promote and identify funding for a downtown facade improvement program: <ul style="list-style-type: none"> <li>• Establish an initial pool of funds</li> <li>• Set up administrative framework and program regulations</li> <li>• Publicize the program</li> <li>• Review applications; make matching grant awards</li> <li>• Monitor funded projects</li> </ul>		X		Borough Council, Malvern Business & Professional Association	Local banks, Borough funds, PA Main Street Program

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SUMMARY OF THE RECOMMENDATION & MAJOR STEPS REQUIRED	SHORT RANGE (1 <sup>st</sup> through 2 <sup>nd</sup> Year)	LONGER RANGE (3 <sup>rd</sup> Year & Beyond)	ON- GOING	RESPONSIBLE PARTIES	POTENTIAL FUNDING SOURCES
3. Develop and implement a business retention strategy: <ul style="list-style-type: none"> <li>Form a subcommittee of the Malvern Business and Professional Association</li> <li>Create a discussion guide for one-on-one visits</li> <li>Carry out visits and seek requested Borough actions as appropriate</li> </ul>	X			Malvern Business & Professional Association	Administrative action only
4. Identify specific types of retail and service businesses to focus recruitment efforts upon: <ul style="list-style-type: none"> <li>Assemble a reasonable list of business types to recruit</li> <li>Publish a solicitation in appropriate local trade publications</li> <li>Contact operators of farm markets that thrive in nearby communities</li> </ul>			X	Malvern Business & Professional Association	Administrative action only
5. Consider amending the Borough zoning ordinance by adding design requirements and design guidelines: <ul style="list-style-type: none"> <li>Put design guidelines and green building techniques suggestions into ordinance form</li> <li>Review and revise proposed ordinance as needed</li> <li>Adopt final version</li> </ul>	X			Borough Council, Borough Planning Commission	Administrative action only
6. Provide incentives that encourage voluntary use of green building techniques: <ul style="list-style-type: none"> <li>Put design guidelines and green building techniques suggestions into ordinance form</li> <li>Review and revise proposed ordinance as needed</li> <li>Adopt final version</li> </ul>	X			Borough Council, Borough Planning Commission	Administrative action only
7. Seek Main Street designation and/or Elm Street designation for Malvern Borough: <ul style="list-style-type: none"> <li>Contact regional Pennsylvania DCED advisor</li> <li>Secure pledges for local match</li> <li>Prepare and submit funding application</li> </ul>	X			Borough Council, Malvern Business & Professional Association	Administrative action only
8. Determine a marketing theme and marketing identity: <ul style="list-style-type: none"> <li>Select a group to formulate this promotional approach</li> <li>Review their recommendations, revise them if needed and implement them</li> </ul>				Borough Council, Malvern Business & Professional Association	Administrative action only
9. Seek designation as a Classic Town through DVRPC: <ul style="list-style-type: none"> <li>Identify appropriate personnel at the local level who would coordinate with DVRPC and the professional marketing experts</li> <li>Prepare and submit required application forms</li> </ul>	X			Borough Council, Borough Planning Commission, Malvern Business and Professional Association	DVRPC funding assistance

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<b>PUBLIC INFRASTRUCTURE RECOMMENDATIONS</b>					
1. Continue sidewalk and curb replacements based on priorities identified in the Borough Planning Commission's 2008 <i>Sidewalk Survey</i> : <ul style="list-style-type: none"> <li>Apply for County funds</li> <li>Continue implementing the program as before</li> </ul>			X	Borough Council	Chester County Revitalization Program
2. Continue to enhance Borough entranceways: <ul style="list-style-type: none"> <li>Prepare a final design</li> <li>Apply for County funds</li> <li>Select a contractor</li> <li>Construct improvements</li> </ul>	X			Borough Council	Chester County Revitalization Program
3. Create a wayfinding signage system for Malvern: <ul style="list-style-type: none"> <li>Prepare a final design</li> <li>Apply for County funds</li> <li>Select a contractor</li> <li>Construct improvements</li> </ul>		X		Borough Council, Borough Planning Commission	Chester County Revitalization Program
4. Seek to bury overhead wires along core blocks of the downtown King Street corridor: <ul style="list-style-type: none"> <li>Retain an engineering specialist to prepare a cost analysis of available options</li> <li>Decide how to respond to options presented and budget long-term funds if Borough decides to go ahead</li> </ul>		X		Borough Council	Borough funds, private property owners
5. Work closely with the Paoli Battlefield Preservation Fund to implement the approved Paoli Battlefield Master Plan: <ul style="list-style-type: none"> <li>Coordinate with the Association in their fund-raising efforts</li> <li>Coordinate with the Association in design, bidding and selecting a contractor</li> <li>Oversee construction of improvements</li> </ul>		X		Borough Council	Paoli Battlefield Preservation Fund
6. Implement the approved, low impact Randolph Woods Master Plan: <ul style="list-style-type: none"> <li>Retain a professional landscape architect to prepare construction drawings and specifications</li> <li>Bid the project and select a contractor</li> <li>Construct the improvements</li> </ul>		X		Borough Council	DCNR Community Conservation Program, Borough funds, Chester Co. Revitalization Program
7. Implement the Malvern Borough portion of the proposed Patriots Path regional trail system, including the section between Paoli Battlefield and Randolph Woods, among other links: <ul style="list-style-type: none"> <li>Continue Borough input into Patriots Path Plan and Development Guide</li> <li>Determine implementation phases based on local priorities</li> <li>Initiate design and construction process on first phase</li> </ul>		X		Borough Council	DCNR Community Conservation Program, Borough funds, Chester Co. Revitalization Program

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SUMMARY OF THE RECOMMENDATION & MAJOR STEPS REQUIRED	SHORT RANGE (1 <sup>st</sup> through 2 <sup>nd</sup> Year)	LONGER RANGE (3 <sup>rd</sup> Year & Beyond)	ON- GOING	RESPONSIBLE PARTIES	POTENTIAL FUNDING SOURCES
8. Continue upgrading the Borough's pump / ejector stations and replacing older sections of sanitary and storm sewer line as needed: <ul style="list-style-type: none"> <li>Prepare a final design</li> <li>Apply for County funds</li> <li>Select a contractor</li> <li>Construct improvements</li> </ul>	X			Borough Council	Chester Co. Revitalization Program, Borough funds
9. Undertake a storm sewer study: <ul style="list-style-type: none"> <li>Prepare a request for proposal (RFP) and send it to local engineering consultants</li> <li>Select consultant</li> <li>Monitor progress of the study with a locally-appointed study committee</li> <li>Implement the study's recommendations in phases</li> </ul>	X			Borough Planning Commission  Borough Council	Borough funds
10. Prepare a joint funding application to build a Willistown entrance to Randolph Woods: <ul style="list-style-type: none"> <li>Ask Willistown Township to prepare necessary cost estimates to include with the grant application</li> <li>Prepare and submit joint grant application</li> </ul>	X			Borough Council, Willistown Township	DCNR Community Conservation Program, Borough funds, Willistown Township funds
<b>TRANSPORTATION RECOMMENDATIONS</b>					
1. Work with SEPTA to ensure completion of the pedestrian tunnel between the north side and the south side of the railroad tracks at Malvern Station and to maximize the station's parking capacity: <ul style="list-style-type: none"> <li>Coordinate with SEPTA to manage the site and site access/ingress during construction</li> <li>Ensure improvements will be compatible with neighboring area</li> </ul>	X			Borough Council, Borough Planning Commission	SEPTA
2. Conduct a formal study to identify potential solutions to Malvern's parking problem, including the possible construction of a public parking garage: <ul style="list-style-type: none"> <li>Prepare a request for proposal (RFP) and send it to local transportation engineering consultants</li> <li>Select consultant</li> <li>Monitor progress of the study with a locally-appointed study committee</li> <li>Implement the study's recommendations in phases</li> </ul>	X			Borough Planning Commission	Borough funds

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3. Construct raised intersections to enhance pedestrian safety on King Street at Powelton Avenue and at Woodland Avenue: <ul style="list-style-type: none"> <li>• Apply for County funds</li> <li>• Retain a professional engineer or landscape architect to prepare construction drawings and specifications</li> <li>• Bid the project and select a contractor</li> <li>• Construct the improvements</li> </ul>		X		Borough Council	Chester County Revitalization Program, Borough funds
4. Carry out joint public/private project to reconfigure parking and access patterns at the Malvern Shopping Center: <ul style="list-style-type: none"> <li>• Work with the shopping center owner to coordinate the public and private parts of the project</li> <li>• Apply for County funds</li> <li>• Retain a professional engineer or landscape architect to prepare construction drawings and specifications</li> <li>• Bid the project and select a contractor</li> <li>• Construct the improvements</li> </ul>		X		Borough Council	Private funds, Chester Co. Revitalization Program, Borough funds
5. Construct a bicycle / pedestrian lane along Warren Avenue between Paoli Pike and First Avenue: <ul style="list-style-type: none"> <li>• Apply for County funds</li> <li>• Retain a professional engineer or landscape architect to prepare construction drawings and specifications</li> <li>• Bid the project and select a contractor</li> <li>• Construct the improvements</li> </ul>		X		Borough Council, Borough Planning Commission	Chester County Revitalization Program, Borough funds, DCNR
6. Extend two roadways in the Borough's industrial area: <ul style="list-style-type: none"> <li>• Prepare a request for proposal (RFP) and send it to local transportation engineering consultants</li> <li>• Select consultant</li> <li>• Monitor progress of the study with a locally-appointed study committee</li> <li>• Implement the study's recommendations in phases</li> </ul>		X		Borough Council, Borough Planning Commission	Borough funds, private funds, PennDOT



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<b>HOUSING AND PUBLIC SAFETY RECOMMENDATIONS</b>					
1. Enforce zoning regulations and building codes designed to reduce nonconforming uses and maintain neighborhoods: • Ongoing code enforcement			X	Borough Council, Borough Planning Commission, Zoning Officer	Administrative Action only
2. Address small areas where housing rehabilitation is needed: • Establish an initial pool of funds • Set up administrative framework and program regulations • Publicize the program • Review applications; make matching grant awards • Monitor funded projects			X	Borough Council, Borough Planning Commission	Administrative Action only

NOTE: For several of the projects identified above, Borough Council, the Borough Manager and the Borough Planning Commission are as the “Responsible Parties”. If Malvern hires a Main Street Manager, that person would assume many of these responsibilities.

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## Potential Funding Sources

Many types and combinations of funding sources will be needed to carry out this plan. Many different entities should play a role, including the Malvern Borough, Chester County, the State, local businesses, economic development organizations, local banks and private developer/investors. To be successful, most of the recommendations identified will depend on funds from a combination of sources.

This section summarizes several potential funding sources that could have a role in implementing this revitalization plan.

Name of Program	General Description of Program	Administering Agency
Chester County Revitalization Program	Chester County Revitalization Program grants of up to \$500,000 are available in each of two categories: 1) Transportation; and 2) Below-Ground Infrastructure. All improvements funded under this program must be to municipally-owned property. Eligible activities include improvements related to sidewalks, curbs, street trees, lighting, benches, bike lanes, bus shelters, streets, water facilities, sewer facilities and stormwater facilities, among others. Malvern's required match is 25% of total project cost.	Chester County
Elm Street Program	Grant Funds for planning, technical assistance and physical improvements to residential and mixed use areas in proximity to central business districts. Elm Street is a 5-year program. Planning and Operational grants, and Residential Reinvestment grants (\$250,000 maximum per year) are available through the Elm Street program. Elm Street involves five specific program areas: 1) organization; 2) promotion; 3) design; 4) neighborhood restructuring; and 5): clean, safe and green activities.	PA Department of Community and Economic Development (PA DCED)
Neighborhood Assistance (NAP) - Neighborhood Partnership Program (recently renamed Neighborhood Partnership Program (NAP/NPP))	Corporate tax liability credit for businesses that sponsor a neighborhood organization to develop and implement a neighborhood revitalization plan by contributing a substantial amount of cash per year over an extended period of time. Programs must serve clients who are low-income and residents of economically distressed neighborhoods specified by the neighborhood organization. Projects must fall under one of the following categories: housing; education; health and social services; community development; job training; crime prevention; and community participation.	PA DCED
Weed and Seed Program	The Weed and Seed program, modeled after the federal program, is a two-pronged approach to addressing the negative, or criminal, elements of a targeted area while supporting and enhancing the positives, or available resources, through the introduction of programming and specialized initiatives. Through the Target Area Local Leadership (TALL) Team and the Assistance for Impact Delegation (AID) Team, efforts are focused on leadership training for the residents and varied programs to encourage economic and business development, improved housing, and enhanced health and human services programs within neighborhoods.	PA Commission of Crime & Delinquency, and the Office of the Governor
Urban Development Program (UDP)	Provides grants for urban development and improvement projects. Funds may be used for: construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	PA DCED

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<b>Name of Program</b>	<b>General Description of Program</b>	<b>Administering Agency</b>
Local Municipal Resources and Development Program (LMRDP)	Grants to municipalities for improving quality of life within the community. Grants may be used for: construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training	PA DCED
Community Development Block Grant (CDBG)	Offers grants for a wide variety of activities, provided the applicant proves by survey or census that the project will benefit 51% low and moderate income persons or handicapped persons or eliminate "blighted" conditions in officially designated areas. For example, funds can be used for housing rehabilitation, handicapped accessibility, street and sidewalk improvements, parks / recreation / trail linkages, planning, and historic rehabilitation.	Chester County
Community Services Block Grant (CSBG)	Federal grants to support programs that promote economic self-sufficiency of low-income individuals. Designated Community Action Agencies (CACLV) serving individuals whose income is at 125% of the federal poverty level are eligible for funding. Funds may be used for: case management, job training, food and nutrition, transportation, education, housing, drug and alcohol, and economic development.	CACLV, PA DCED & U.S. Dept. Of Health and Human Services
Home Town Streets and Safe Routes to School	The Home Town Streets Program provides funding for a variety of streetscape improvements that are aimed at reestablishing downtown and commercial centers. The Safe Routes to School Program provides grants and is designed to work with both school districts and pedestrian and bicycle safety advocates to make physical improvements that promote safe walking and biking passages to schools. Both programs require a 20% local match.	PennDOT
Communities That Care (CTC)	Communities That Care (CTC) is a community empowerment strategy that emphasizes assessment and planning as the basis for program development and implementation. CTC is a violence and delinquency prevention program that provides communities with a process to mobilize the community, identify risk and preventive factors, and develop a comprehensive prevention plan.	PA Commission on Crime and Delinquency & ProJeCt of Easton
Community Revitalization Program (CRP)	Very broad grant program. Officially intended to promote community stability, increase tax bases and improve quality of life. Applications may be made by municipalities, authorities, economic development organizations, and nonprofit corporations. Public/non-profit/profit partnerships are encouraged. Generally can be used for infrastructure, community revitalization, streetscape improvements, facade improvements, building rehabilitation, demolition of blighted structures, public safety, and park or trail projects.	PA DCED & Governor's Office
C2P2 - Community Conservation Partnerships Program	Provides 50% matching grants to municipalities to: develop plans for parks/recreation/trails; prepare park/greenway master plans; acquire parkland/nature preserves/greenways; and rehabilitate and improve public recreation areas/greenways.	PA DCNR
TEA-21 Transportation Enhancements Program (part of federal Transportation Efficiency Act)	The Transportation Equity Act for the 21 <sup>st</sup> Century (TEA-21) authorizes Federal surface transportation programs for highways, highway safety, and transit.	U.S. DOT funds administered by PennDOT
Flood Hazard Mitigation Grant Program	Provides 75% funding to relieve imminent hazards from flooding, such as voluntary buy-outs and demolitions of highly flood-prone properties.	Federal Emergency Management Agency

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<b>Name of Program</b>	<b>General Description of Program</b>	<b>Administering Agency</b>
Rivers, Trails, and Conservation Assistance Program	The National Parks service operates this program aimed at conserving land and water resources for communities. Eligible projects include conservation plans for protecting these resources, and trail development.	National Park Service
Historic Preservation Tax Credits	Offers federal income tax credits for a percentage of the qualified capital costs to rehabilitate certified historic buildings, provided the exterior is restored. The program is generally limited to income-producing properties.	National Park Service
Historic Preservation - Certified Local Government Grants	Provides modest-sized matching grants to provide technical assistance to municipalities that have official historic districts and meet other criteria to be "certified."	Federal, administered by PA Historical and Museum Commission (PHMC)
Historic Preservation Survey and Planning Grants	Matching grants for historic surveys, historic preservation planning and National Register nominations. Available to municipalities and nonprofit organizations. Cannot be used for construction.	Federal, administered by PHMC
Heritage Parks Program	Provides grants up to 75% of costs for projects within state-designated "Heritage Parks" to preserve and interpret the significant contribution that certain areas made upon the industrial heritage of the state and nation. Funds four types of projects: <ul style="list-style-type: none"> <li>• Feasibility studies</li> <li>• Special purpose studies</li> <li>• Management Action Plan</li> <li>• Implementation projects.</li> </ul> Projects are intended to conserve natural, historic and recreational resources relating to industrial heritage to stimulate regional tourism.	PA DCNR
Industrial Sites Reuse Program, PA ("Brownfields")	Provides grants of up to 75% and low-interest loans for assessment of environmental contamination and remediation work at former industrial sites. Available to private companies, nonprofit economic development agencies, or authorities that own the land. Mainly targeted towards cities. Financing is not available to the company that caused the contamination.	PA DCED in cooperation with PA DEP
Intermunicipal Projects Grants	Promotes cooperation between neighboring municipalities so as to foster increased efficiency and effectiveness in the delivery of municipal services at the local level.	PA DCED
Keystone Historic Preservation Funds	Provides 50% matching grants to fund analysis, acquisition, or rehabilitation of historic sites. The site must be on the National Register of Historic Places or officially determined to be eligible for listing. The site must be accessible to the public after funding. Grants can be made to public agencies or nonprofit organizations.	PHMC
Land Use Planning and Technical Assistance Program (LUPTAP)	This program provides grant funds for the preparation of community comprehensive plans and the ordinances (e.g., zoning and SALDO) to implement them. It promotes cooperation between municipalities in making sound land use decisions that follow or adhere to the Governor's Executive Order on Land Use. Priority is given to any county government acting on behalf of its municipalities, any group of two or more municipalities, or a body authorized to act on behalf of two or more municipalities. Applicants are to provide a minimum of 50% match consisting of cash or in-kind services. There are no minimum or maximum amounts.	PA DCED
Municipalities Financial Recovery Act, PA	Provides technical advice and grants for special purposes (such as studies to improve service efficiency) within municipalities that have been officially designated as "financially distressed." After application and designation, the municipality must follow a financial recovery plan.	PA DCED

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<b>Name of Program</b>	<b>General Description of Program</b>	<b>Administering Agency</b>
National Recreational Trails Funding (Symms NRTA)	Provides grants for the acquisition and development of recreation trails (which may include trails for motorized vehicles). A 50% local match is required. Applications may be made by federal, state or local government agencies or organizations.	Federal, administered by PA DCNR
PA Infrastructure Investment Authority (PennVest)	Offers low-interest loans for construction and improvement of drinking water and wastewater systems. 100% grants may be available for highly-distressed communities. Mainly intended for public systems, but some private systems may be approved. Water projects are funded through the Drinking Water Revolving Loan Fund. Sewage projects are funded through the Clean Water Revolving Fund. PennVest is also authorized to provide loans for projects to control existing stormwater problems, such as separating stormwater from sanitary sewage. The "Advance Funding Program" provides low-interest loans for feasibility studies and engineering of systems if the utility cannot fund such work itself.	PennVest PA DEP (Bureau of Water Supply Management) — Involves both U.S. EPA and state funds
Rails to Trails, PA	Provides grants for feasibility studies, master site plans, acquisition, and improvement of former railroad lines for recreation trails. A 50% local match is required. Open to municipalities, authorities, and non-profit.	DCNR
Rivers Conservation Program, PA	Offers 50% grants to conserve and enhance river resources. Typically, funding is first provided for a conservation plan for a waterway. Grants are available to implement an approved plan. Available to municipalities, authorities, and non-profit.	PA DCNR
Land & Water Conservation Fund	The Land & Water Conservation Fund (LWCF) provides matching grants to state and local governments for the acquisition and development of public outdoor recreation areas and facilities.	National Park Service in cooperation with PA DCNR
Urban Forestry Grants	Provides grants for tree planting projects. Is also a Federal "America the Beautiful" grant program for tree planting.	PA DCNR

Sources: Publications and internet sites of various agencies; *Pennsylvanian* magazine; PA DCED, PA DCNR PA DOT, PA Growing Greener Web sites.

## **Other Techniques Funding**

### ***Pay-As-You-Go***

“Pay-as-you-go” refers to the practice of financing capital projects with current revenues—paying cash instead of borrowing against future revenues. The amount available to spend is the difference between current revenue collected and expenditures required for operating cost and debt service payment. Pay-as-you-go financing works well where needs are steady and modest and financial capability is adequate.

Advantages of this method include the saving of interest costs on borrowed money and the protection of borrowing capacity for unforeseen major outlays that are beyond any current year’s capability. The major disadvantage is the need to have uncommitted cash available, which often precludes the use of this financing technique for extensive capital improvements in smaller municipalities. Another disadvantage is that those benefitting from the capital improvement in the future may not have helped pay for the improvement.

“Reserve fund financing” is a variation of the pay-as-you-go method in which funds are accumulated in advance for a capital project. The funds may accumulate from surplus revenues, “earmarked” or “set aside” revenues, or from the sale of capital assets.

### ***Bond Issues***

Different types of bonds are briefly described below:

- *General Obligation Bonds* are backed by a municipality’s full faith and credit. General obligation bonds (principal and interest) are payable from any and all revenue sources available to the municipality. Payment on general obligation bonds may come from the general fund. The primary advantage of general obligation bonds is a lower interest rate because the municipality’s credit is pledged.
- *Revenue Bonds* are obligations issued to finance a revenue-producing enterprise. Principal and interest of revenue bonds is payable exclusively from the earnings of the enterprise which is financed. Revenue bonds rely exclusively on the earnings of the project financed and have no claim on the general credit or taxing power of the issuing municipality.
- *Special Assessment Bonds* are obligations payable through assessments levied on property directly benefitted by the construction of the project for which the obligation is issued. Such bonds generally carry a higher rate of interest than general obligation bonds but have the advantage of not being charged against the municipal debt limit.

***Short-Term Notes***

Some capital projects may be financed by short-term notes issued by local banks or statewide banking establishments. The interest on notes is generally less than interest on bonds, and there are no marketing costs for bond counsel, printing, or paying agents. (Short-term note financing is not permitted in some states or municipal charters, so legal restrictions must be checked.)

***Authorities and Special Districts***

Authorities and special districts are created in most cases to manage facilities that are supported by user charges. Redevelopment authorities, and downtown and neighborhood improvement districts are some examples. Special districts with the power to tax are sometimes created for the purpose of issuing bonds, constructing facilities and making improvements that may not be self-supporting. Authorities may offer advantages for project funding, packaging and implementation. Debt incurred by an authority or special district is still part of a community's total financial obligation, even where it is not counted in the debt limit of a municipal government.

***Joint Financing***

Joint financing between municipal and county governments can benefit both governments and can bring about projects that would otherwise have to be deferred for many years. Joint financing frequently results in better service and lower costs for the area.

***Lease-Purchase***

Local governments utilizing the lease-purchase method prepare specifications for a needed public facility and take steps to have it constructed by a private company or authority. The facility is then leased by the municipality at an annual or monthly rental. At the end of the lease period, the title to the facility can be conveyed to the municipality without any future payments. The rental over the years will have paid the total original costs plus interest.

***Private Gifts / Donations***

Private gifts and donations from individuals, corporations, and foundations can sometimes be obtained for certain projects, such as banners, streetscape and park improvements (brick pavers, park benches, etc.), community centers, and other neighborhood projects.

***Foundation Grants***

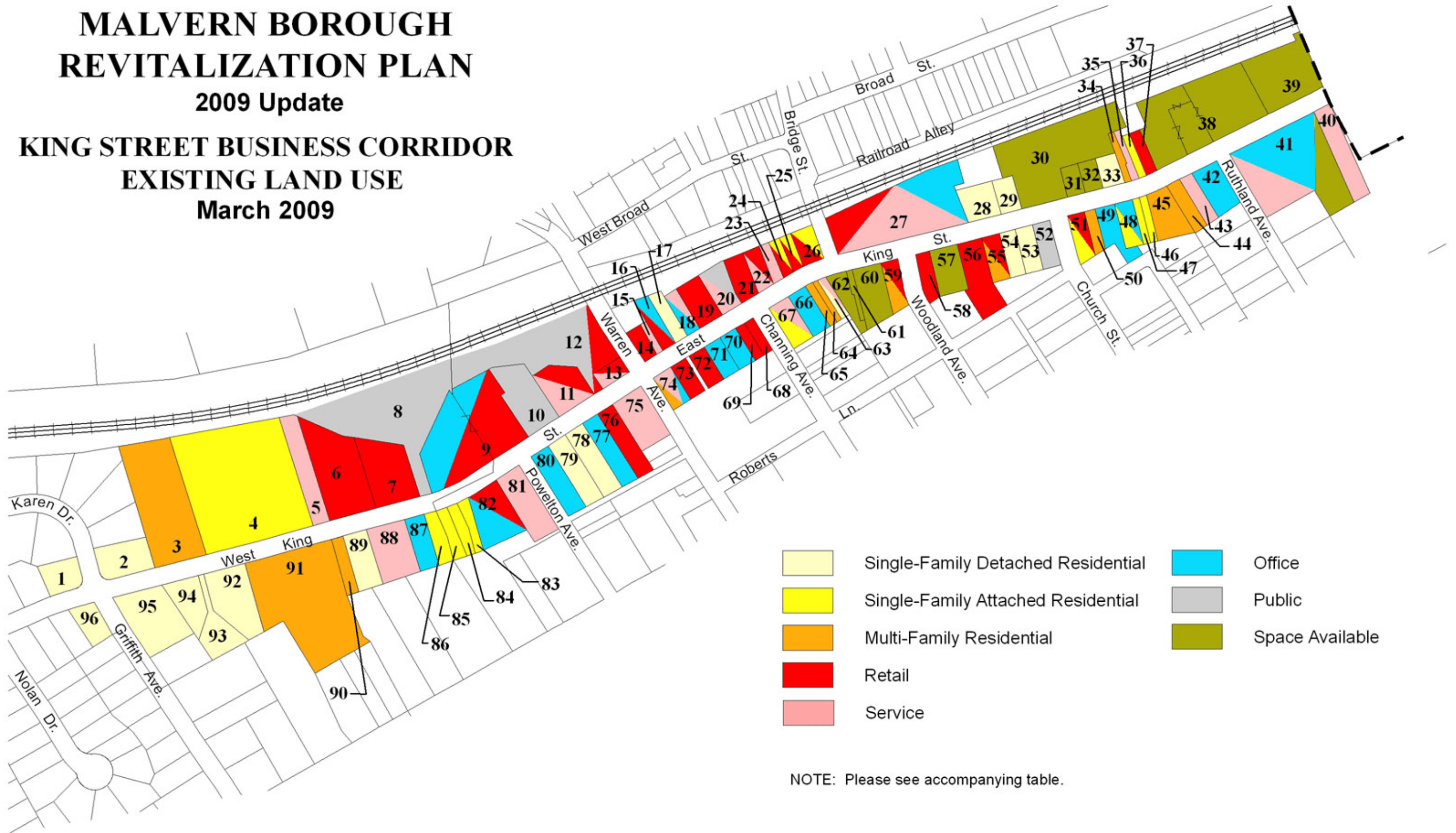
Various foundations, such as the KnowledgeWorks Foundation, Home Depot Foundation and Wachovia Regional Foundation provide grants that can be used for neighborhood improvement projects. Typically, these grants are very competitive.



# MALVERN BOROUGH REVITALIZATION PLAN

2009 Update

## KING STREET BUSINESS CORRIDOR EXISTING LAND USE March 2009



NOTE: Please see accompanying table.



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# MALVERN BOROUGH REVITALIZATION PLAN

2009 Update

## KING STREET BUSINESS CORRIDOR DOWNTOWN CIRCULATION FEATURES March 2009



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