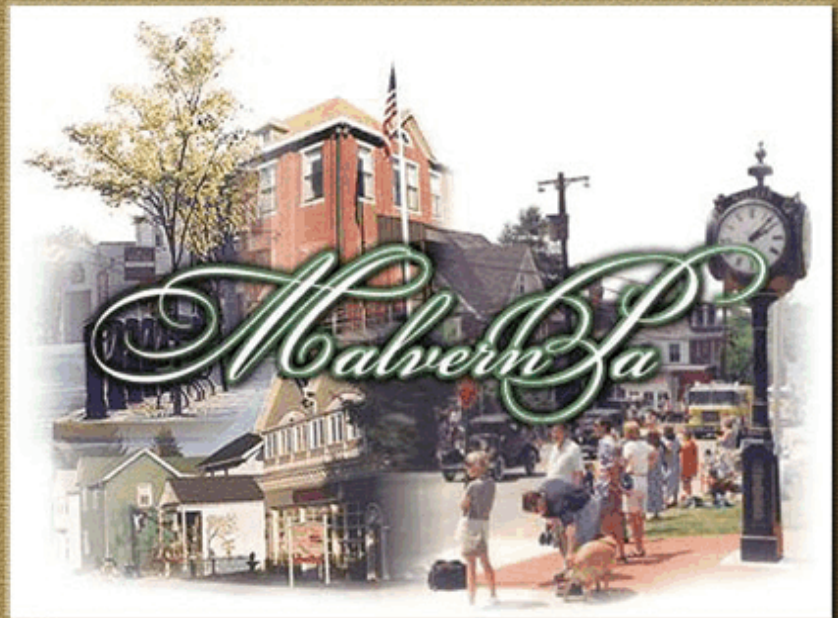


# MALVERN

*Borough*

## Revitalization Plan

*Draft 2009 Update*



September 2009



**DRAFT**

**For Review and Comment Only**



# **Revitalization Plan**

## **2009 Update**

**Urban Research and Development Corporation  
Bethlehem, Pennsylvania**

**September 2009**

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This project was financed through the Chester County Commissioner's Chester County Vision Partnership Program and through Malvern Borough. The plan has been prepared in conjunction with the principles of Chester County's policy plan, *Landscapes*, as a means of achieving greater consistency between local and county planning programs.

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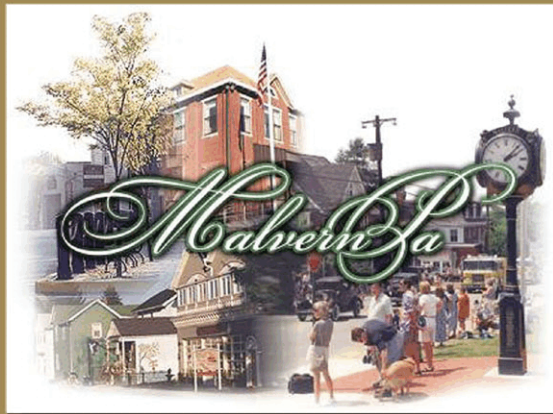
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# Executive Summary





**Malvern Borough Revitalization Plan  
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## **EXECUTIVE SUMMARY**

### **Purpose of the Plan**

The Borough of Malvern has an active commercial area and desirable neighborhoods. At the same time, certain improvements would continue to enhance the Borough's character, vitality and landscape.

The Malvern Borough Revitalization Plan identifies strategies for the future in four areas:

- Economic Development and Redevelopment
- Public Infrastructure
- Transportation
- Housing and Public Safety

By adopting this plan update, Malvern Borough remains eligible for Chester County Revitalization Grants. Malvern has used these funds to improve local sidewalks, curbs, street lights, crosswalks, and other public facilities. This plan is an element of Malvern's Comprehensive Development Plan, which will be completed in 2010. It has been reviewed by the Chester County Planning Commission for consistency with *Landscapes*, the Chester County Comprehensive Plan.

### **Plan Recommendations**

*(Note: Recommendations with an asterisk (\*) are priorities. They should be initiated in 2010 or 2011.)*

#### **■ *Economic Development and Redevelopment Recommendations***

- Facilitate development of the proposed mixed use project on the north side of East King Street. \*
- Promote and identify funding for a downtown facade improvement program.
- Develop and implement a business retention strategy. \*
- Identify specific types of retail and service uses to focus recruitment efforts upon.
- Consider amending the Borough zoning ordinance by adding design requirements and design guidelines. \*
- Provide incentives that encourage voluntary use of green building techniques. \*



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- Seek Main Street designation and/or Elm Street designation for Malvern Borough. \*
- Determine a marketing theme and a marketing identity that will best promote the Borough to prospective investors.
- Seek designation as a Classic Town through DVRPC.

### ■ ***Public Infrastructure Recommendations***

- Continue sidewalk and curb replacements based on priorities identified in the Borough Planning Commission's 2008 *Sidewalk Survey*.
- Continue to enhance Borough entranceways. \*
- Create a wayfinding signage system for Malvern.
- Seek to bury overhead wires along core blocks of the downtown King Street corridor.
- Work closely with the Paoli Battlefield Preservation Fund to implement the approved Paoli Battlefield Master Plan.
- Implement the approved, low-impact Randolph Woods Master Plan.
- Implement the Malvern portion of the proposed Patriots Path regional trail system, including the section between Paoli Battlefield and Randolph Woods, among other links.
- Continue upgrading the Borough's pump / ejector stations and replacing older sections of sanitary and storm sewer line as needed. \*
- Undertake a storm sewer study.
- Prepare a joint funding application to build a Willistown entrance to Randolph Woods. \*

### ■ ***Transportation Recommendations***

- 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. \*
- Conduct a formal study to identify potential solutions to Malvern's parking problem, including the possible construction of a public parking garage. \*
- Construct a raised intersection on King Street at Powelton Avenue and at Woodland Avenue.

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- Carry out a joint public / private project to reconfigure parking and access patterns at the Malvern Shopping Center.
- Construct a bicycle / pedestrian lane along Warren Avenue between Paoli Pike and First Avenue.
- Extend two roadways in the Borough's industrial area.

### ■ ***Housing and Public Safety Recommendations***

- Enforce zoning regulations and building codes designed to reduce nonconforming uses and maintain neighborhoods.
- Address small areas where housing rehabilitation is needed.

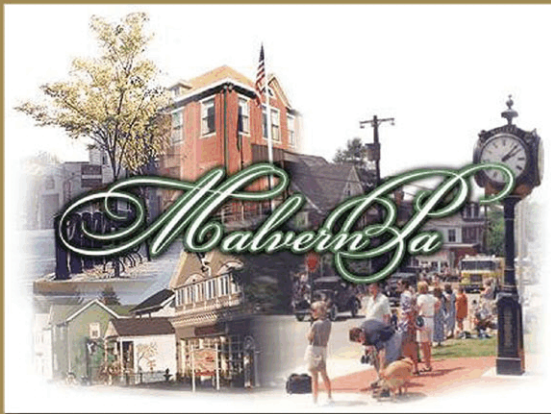
### **Funding**

Malvern hopes to continue accessing County Revitalization Grants, which require a 25% Borough match. To help implement this plan, Malvern will also continue seeking Pennsylvania State funding and assistance from local private sector partners as appropriate.

**Malvern Borough Revitalization Plan**  
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# Introduction





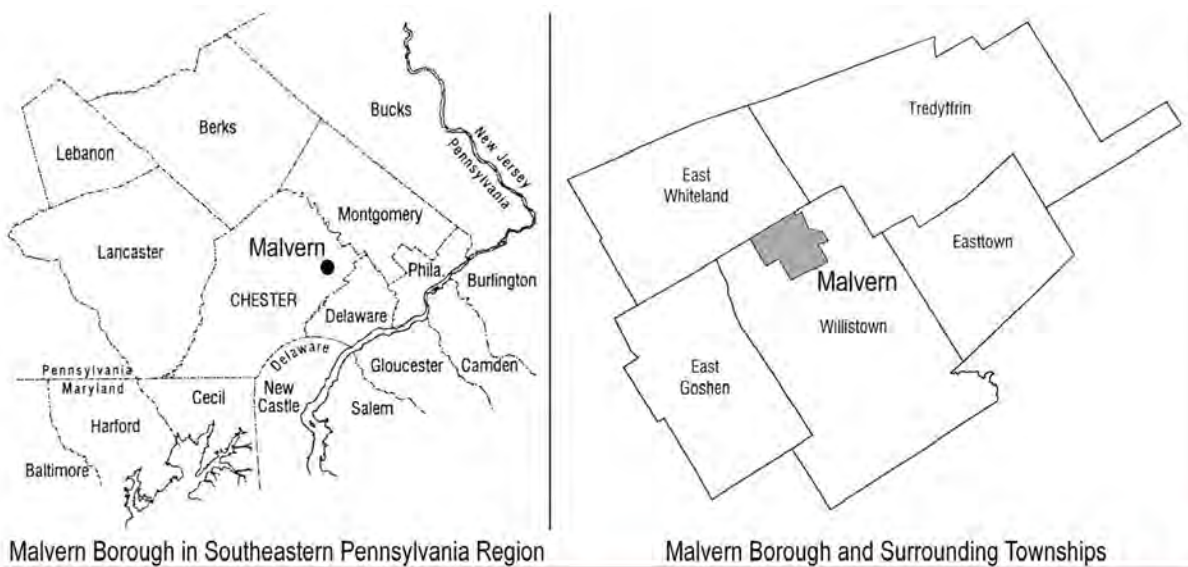


## **INTRODUCTION**

### **Geographic Setting**

The Borough of Malvern is located in southeastern Pennsylvania, in Chester County. The Borough encompasses an area of 1.3 square miles and is located approximately 20 miles west of Philadelphia and 20 miles north of Wilmington, Delaware.

Malvern Borough is surrounded by Willistown Township on all sides except to the north, where it borders East Whiteland Township. On a larger scale, the Borough is surrounded by East Goshen to the west, Tredyffrin to the northeast and Easttown to the southeast. Although the Borough is an urban area, its relatively low density neighborhoods make it significantly different in character than more intensely urbanized areas in Chester County, like the boroughs of West Chester and Phoenixville, and the City of Coatesville. Although the Paoli area immediately east of the Borough is of a similar urban character as Malvern, most of the area surrounding the Borough is suburban in nature. The Route 30 corridor and Great Valley corporate area, both located to the north of the Borough, are characterized by intensive development. Beyond the suburban area directly to the south of Malvern are significant portions of both Willistown and Easttown townships that remain primarily rural in character.



*The above description and maps were prepared by the Chester County Planning Commission for the 1999 Malvern Borough Comprehensive Plan.*

## **Purpose of the Plan**

Malvern is an attractive small town with a vibrant commercial area and desirable neighborhoods. At the same time, there are selected improvements that could enhance the Borough's character, economic vitality and physical landscape. This Malvern Borough Revitalization Plan analyzes the Borough's setting, business environment and overall livability. The plan shows how to combine development, conservation and renovation into a workable strategy for further enhancing Malvern's ongoing revitalization in four important areas. These areas are:

- Economic Development and Redevelopment
- Public Infrastructure
- Transportation
- Housing and Public Safety



Regarding economic development, Malvern must have a strategy to continue its business growth because competition for investment capital in the region is strong. The plan discusses how the Borough can capitalize on local assets to help:

- Rejuvenate underutilized business property
- Create jobs and generate municipal tax revenues
- Stimulate new business for existing retail and service establishments

In addition to attracting business investment, successful communities must pay close attention to their public infrastructure. This plan identifies key investments Malvern can make in the following public facilities to maintain and improve both the downtown and residential neighborhoods:

- Sidewalks, street trees, crosswalks, and curbs
- Welcome signs and other gateway enhancements
- Greenways and other publicly-accessible open spaces
- Public sewer facilities



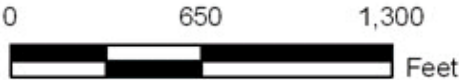




Malvern Borough  
Revitalization Plan

**Aerial Base Map**  
2004

Source:  
PASDA, URDC



**Urban Research & Development Corporation**  
28 West Broad Street Bethlehem, Pennsylvania 18018 610-865-0701



## Malvern Borough Revitalization Plan 2009 Update

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Malvern's success has created parking challenges, vehicular congestion points and certain conflicts between cars and pedestrians. To address these circulation issues, this Revitalization Plan includes recommendations on how to improve:

- Vehicular traffic flows
- Public parking capacity
- Access to the SEPTA rail station
- Pedestrian safety and convenience

Housing and public safety are also assessed in this Revitalization Plan. These topics are not generally problems in the Borough. However, some ideas are discussed to address selected housing conditions and maintain a safe environment throughout the Borough.

### The Chester County Vision Partnership Program

The Board of Commissioners of Chester County adopted *Landscapes*, the County's Comprehensive Policy Plan in 1996. The County Commissioners then established the Vision Partnership Program to help implement *Landscapes*. Under the Vision Partnership Program, Chester County awards grants for municipalities to make their plans and land regulatory ordinances consistent with *Landscapes*. Malvern Borough has received grants to help update its comprehensive plan, zoning ordinance, subdivision and land development ordinance, and original 2002 Revitalization Plan. This 2009 update to Malvern Borough's 2002 Revitalization Plan was also funded with assistance from a Chester County Vision Partnership Program grant.



By adopting this Revitalization Plan update pursuant to review by the Chester County Planning Commission, Malvern Borough remains eligible for grant funding under the Chester County Community Revitalization Program (CRP). The County CRP makes competitive grant funds available to the 15 boroughs and the City of Coatesville for infrastructure and streetscape improvements, sewer and water system improvements (municipally-owned), floodplain management, and other improvements that are conducive to attracting and retaining businesses. Those County urban centers that receive funding are required to provide matching funds for these improvements. The amount of the match is calculated based on a formula that takes into consideration the population and income characteristics of the municipality receiving the County grant.

## **Planning Context – The Comprehensive Plan for Malvern Borough**

Malvern Borough Council adopted the Comprehensive Plan for Malvern Borough in September 1999 and the Chester County Planning Commission determined this Comprehensive Plan is consistent with ***Landscapes***. As described in the text of the plan, the Comprehensive Plan “establishes the policy direction that will guide land use regulations and other Borough actions and decisions through the coming decade”. An over-riding goal of the 1999 Comprehensive Plan is to “maintain the small-town character that makes Malvern a unique and special place, to the greatest extent possible”. Related aims identified in the plan include the following:

- Assure future development is compatible with established neighborhoods
- Sustain the diversity of residential areas
- Protect remaining open space
- Continue to attract and retain desirable businesses downtown
- Maintain a pedestrian-friendly community
- Continue providing quality public services
- Avoid any increase in pass-through vehicular traffic

To achieve these goals, the Comprehensive Plan recommends key actions in the areas of Land Use, Housing, Natural Resource Protection, Cultural Resource Protection, Economic Development, Transportation, and Community Facilities and Services. Among the specific key actions called for in the Comprehensive Plan are zoning changes, traffic calming, diverting truck traffic from the Borough, and preserving open space, including the Paoli Battlefield.

Paoli Battlefield is now preserved in accordance with the Comprehensive Plan. Malvern proposed a greenway to link the Battlefield with other Borough-owned open space. Malvern made certain revisions to its Zoning Ordinance and Subdivision and Land Development Ordinance since adopting the 1999 Comprehensive Plan. While challenges still remain, Malvern has also made improvements to its circulation system to help address vehicular-pedestrian conflicts. The Malvern Borough Revitalization Plan is an important tool that the Borough uses to help implement its Comprehensive Plan and carry out ***Landscapes*** locally. Malvern has retained the Chester County Planning Commission to update its Comprehensive Plan. The County’s contract with the Borough to perform this work began in February 2009 and runs through January 2011.





## **Progress Made on Implementing the 2002 Revitalization Plan**

Malvern designed and implemented several public improvements as a follow up to recommendations included in its 2002 Borough Revitalization Plan. Since Council adopted that plan, the Borough has been very fortunate to receive funding under the Chester County Community Revitalization Program for the following five projects:

2003 – \$466,998 – Miner Street and Valley View Drive – curbs and sidewalks, Victorian street lights, brick pavers, street trees, roadway mill and overlay. This project was completed in one of the older neighborhoods in the Borough with a high density of residential twin homes, on the north side of the railroad tracks.

2004 – \$198,721 – First Avenue / Powelton Avenue Ejector Station #2 – complete upgrade of the ejector station to include an enclosed walk-in building. The area served by this activity included all homes on Wayne Avenue, First Avenue, Prospect Avenue, Powelton Avenue and Warren Avenue. This station was originally constructed in 1971 and, as maintenance issues arose, it became increasingly difficult to find replacement parts because of the age of the parts and equipment.

2005 – \$278,129 – E. & W. King Street Traffic Calming Islands – installed traffic calming islands, street trees, curbs, Victorian street lights, stamped concrete pavers, landscaping, crosswalks and handicap ramps on W. King Street and a bulbout on E. King Street with brick pavers and roadway overlay. This project not only benefitted the residents of the Borough, but visitors to the Borough, as well. The traffic calming islands reduce the speed of vehicular traffic along this area of W. King Street and provide safer pedestrian walkways through a high volume traffic area. The streets that intersect with King Street, on the south side, lead to baseball fields, the Paoli Battlefield, Paoli Memorial Association grounds and playground equipment for toddlers and pre-teens.



## Malvern Borough Revitalization Plan 2009 Update

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2008 – \$49,687 – So. Warren Avenue – curbs and sidewalks, stamped concrete pavers, Victorian street lights and roadway paving in a residential / commercial area adjacent to a municipal park and parking lot. This park hosts a variety of community events. This project addressed sidewalks in serious disrepair and has benefitted the many residents and visitors who enjoy the activities that annually occur in this park.

2009 – \$331,374 – Church Street – curbs and sidewalks, Victorian street lights, stamped concrete pavers, roadway mill and overlay. Church Street is located in the area of the Borough designated as “Olde Towne Malvern”. The homes on Church Street were constructed around 1895 to early 1900. Although it is unknown when curbs and sidewalks were originally constructed on this street, within the last 30 years, no improvements, other than some roadway overlay, have been made.

For each grant received from the County, the Chester County share was 75% of the total project cost and the Malvern Borough share was 25%. Without the support from the County, many of these projects would still not be completed.

In addition to projects completed with funding assistance from Chester County, Malvern has been able to complete the following revitalization initiatives since 2002 using only local resources:

- Street benches along King Street.
- Welcome signs at key entrance ways to the Borough.
- Finished exterior and interior renovations to Borough Hall.
- Installed a Muffin Monster pump at Pump Station #1 at Crestside Way.
- Worked with the U.S. Postal Service to retain a retail post office in the Borough. (The Postal Service moved its distribution facilities out of Malvern.)



## **Plan Format**

The Malvern Borough Revitalization Plan identifies redevelopment goals and concepts. The public and private actions needed to make these concepts a reality are then described. Following this Introduction, the Revitalization Plan has four major parts:

- I. Existing Assets and Constraints
- II. Revitalization Goals
- III. Revitalization Recommendations
- IV. Implementation

### ***I. Existing Assets and Constraints***

This initial section of the Plan is a status report on existing trends and conditions in: a) Economic Development and Redevelopment; b) Public Infrastructure; c) Transportation; and d) Housing and Public Safety—the four areas of investigation specified in the applicable Chester County Vision Partnership Grant guidelines. The assets and constraints most likely to influence the future of Malvern are identified in each of these subject areas.

### ***II. Revitalization Goals***

This section describes the Borough's vision for its future revitalization. The goals identify what the Borough hopes to accomplish by devoting time, money and organizational resources to sustaining its revitalization.

### ***III. Revitalization Recommendations***

The recommendations describe the physical improvements and other recommended actions the Borough and others should take to realize the revitalization goals identified.

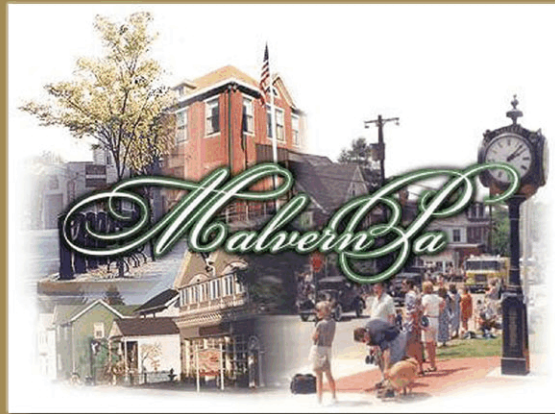
### ***IV. Implementation***

More than goals and recommendations are needed for revitalization to succeed. The Implementation section of the plan is a step-by-step approach to organizing, funding and carrying out the plan's goals and recommendations. This section describes which recommendations should be priorities, who should be responsible for ensuring the recommendations are carried out, and where the necessary funding could come from.

**Malvern Borough Revitalization Plan  
2009 Update**

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# Existing Assets and Constraints







## **EXISTING ASSETS AND CONSTRAINTS**

### **Economic Development and Redevelopment**

#### *Assets*

1. Central location

Location has always been key to the growth and development of Malvern. Historically, the Borough was a market town and a rail hub that served surrounding farmlands. While suburban development has largely replaced the rural countryside around Malvern, the Borough's shopping district and Main Line passenger rail station are still serving the needs of surrounding communities in addition to providing local conveniences for Borough residents. An estimated 3,099 people resided in Malvern, according to the U.S. Census Bureau's latest estimate published in 2007.

2. A vibrant business district

The Malvern business district stretches along both sides of the King Street corridor and includes the small, but very active, Malvern Shopping Center. The King Street corridor is both established and successful. In the future, well planned and well capitalized business start-ups along King Street do not need to face the added uncertainties of also being pioneer investors in an unproven location.



3. Small-town, "Main Street" appeal

The majority of businesses in Malvern are owner-operated establishments that serve a specific market and provide highly-personalized service. While there are some vacant or underutilized parcels in the business district, there is also extensive evidence of pride and investment in Malvern's storefronts and other building facades. There is strong support in the business community for promoting, preserving, and capitalizing on Malvern's small town heritage and ambiance.

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4. A variety of available goods and services

A variety of consumer offerings are available along the King Street business district, including restaurants, banking, antique shops, clothing, convenience items, a range of durable goods, personal services and more. The Borough's specialty shops are an attractive alternative to regional mega-malls and suburban strip centers particularly for discerning shoppers from nearby affluent areas.

5. A substantial customer market

The SEPTA station in downtown Malvern and through traffic on King Street to and from Route 30 each bring many non-residents into the Borough daily. These commuters create traffic congestion, pedestrian-vehicular conflicts, and competition for limited parking spaces. The Borough does not wish to encourage more pass-through traffic. Yet on the positive side, commuters are a customer base for local retailers that significantly augment the trade Borough residents provide. In the



immediate area of Malvern Borough are Willistown, East Whiteland, East Goshen, Tredyffrin and Easttown townships. These affluent and growing suburban communities are a substantial potential market for Malvern retail and service providers to target.

6. Strong business leadership

The Malvern Business and Professional Association is an active and well-organized group that works to improve local business conditions and promote Malvern's goods and services. The Business and Professional Association works closely with Borough government on the highly successful Victorian Christmas celebration and other community events that bring both customers and favorable publicity to Malvern. This group is also taking an active role in evaluating the suitability of Malvern for the State's Main Street Program, Elm Street program and related initiatives.

7. Balance in the local economy

Malvern's small industrial district is located west of North Warren Avenue and north of the SEPTA railroad tracks. This industrial area is not a modern suburban business park with unified design under single ownership. However, the jobs it provides and the tax revenues it generates for the Borough are a welcome supplement to those provided by Malvern's retail and service sectors.



## Malvern Borough Revitalization Plan 2009 Update

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### *Constraints*

#### 1. Very strong competition

Malvern is a small commercial district in a large, growing region. There are almost unlimited alternatives available to consumers in the vicinity of Malvern Borough. The Exton Square Mall, King of Prussia Mall and other Route 202 shopping centers offer many department stores, big box retailers and huge concentrations of retail activity, with direct highway access and parking. The nearby Route 30 commercial strip, which includes Paoli, is lined for miles with gas stations, fast food restaurants and 24-hour convenience stores. The region's many large business parks provide a large volume of office space for rent or sale. In this market, Malvern must compete in a narrow specialty niche.

#### 2. Shortage of food services

In a public survey conducted for the 2002 Revitalization Plan, Borough residents were asked what types of business establishments Malvern needs most. Food-related businesses accounted for five of the six most frequent replies. Specifically, people responding to the survey cited a farmer's market, a grocery, more upscale restaurants, a cafe'/deli, a family restaurant and a bakery. While no follow-up survey was done for this 2009 update, the Revitalization Task Force overseeing this plan reports that a general consensus still exists about the ongoing shortage of food services in Malvern.



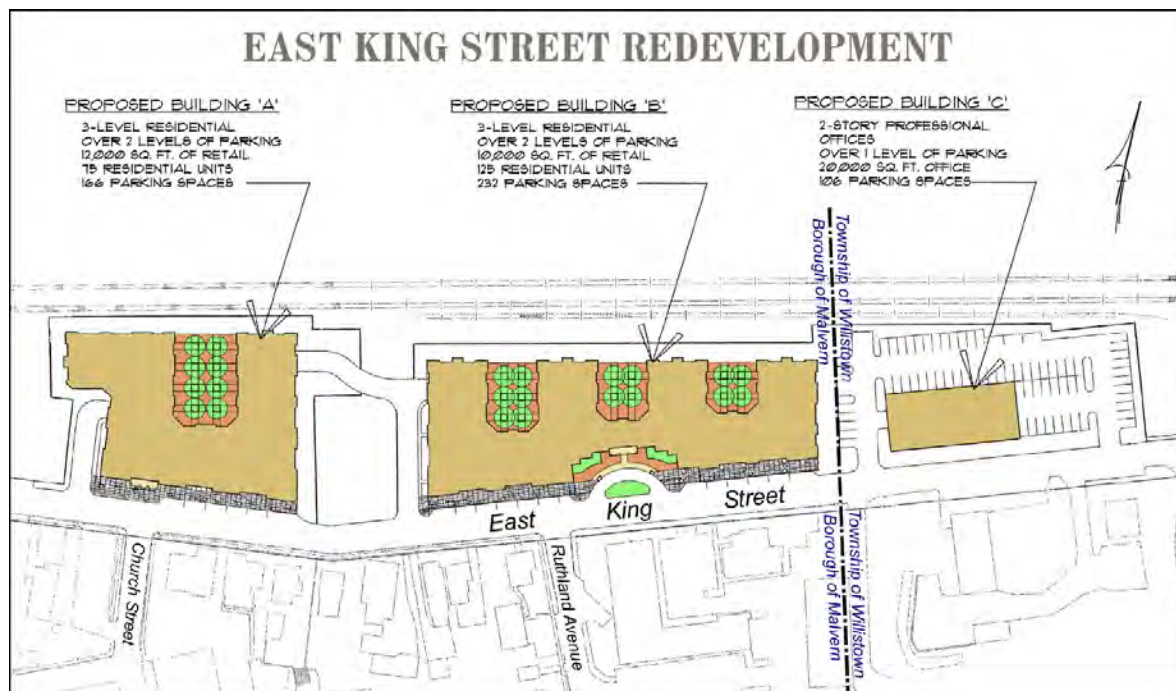
#### 3. Unsightly East King Street entrance

East King Street is a major, heavily-traveled entrance into Malvern from Route 30. But the character and appearance of the area do not create the appropriate first impression of the Borough. The un-landscaped views of the industrial land uses and other businesses along this segment of King Street are not compatible with such a prominent gateway to the Borough's commercial district.



## Malvern Borough Revitalization Plan 2009 Update

Malvern has been in discussions with a developer who proposes to construct a major mixed use development on the north side of East King Street near the Malvern Borough / Willistown Township municipal boundary. No land development application has been filed to date. However, that developer has provided a conceptual rendering of the proposed project and the Borough amended its zoning ordinance to better accommodate the project. If constructed as now proposed, this mixed use development would substantially improve the appearance and atmosphere of the East King Street corridor.



#### 4. Need for public signage and beautification

Many small urban centers in the Delaware Valley and elsewhere have enhanced the functioning and appearance of their commercial cores with way finding signs of a coordinated design that point motorists and pedestrians to public parking, local historic attractions, government buildings and the like. Malvern does not feature these helpful signs. Nor does Malvern have the banners, hanging flower baskets, planted displays of annual flowers or other decorative touches that could help promote and beautify its downtown area.

**Malvern Borough Revitalization Plan  
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5. Professional economic development assistance

Malvern Borough officials and local business groups have discussed the potential suitability of Malvern Borough for participating in the Pennsylvania Department of Economic Development (DCED) Main Street and/or Elm Street Program. Under these two State-initiatives, the state provides funds during a defined period to help hire and establish a downtown manager to coordinate revitalization, promotion and marketing activities designed to expand existing businesses and recruit new businesses to the commercial core and adjacent mixed use neighborhoods. Participating communities are also eligible to compete for State grants to help fund certain bricks and mortar public improvement projects. While they have been actively researching these programs, neither the Borough government nor the Malvern Business and Professional Association has taken formal action to officially apply. Because of the weak economy circa 2009, the Borough believes the need is particularly strong at the present time for this type of professional assistance.

6. Need to encourage sustainable development practices and compatible design

Malvern desires that new construction and renovation of existing structure associated with its ongoing revitalization will be done in accordance with sustainable building practices. While the Borough favors design and construction techniques that conserve energy, Borough codes do not at this time include regulations, design guidelines or incentives needed to help ensure green design is put into practice in Malvern. The Borough's zoning ordinance and its subdivision and land development ordinances each need to be reviewed to incorporate provisions of this type.



At the same time, Malvern's zoning ordinance and its subdivision and land development ordinance also need to be reviewed to identify opportunities for incorporating design guidelines that would encourage new construction and building rehabilitation projects to be compatible with the character and scale of existing development. Site designs and new buildings that conflict with prevailing development patterns or building renovation projects that disregard a building's distinguishing architectural features need to be discouraged in favor of compatible design and historic preservation.



## **Public Infrastructure**

### *Assets*

1. The Borough's ongoing streetscape improvement program

Malvern Borough has been steadily upgrading its sidewalks, curbs, and streetlights. The improvements include reconstructed sidewalks with brick inserts and period style streetlights in Olde Towne Malvern. Many new street trees have also been planted. To date, the Borough has made these improvements along several consecutive blocks of King Street. Other residential streets have also received similar upgrades. Malvern hopes to continue its streetscape improvement program with additional construction each year, budget permitting.



2. Adequate water and sewer service

Malvern residents are well served by the Borough's public infrastructure. The privately owned Aqua PA Water Company provides adequate water service in terms of both water quality and water supply. Sewage treatment is also considered adequate. The Borough owns its own sewer lines, two pumping stations and two ejector stations. Wastewater from Malvern is sent to the Valley Forge regional sewage treatment plant via conveyance lines in East Whiteland and Tredyffrin townships.

3. An exemplary park and open space system

Borough Council adopted the Malvern Borough Parks, Recreation and Open Space Plan in 1992. The plan called for augmenting the Borough's community parks, neighborhood parks, and public open spaces with a new park on the north side of the Borough, certain enhancements to the Borough's 48-acre Randolph Woods tract, and a greenway. Since that time, Malvern built the north side park, granted a conservation easement on most of the Randolph Woods tract to the Willistown Conservation Trust, and initiated plans for a greenway between the Randolph Woods tract and the Paoli Battlefield. This greenway is likely to be part of the regional Patriots Path trail system now under study. In addition, a master plan for improvements to the 40 acres acquired from Malvern Prep, (the site identified as the Paoli Battlefield) was adopted by Malvern Borough Council. Eventually, completion of the initiatives described above will further enhance the Borough's already diverse and attractive parklands.



### ***Constraints***

#### **1. Streetscape / sidewalk needs**

As noted above, Malvern has been steadily replacing its streetlights and constructing new sidewalks and curbs. While substantial progress has been made, there are still needy locations in the Borough where these improvements have not yet been carried out.

The Malvern Borough Planning Commission, at the request of Borough Council, conducted a comprehensive study of the community's sidewalk conditions in 2008. For each street in each of the 18 areas designated in Malvern's 1999 Comprehensive Plan, Planning Commission members collected information on:

- The presence or absence of sidewalks
- Sidewalk type (Victorian or standard)
- The condition of the sidewalk (good, minor repairs needed or major repairs needed)
- The presence or absence of curbs
- The presence or absence of overhead lights
- ADA accessibility (compliant or non-compliant)

Based on this inventory, the Planning Commission prioritized sidewalk needs into the following categories:

##### **Areas With Existing Sidewalks:**

- Critical need to replace or repair the sidewalk
- High priority need to replace or repair the sidewalk
- Lower priority need to replace or repair the sidewalk

##### **Areas With No Sidewalks:**

- Critical need to construct a sidewalk
- High priority need to construct a sidewalk
- Lower priority need to construct a sidewalk

An additional category was also established to address special issues, such as the need to install crosswalk striping, repair brick sidewalks, and other site-specific conditions. In all cases, the rationale for the recommended action was stated (safety, high traffic area, completes the block, etc.). Appendix A contains the complete study report. Recommendations included later in this Revitalization Plan include suggested actions based directly on the Planning Commission's 2008 sidewalk analysis.

As a follow-up to the 2008 study, Malvern Borough Council is undertaking a pedestrian circulation plan to refine future sidewalk improvement and sidewalk extension priorities.

2. Unsightly overhead utility wires

People who have contemplated ways to dress up downtown Malvern have often recommended removing overhead wires along King Street. Peco Energy Company owns the utility poles along the King Street corridor and rents space on these poles to other utilities. The result is an unsightly mass of overhead wires and large, aging poles that, in some cases, are obstructions to pedestrians. While burying overhead wires is very costly, there is no doubt this would have a dramatic effect on the appearance and overall environment of the Borough's busiest area.

3. Storm sewer needs

Malvern has certain areas with stormwater management problems. Many parts of the Borough's storm sewer system are very old and need repair. In many areas of the borough, there are no stormwater conveyance systems or the current storm sewers and inlets are undersized compared to stormwater flows. In areas without stormwater conveyance systems, local flooding occurs and channel erosion occurs in some locations.

For example, along the east side of North Warren Avenue, north of Quaker Lane, the lack of a stormwater conveyance system has created a large eroded channel which may impact the roadway and currently deposits sediment into the Valley Creek watershed (see photo). In accordance with



Pennsylvania Department of Environmental Protection Chapter 93 Water Quality Standards, Valley Creek is an exceptional value watershed. The addition of appropriately-sized stormwater conveyance systems would significantly decrease channel erosion, thereby lowering loads of suspended solids and sediments into this watershed. Stream channel restoration performed after stormwater system installation would further benefit water quality.

4. Sanitary sewer facility needs

Following adoption of the 2002 Revitalization Plan, Malvern received Chester County grant funds to assist in repairing and improving sewer ejector station #2 at West First Avenue. In a similar situation, there is a need to replace out-moded and worn components at ejector station #1 at the Paoli Memorial Grounds and to increase capacity at the Ruthland Avenue pump station #2. Maintenance has become an issue at these facilities as the parts are over 35 years old and are becoming increasingly more difficult to obtain when repairs are required.

## Malvern Borough Revitalization Plan 2009 Update

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### 5. The Borough public works property

Malvern's public works garage is on Ruthland Avenue adjacent to Randolph Woods. The Borough may consider constructing a new building on that same property in the future to replace the current garage, which is too small and out-moded. Because the property is small and adjacent to land under a conservation easement, needs for additional space cannot be solved with a simple expansion. Consequently, the Borough may need to consider relocating the storage shed now on the site to some other location.

### 6. Park improvement needs

Malvern has a comprehensive list of park needs to address in both the short run and longer run. In 1992, Malvern completed a master plan to enhance the 48-acre Randolph Woods site (then called the Ruthland Avenue Tract). In accordance with a conservation easement granted over most of the tract, the Borough intends to keep it a passive recreational use park rather than an active, sports-centered site. However, trails, picnic tables, benches and similar improvements called for in the 1992 master plan for the property have not yet been implemented.

Burke Park is a pocket park and civic space on the east side of South Warren Avenue between King Street and Roberts Lane. The site currently features a pavilion, a town clock, benches, a pedestrian walkway, a small open space and adjacent parking. Malvern hopes to further improve it by establishing restrooms there, upgrading electrical service, connecting the site to public sewer and water facilities, and further beautifying the site with more landscaping, hanging flower baskets and similar enhancements.



Malvern looks forward to working with the non-profit Paoli Battlefield Preservation Fund to plan and construct a visitors center for the Paoli Battlefield. The Borough also hopes to plant additional trees on the site.

## **Transportation**

### *Assets*

1. Accessibility to regional roadways

Malvern is directly accessible to several major and minor traffic routes. Route 30, which passes along the edge of the Borough, provides easy access to Route 202 in two different directions. Route 30 west to Route 202 south connects Malvern with Exton, West Chester, Route 100, and Wilmington, Delaware. Route 30 east to Route 202 north (via Route 252) leads to King of Prussia, Valley Forge and the Pennsylvania Turnpike. Route 252 and Route 352 connect Malvern with several surrounding municipalities.

2. A convenient and safe local street system under local control

Except for a small number of private streets, Malvern owns all streets within its municipal boundaries. Overall, these streets are safe, easily negotiated, and very well maintained. Unlike in many municipalities, Malvern's main thoroughfare is not a PennDOT route. This allows for greater flexibility, more control, and expedited design and construction periods when road improvements are needed.

3. The Malvern SEPTA station

Traveling to and from Malvern by rail is easy and convenient because Malvern Station is a regular stop on the SEPTA R-5 commuter line between Philadelphia and Thorndale. While the train station creates parking shortages and vehicular congestion, these are problems related to activity—problems that many small communities would love to have. SEPTA is currently designing a pedestrian underpass to connect the commuter parking area on the north side of the railroad with the station



platform on the south side of the tracks. This underpass is part of a larger SEPTA project that includes new sidewalks, ramps and stairs aimed at bringing the station into compliance with the Americans With Disabilities Act (ADA). The project also involves designing a more efficient layout for commuter parking.

***Constraints***

1. Congestion due to the train station

Malvern Station's intensive use benefits Malvern, but also creates circulation challenges. At the morning and evening peak hours, rail commuters cause conflicts between motorists and pedestrians as they walk to and from their cars, and as they enter and leave the Borough in their cars. The shortage of safe crosswalks and inconveniently placed utility poles along King Street sidewalks exacerbate these problems for pedestrians. The current absence of a permanent sidewalk between the train station and the parking area on the north side of the station is also inconvenient.

2. Parking problems due to the train station

Current ridership significantly exceeds the number of spaces available at the two Malvern Station SEPTA parking lots. The resulting spillover of long-term parkers overwhelms Malvern's on-street and off-street parking capacity. It also creates conflicts as commuters are forced to park in residential areas to avoid the time limits that prevent all-day parking at on-street spaces in the downtown area. The situation has grown worse as ridership at Malvern Station has increased in recent years. Convenient parking for downtown shoppers, downtown employees, and nearby residents has diminished accordingly.

3. Vehicular through traffic

Motorists who use King Street as a shortcut to and from Route 30 in Paoli add to the Borough's congestion problem. Drivers who want to go *through* Malvern, rather than to Malvern increase traffic at the busiest times of day without providing any economic benefit to the Borough. These motorists also create safety concerns because they tend to drive faster than local traffic.

4. Barriers to circulation between the north side and King Street

The commuter rail line that bisects Malvern in the east-west direction is a barrier to mobility for people in the Borough who live and/or work north of King Street. North Warren Avenue and Bridge Street are the two streets that connect the north side with the King Street corridor. For motorists, these streets are congested during peak hours. For pedestrians, these two streets are uninviting and often hazardous. Walkers between the north side and King Street along North Warren Avenue must use a narrow temporary sidewalk fashioned from concrete Jersey barriers to pass beneath the railroad bridge overhead.



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Walkers using Bridge Street must cross against traffic on the blind side of a hill to get between the sidewalk on the Bridge Street bridge and the sidewalk that connects this bridge to the north side. In the alternative, walkers must go out of their way and walk north on Bridge Street to the intersection of Old Lincoln Highway and Bridge Street in order to cross the street and walk south on the sidewalk up the hill to cross Bridge Street.

5. North Warren Avenue Bridge

The North Warren Avenue bridge is situated in East Whiteland Township north of the Malvern-East Whiteland municipal boundary. Because of a weight limit on this bridge, truck traffic from Malvern's industrial park cannot use it to get to and from Route 30. Instead the trucks use Old Lincoln Highway, which requires them to drive through residential area between Old Lincoln Highway and the industrial area.

6. A missing link along South Warren Avenue

South Warren Avenue between First Avenue and Paoli Pike has no sidewalks or wide road shoulders for bicycle riders to use. This is a real missing link because South Warren Avenue is the only direct connection between Malvern's downtown and Paoli Pike. At present, no one but motorists can enjoy this undeveloped road corridor.

7. Industrial area circulation problems

Malvern Borough's industrial park west of North Warren Avenue includes two dead end streets that terminate in a cul-de-sac: Pennsylvania Avenue and Quaker Lane. Ideally these two roads should be connected with each other to enhance circulation options for trucks and other vehicles entering and exiting the industrial area. In addition, it would be beneficial to establish an additional vehicular right of way to act as a through road that would connect the industrial park with the rest of the area's circulation system. Currently, traffic entering the industrial park on Pennsylvania Avenue must exit on Pennsylvania Avenue and traffic entering on Quaker Lane must exist on Quaker Lane; no other options exist.

## **Housing and Public Safety**

### ***Assets***

#### **1. Attractive, desirable housing stock**

Malvern's neighborhoods are predominantly attractive and highly desirable real estate. Housing in Malvern is available in a variety of structural types, architectural styles, and prices. Single-family residential areas range from older, established neighborhoods on grid streets (the kind neo-traditional design aims to emulate) to suburban-style, cul-de-sac developments. Townhouses, twins, other forms of attached housing, and apartments are also available in Malvern.



#### **2. A safe community**

Malvern has a well-deserved reputation as a safe, low-crime, small-town community. No investigations conducted for this plan revealed any significant concerns about public safety in Malvern Borough's neighborhoods or its business areas. The public perception is that Malvern does not present the threats to person or property more common in some larger communities.

### ***Constraints***

#### **1. Some housing rehabilitation needs**

Malvern does not have any areas with a concentration of housing rehabilitation needs. There are no discernible signs of concentrated disinvestment and/or abandonment in the Borough's neighborhoods. At the same time, there are sporadic residential areas that show some evidence of deferred maintenance.

## **Summary of Assets and Constraints**

Malvern's strengths and weaknesses are the basis for the goals and recommendations described in the following sections of this plan. The plan attempts to capitalize on the Borough's assets and identify ways to overcome constraints. The following is a summary of the assets and constraints presented above. These are the themes most frequently cited by municipal officials, community leaders and other residents who provided input into this revitalization plan.

*Note: The numerical order of the assets and constraints identified does not signify any specific priority.*

### ***Economic Development and Redevelopment***

#### **Assets**

1. Central location
2. A vibrant business district
3. Small-town, "Main Street" appeal
4. A variety of available goods and services
5. A substantial customer market
6. Strong business leadership
7. Balance in the local economy

#### **Constraints**

1. Very strong competition
2. Shortage of food services
3. Unsightly East King Street entrance
4. Need for public signage and beautification
5. Professional economic development assistance
6. Need to encourage sustainable development practices and compatible design

### ***Public Infrastructure***

#### **Assets**

1. The Borough's ongoing streetscape improvement program
2. Adequate water and sewer service
3. An exemplary park and open space system

Constraints

1. Streetscape / sidewalk needs
2. Unsightly overhead utility wires
3. Storm sewer needs
4. Sanitary sewer facility needs
5. The Borough public works property
6. Park improvement needs

***Transportation***

Assets

1. Accessibility to regional roadways
2. A convenient and safe local street system under local control
3. The Malvern SEPTA station

Constraints

1. Congestion due to the train station
2. Parking problems due to the train station
3. Vehicular through traffic
4. Barriers to circulation between the north side and King Street
5. North Warren Avenue Bridge
6. A missing link along South Warren Avenue
7. Industrial area circulation problems

***Housing and Public Safety***

Assets

1. Attractive, desirable housing stock
2. A safe community

Constraints

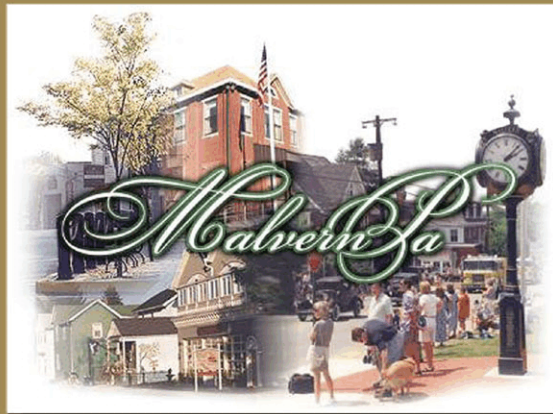
1. Some housing rehabilitation needs

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# Revitalization Goals





## **REVITALIZATION GOALS**

The goals of this Revitalization Plan update reflect the assets and constraints identified in the previous chapter. As first identified in Malvern's 2002 Revitalization Plan, these goals derived from:

- The visions expressed in the Comprehensive Plan for Malvern Borough;
- Recommendations in the Malvern Borough Parks, Recreation and Open Space Plan;
- The deliberations of the Borough's Revitalization Task Force;
- Results of the public survey;
- Key person interviews; and
- Field reconnaissance and research by URDC staff members.

These goals are the basis of the recommendations described in the following chapter of this Revitalization Plan. Most of these goals were first stated in the Borough's 2002 Revitalization Plan. Some reflect new priorities that have emerged since that time.

### **Economic Development and Redevelopment Goals**

1. Retain existing businesses to the greatest extent possible.
2. Encourage compatible building renovations and adaptive reuses that will further downtown's physical rejuvenation.
3. Encourage the use of environmentally responsible design practices.
4. Attract new business investment to underutilized parcels, especially business types that will serve a commonly expressed need in the community.
5. Ensure future redevelopment is consistent with Malvern's attractive small-town environment and prevailing development patterns.
6. Seek professional economic development assistance.

### **Public Infrastructure Goals**

1. Continue enhancing Malvern's image and appearance with additional streetscape, gateway and public signage improvements.
2. Continue to expand and improve publicly-accessible open space.
3. Address water, sewer and stormwater facility requirements as needed.

### **Transportation Goals**

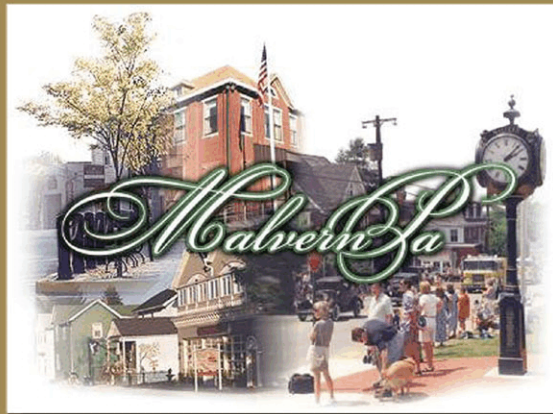
1. Strengthen the connection between the north side and the rest of Malvern Borough.
2. Improve parking and pedestrian circulation at Malvern Station.
3. Create more public parking spaces on and around the King Street corridor.
4. Make Malvern more pedestrian-friendly, bicycle-friendly and transit-friendly.
5. Continue improving vehicular traffic safety, particularly in and around the downtown area.
6. Improve vehicular circulation in the Borough's industrial area.

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

1. Ensure Malvern's neighborhoods remain safe and desirable places to live.
2. Maintain the overall excellent condition of Malvern's housing stock.



# Revitalization Recommendations





## **REVITALIZATION RECOMMENDATIONS**

This chapter is the heart of the Malvern Borough Revitalization Plan because it identifies revitalization opportunities and actions the Borough can take to realize these opportunities. Malvern can carry out some of these recommendations right away. Others depend largely on market forces and may materialize only later.

If implemented, the recommendations described below will improve physical and economic conditions in the Borough. In turn, these improvements in the local business environment should trigger more interest and more investment in the area. This is how communities generate momentum and enhanced activity. The Borough does not desire nor envision dramatic transformations. Much of Malvern's appeal is related to its small town character. Nonetheless, there are multiple possibilities for improvement and revitalization that deserve special attention in Malvern.

Like the goals outlined in the previous section, the recommendations are organized into the following categories:

- Economic Development and Redevelopment
- Public Infrastructure
- Transportation
- Housing and Public Safety

The chapter following these recommendations focuses on the best ways to oversee, carry out and fund the plan's recommendations.

### **Economic Development and Redevelopment Recommendations**

Successful redevelopment requires action. With the public and private sectors working as partners, exciting changes can take place. The aim is to maintain and improve the physical and organizational environment for existing business and attract new investment too. In Malvern, the following initiatives have the potential to generate this kind of positive impact. A significant part of the challenge is to sell Malvern to both consumers and prospective business investors; i.e. to convince people Malvern has what they need.

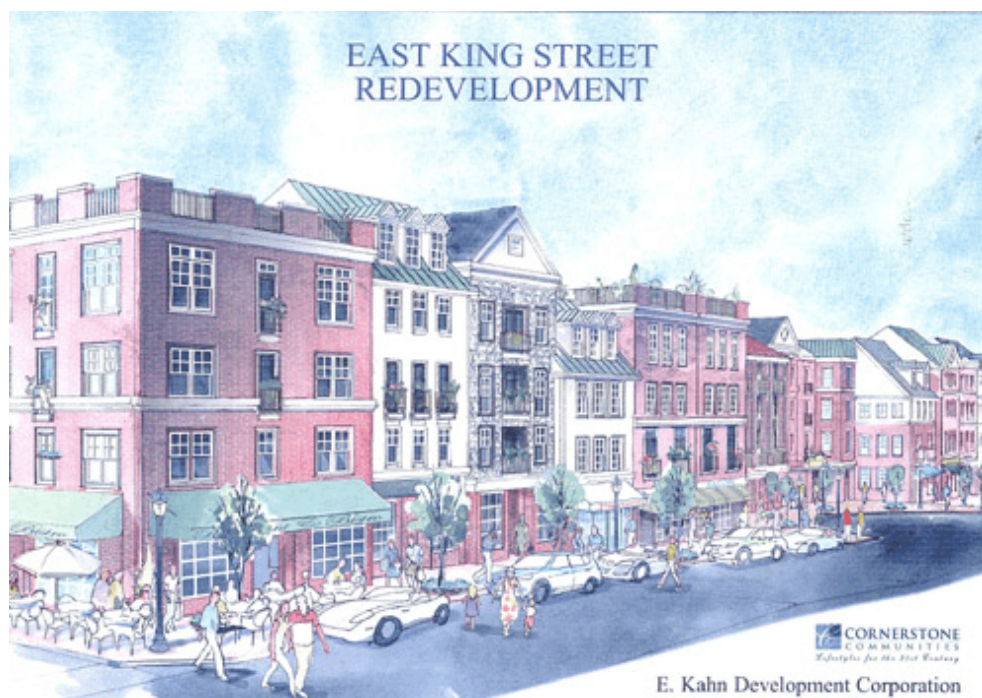
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1. Facilitate development of the proposed mixed use project on the north side of East King Street.

A mixed use project proposed for the north side of East King Street has the potential to significantly improve an under-developed area of Malvern. Three buildings are proposed, including two in Malvern and one on the Willistown Township side of the Malvern-Willistown boundary:

- Building A – 75 multi-family units and 12,000 square feet of retail space over two levels of parking containing 166 spaces.
- Building B – 125 multi-family units and 10,000 square feet of retail space over two levels of parking containing 166 spaces.
- Building C – 20,000 square feet of office space over 1 level of parking containing 106 spaces.



Through a task force appointed by Borough Council, Malvern worked closely with the developer to refine the terms of the Borough's C-4 High Intensity Commercial zoning district. As the project progresses to the preliminary and final approval stages, Malvern should continue this working relationship to ensure the project design is compatible with the neighborhood and that traffic, utilities, stormwater, circulation and other impacts are mitigated appropriately. Green building techniques, enhanced landscaping, attractive signage and streetscape improvements to be constructed by the developer should also be among the additional topics addressed.

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2. Promote and identify funding for a downtown facade improvement program.

Malvern Borough Council with input from the Malvern Borough Planning Commission should designate a “King Street Enhancement Area”, within which grants and/or low-interest revolving loan funds will be made available to property owners for exterior improvements to business properties. Facade improvement programs are most typically funded with a combination of sources, including, grants from the PA Main Street Program, grants from other state programs, participation by local banks, municipal funds and private contributions. Facade renovation programs are a successful, high impact activity undertaken in many revitalizing communities. Suggested boundaries for the King Street Enhancement Area include both sides of King Street from the eastern boundary of the Borough to a point west of Powellton Avenue.

3. Develop and implement a business retention strategy.

The Malvern Business and Professional Association should initiate a program for calling on existing employers on a regular basis (e.g. once per year) to see if they have problems and concerns the Borough can address. A short, written questionnaire could serve as the discussion guide for these annual visits. Among others, topics to discuss could include code enforcement, permitting, sign regulations, parking statutes, the interviewee’s overall satisfaction with Malvern, and any possible business expansion plans.

4. Identify specific types of retail and service businesses to focus recruitment efforts upon.

The Assets and Constraints section of this plan identifies food service businesses not now located in Malvern that would be valuable additions to the downtown. While a variety of new business types will always be welcome, attracting a farmers’ market, a grocery, more upscale restaurants, a family restaurant, a bakery and a bed and breakfast inn would be appropriate targets for a pro-active recruitment campaign.

Focusing on a farmer’s market may be a particularly good place to start. Several small downtowns in the Delaware Valley and other parts of eastern Pennsylvania have established successful farmer’s markets that provide two immediate benefits: a) they attract people from surrounding communities; and b) they sell a variety of fresh foods not typically available in suburban and urbanized settings. One requirement for a farmer’s market is convenient, suitable space with adequate parking. In Malvern, Burke Park is one example of a site with both of these amenities.



5. Consider amending the Borough zoning ordinance by adding design requirements and design guidelines.

Many municipalities adopt design requirements and/or voluntary design guidelines to help ensure that property owners complete new buildings and structures, and alteration to existing buildings and structures, in a manner consistent with the prevailing community character. A few examples of design regulations and voluntary design guidelines are as follows:

**Example 1 -**

*Building Orientation:* Principal buildings shall be located to have their front facade facing towards a public street. A new principal building shall not be oriented to front toward a parking lot.

**Example 2 -**

*Outdoor Storage and Display:*

- Outdoor storage or display shall not occupy any part of the street right-of-way, area intended for pedestrian use or required parking area.
- Outdoor storage, excluding display, shall be shielded from view from the public streets and adjacent residential uses, and shall not be located in the required front yard.
- Outdoor display areas shall not exceed 300 square feet or 25 percent of total lot size.

**Example 3 -**

*Architectural Features:*

- Architectural features and materials shall reflect existing historic details and materials in the surrounding area.
- Architectural features, materials, and the articulation of a facade of a building shall be continued on all sides visible from a public street.
- Porches, pent roofs, roof overhangs, hooded front doors or other similar architectural elements shall define the front entrance to all principal buildings.
- For commercial or mixed use buildings with commercial uses on the first floor, no less than 20 percent of the front facade facing onto a public street on the ground floor shall consist of window or door openings of glass, plexiglass or similar transparent materials. No more than 60 percent of the front facade of a building facing onto a public street shall consist of glass, plexiglass or similar surfaces.

**Example 4 -**

*Location of Parking:* Vehicle parking and any garage doors should be placed to the rear of buildings as opposed to between buildings and the street. Where rear parking is not practical, then parking should be provided to the side of a building. Where a driveway needs to enter from the front, the garage should be setback further from the street than the building, and the driveway should be as narrow as practical through the front yard.

**Example 5 -**

*Utilities:* New utilities should be placed underground. Where that is not practical, they should be placed in less visible parts of the site. For example, new above-ground utility lines should be extended from the rear of the property instead of the front.

Any proposed design requirements and guidelines should be reviewed by the Borough Solicitor to ensure they do not, in the Solicitor's opinion, exceed zoning powers granted to the Borough under the Pennsylvania Municipalities Planning Code (MPC).

6. Provide incentives that encourage voluntary use of green building techniques.

"Green Building" involves construction designed to be environmentally friendly, healthy for its occupants, and very energy-efficient. It often involves use of solar energy, which may simply involve "passive" solar heating and maximum use of natural sunlight for internal lighting. The emphasis is on minimizing fossil fuels used for heating, air conditioning and ventilation.

A simple principle is to locate buildings to maximize southern exposure to the sun. This involves placing large number of windows on the south side of a building, to allow natural heating and lighting. Deciduous trees should then be planted along the south side of the building, to avoid excessive heat during the summer, while allowing the sun through in winter. Evergreen trees should be planted on the north and west sides of a building to block winter winds and provide shade. If buildings in a development are constructed to use solar energy, there should be deed restrictions to avoid future obstructions on adjacent lots.

Green construction also promotes recharge of stormwater into the ground. This can be accomplished through rain gardens (which are landscaped depressions on a site), infiltration trenches (which are filled with stones above a geotextile), long and wide vegetated swales, and other methods.

When stormwater is directed to long relatively flat swales or vegetated filter strips, it not only promotes recharge, but also filters out eroded soil and certain other pollutants before they reach waterways.

To minimize environmental impact, there should be efforts to minimize the total land areas that are covered by surfaces that are "impervious" to water. This involves clustering homes on portions of a site, which reduces the amount of pavement per home. Excessive widths of streets should be avoided. Green construction also promotes use of pervious pavement. This can involve porous concrete or pervious asphalt. In both cases, the mix does not include small stones (called "fines"), so that some runoff can pass through the pavement. A stone base is used and then a geotextile is used to filter the runoff underground. Pervious pavement is particularly useful in portions of parking areas that are not used on a daily basis and in pedestrian areas. Less used parking areas can also be constructed with grass that is grown within a grid material.

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The Leadership in Energy and Environmental Design (LEED) Certification process is available to recognize buildings that best comply with these principles. The various standards can be viewed for free on the U.S. Green Building Council website. The LEED certification was originally designed for very large commercial and public buildings, but has now been expanded to other types of construction. There are various levels of certification based on a total of 69 possible points:

- Certified – 26 to 32 points
- Silver – 33 to 38 points
- Gold – 39 to 51 points
- Platinum – 52 to 69 points

The LEED standards mainly address energy efficiency, interior air quality, types of building materials, and minimization of construction waste. The National Association of Homebuilders also have prepared a set of Green Building Principles. The Federal “Energy Star” program also recommends energy efficient products and methods.

Green building construction often involves a higher initial cost, particularly for the design and engineering. Over time, those costs can often be recouped through lower energy and utility costs. However, it is valuable to provide incentives to encourage a builder to be willing to accept the initial costs.

Development regulations should offer incentives for buildings that meet a national certification process. For example, a green certified building could be allowed to have a higher percentage of the lot covered by buildings and/or paving, a smaller lot size, or a taller height. Many municipalities are now offering density bonuses for projects meeting LEED certification. Some permit fees might be rebated if a building is certified, while other communities promise an expedited review.

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7. Seek Main Street designation and/or Elm Street designation for Malvern Borough.

Malvern would benefit greatly from being part of the Pennsylvania Main Street Program or the Pennsylvania Elm Street Program. Under the Pennsylvania Main Street Program, the Department of Community and Economic Development contributes state monies to help fund the Main Street Manager's salary and office expenses over a five-year period (operational grants). After five years, the community takes over these expenses itself.

<b><u>Year</u></b>	<b><u>Grant</u></b>	<b><u>Required Cash Match</u></b>
Year One	Up to \$50,000	\$15,000 local match
Year Two	Up to \$45,000	\$20,000 local match
Year Three	Up to \$40,000	\$25,000 local match
Year Four	Up to \$35,000	\$30,000 local match
Year Five	Up to \$30,000	\$35,000 local match

West Chester, Phoenixville, Oxford, Kennett Square and Coatesville are Chester County municipalities that have taken advantage of the Pennsylvania Main Street Program. In addition to providing funding assistance for the Main Street Manager, participation in the Main Street program opens doors to State grants for related bricks and mortar activities such as facade renovation programs, among others.

A companion to the Main Street Program is the State's Elm Street Program. The Elm Street Program offers 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.

One option would be to also consider the possibility of "sharing" a Main Street / Elm Street Manager with an adjacent municipality, such as Tredyffrin Township—which may be interested in a Main Street / Elm Street program for Paoli.

8. Determine a marketing theme and marketing identity that will best promote the Borough to prospective business investors.

Malvern need an effective slogan, logo and promotional approach to set itself apart from other locations that compete to recruit business investment to their downtown areas. The Borough should form a task force or utilize the Malvern Business & Professional Association to: a) develop this type of marketing theme; and b) recommend how best to use it in future promotional initiatives.

9. Seek designation as a Classic Town through DVRPC.

The Delaware Valley Regional Planning Commission (DVRPC) program called Classic Towns of Greater Philadelphia helps grow, revitalize, and support older communities that are transit-friendly, walkable and feature a strong sense of civic commitment. Participating communities work with a team of marketing and branding professionals to promote local businesses and other local amenities to specific demographic groups such as young professionals or empty-nesters, among others. A page for each classic town is created on the [classictowns.org](http://classictowns.org) website. Advice is offered on localized marketing campaigns, and assistance is provided on designing and using a customized logo.



Ambler, Ardmore, Landsdowne, Media, Phoenixville and West Chester are examples of nearby communities now part of this program. Malvern should seek classic town designation through DVRPC.

## **Public Infrastructure Recommendations**

Malvern continues to focus on how to make the King Street corridor more attractive and pedestrian-friendly. The aim is to create a greater “sense of place”—a distinct identity that is memorable and formally welcomes people to the heart of the Borough. Vibrant small towns like Doylestown, New Hope, West Chester and many others have used streetscape improvements to accent their area’s business activities and to create distinctive urban landscapes. Street trees, street lights, sidewalks, crosswalks and thematic signs are very effective beautification techniques. Beyond beautification, streetscape improvements send a positive message to prospective business investors that the local government is continuing to invest in its downtown.

1. Continue sidewalk and curb replacements based on priorities identified in the Borough Planning Commission’s 2008 *Sidewalk Survey*.

Malvern plans to continue repairing and reconstructing needy sidewalks throughout the community. The Borough also hopes to complete key missing links in its sidewalk system that will enhance both safety and convenience for pedestrians. To build upon sidewalk improvements Malvern has made since Borough Council adopted the 2002 Revitalization Plan, the Borough should follow the sidewalk improvement priorities detailed in the Planning Commission’s 2008 *Sidewalk Survey*. A complete copy of this document is included in the Appendix A. Events may crop up that affect the priority of certain specific recommendations identified in the Sidewalk Survey. Those refinements aside, the Borough



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should commit to following that plan's overall strategy for making Malvern more pedestrian-friendly. Recommendations from the Borough's upcoming pedestrian circulation plan should also be factored in to future sidewalk improvement decisions.

### 2. Continue to enhance Borough entranceways.

Decorative welcome signs installed in recent years have helped Malvern make a better first impression on motorists and others entering the Borough from adjacent municipalities. Still, there is more work to be done. One of the main vehicular entrances to downtown Malvern is from Route 30 via East King Street. However, the intersection of East King Street and Route 30 is in Willistown Township, a short distance beyond the Malvern/Willistown municipal boundary. Malvern should continue efforts to contact the applicable private landowners with the goal of installing an attractive directional sign to Malvern at this high-profile intersection. There is a wayfinding sign to Malvern on Route 30 right now but it is small and somewhat lost among all the other signs that line that busy roadway. Enhanced landscaping at the Borough entrances to augment new signs that were established at these locations should also be planned.

### 3. Create a wayfinding signage system for Malvern.

Many communities, universities, airports, museums and others have designed and implemented a system of coordinated wayfinding signs to help visitors navigate to key locations. In urbanized municipalities, these signs serve a dual purpose. They help motorists and pedestrians locate important destinations. At the same time, they promote and advertise the community's major attractions. In Malvern, wayfinding signs could be used to direct visitors to Paoli Battlefield, the library/Borough Hall building, the Borough's parks, Malvern Station, public off-street parking lots, Malvern Prep, and St. Joseph's Retreat, among other locations. Some key principles of wayfinding signs include the following:

- a. Use common colors, a distinct graphic style and other sign design features that will signify that each individual sign is part of linked signage system.
- b. Carry the graphic style used on the wayfinding signs through to other Borough printed materials to reinforce the connection between the signs and Malvern Borough.
- c. Facilitate navigation by installing the signs at key decision points for motorists and pedestrians.



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- d. Design the signs to stand out from other local signs such as street signs, regulatory signs, and storefront signs.

Malvern's logo should be incorporated into the design and graphic style used in this wayfinding initiative.

4. Seek to bury overhead wires along core blocks of the downtown King Street corridor.

Relocating overhead wires is another urban revitalization improvement that has a significant visual impact in many communities. Moving the overhead wires that now exist along the primary business blocks of King Street would be a major enhancement. Other communities have done so and are better off for it. Malvern needs to view burial of overhead wires as a long-term goal that can be accomplished in conjunction with other work that may be required over time along the King Street corridor. A fall back, though less desirable option, is to move the poles and overhead wires behind the first block of King Street so that they are situated at the rear of the King Street business rather than along the front of these businesses.



5. Work closely with the Paoli Battlefield Preservation Fund to implement the approved Paoli Battlefield Master Plan.

The Malvern Borough Council has approved a master plan for enhancing the historic Paoli Battlefield. This master plan calls for various improvements that will help interpret the site for visitors. There is also a proposed trail through the site that would connect with existing public open spaces to the east, west, and north of the battlefield. Malvern Borough should work closely with the Paoli Battlefield Preservation Fund to help implement this master plan, particularly the proposed trail connections. The Borough, which owns the site, has designated the Association as responsible for the site's preservation and development.



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### 6. Implement the approved, low impact Randolph Woods Master Plan.

Randolph Woods (formerly called the Rutland Avenue tract) is a 48-acre, Borough-owned open space. The Borough donated the development rights for the property to the Willistown Conservation Trust to ensure the site's permanent preservation. Entrance enhancements, a sign, picnic facilities, a walking path and some parking accommodations are among the improvements to the site that Malvern included in the master plan adopted for this site.



### 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.

The Patriots Path is a proposed trail network in East Whiteland Township, Malvern Borough, and Tredyffrin Township. A primary objective of this trail network is to connect three area sites that have special American Revolutionary War significance:

- Battle of the Clouds Park, a municipal park in East Whiteland Township;
- Valley Forge National Historic Park in Tredyffrin Township; and
- Malvern's Paoli Battlefield.

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A six-mile section of Chester County's Chester Valley Trail will be the east-west spine of the Patriots Path. North-south spurs to be built from the Chester Valley Trail will include one to Malvern beginning at the Route 29 and Route 202 interchange area in East Whiteland Township.

A planning and development guide for the Patriots Path is currently being prepared jointly by Chester County, East Whiteland, Malvern and Tredyffrin. While the official draft plan document is not available yet, the detailed trail route being proposed in Malvern is expected to include sidewalk and right-of-way enhancements through downtown Malvern to the Paoli Battlefield. A local spur that would be part of the Patriots Path system is also being discussed to connect the Paoli Battlefield with Randolph Woods. The idea for this spur was first raised formally in Malvern's 2002 Revitalization Plan. It is still relevant today and will hopefully gain additional momentum because of its association with the regional Patriots Path project.

8. Continue upgrading the Borough's pump/ejector stations and replacing older sections of sanitary and storm sewer line as needed.

An ejector station uses an air compressor to pump effluent into a sewer transmission line once effluent levels rise to certain point in the collection chamber. In a pumping station, this operation is done electronically once rising effluent levels trip an electronic relay. Prior to 2006, Malvern had two sewer ejector stations and two sewer pumping stations. In 2006, Malvern made the improvements necessary to transform one of its ejector stations into a pumping station. The Borough hopes to fund a similar upgrade soon at its Monument Avenue station, Malvern's last remaining ejector station.

Malvern has regularly replaced old sewer transmission lines as opportunities and funding resources have permitted. The Borough should continue this practice, and consider installing new storm sewers as needed, whenever sidewalk upgrades, curb replacements, road reconstruction projects and other public enhancements are undertaken within the public right-of-way.

9. Undertake a storm sewer study.

Malvern experiences localized flooding in certain areas due to the need for additional stormwater conveyance systems, the need for more reconstructed storm sewer lines and associated problems related to the old age of the Borough's storm sewer collection system. Malvern needs a comprehensive study conducted by a qualified civil engineering consultant to: a) assess the extent of these problems; b) suggest appropriate remedies; and c) supply cost estimates for the work recommended. In reviewing development proposals, the Borough should also attempt to promote green stormwater management solutions, such as infiltration beds.



10. Prepare a joint funding application to build a Willistown entrance to Randolph Woods.

Willistown Township recently purchased a property in that municipality that is directly adjacent to Malvern's Randolph Woods recreational passive open space site. Using part of this newly acquired property, Willistown wants to construct an accessway into Randolph Woods. Malvern should coordinate with Willistown Township to seek a joint DCNR grant to help design and construct this accessway. Grant applications featuring two or more municipal applicants working in cooperation are frequently viewed in a more favorable light by Pennsylvania state agencies.

## **Transportation Recommendations**

Malvern has several circulation-related concerns that revolve around Malvern Station. However, as noted previously in this report, these are problems that stem from the area's popularity and intense use—problems that less active communities would long to have. The following recommendations are designed to help improve traffic safety, create new parking opportunities and foster a more pedestrian-friendly environment in Malvern.



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.

SEPTA's Malvern Station on the R-5 line provides 36 inbound trains and 38 outbound trains each weekday; 24/25 on Saturday and 17 trains each way on Sunday. Malvern Station attracts many commuters from areas outside of the Borough. The inadequate number of parking spaces at the station cannot handle demand.

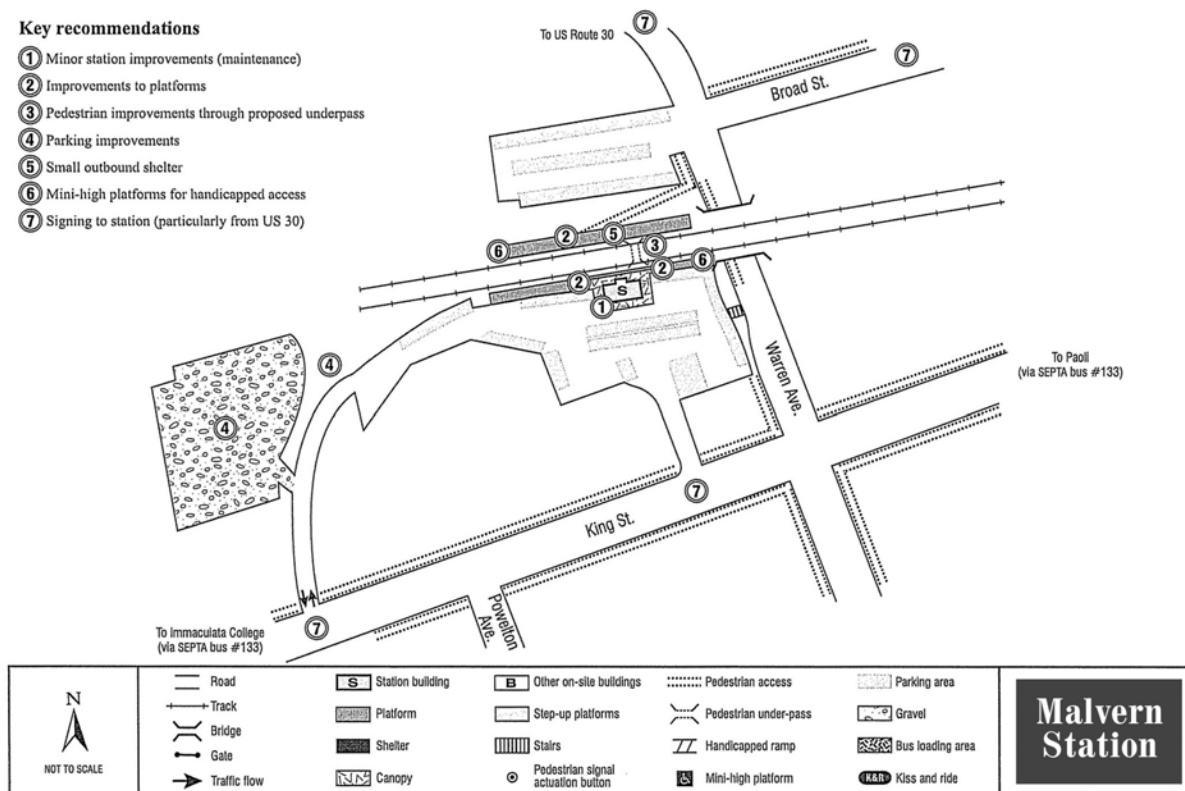




## Malvern Borough Revitalization Plan 2009 Update

SEPTA plans to construct a pedestrian tunnel between the north side of the station where a parking lot exists and the south side of the station where a passenger platform is located. As part of this initiative, SEPTA also hopes to realign the parking configuration to maximize the number of parking spaces SEPTA now owns or leases at the station and in the immediate area. Malvern must work with SEPTA to review these plans and ensure the project receives high priority among SEPTA's extensive capital improvement needs system-wide.

The following figure contains recommendations proposed by the Chester County Planning Commission. They exceed the scope of enhancements currently planned by SEPTA. However, they are recommendations that could be considered in planning future improvements at this station.



Source: *Passenger Rail Stations - Technical Memorandum #1-05 January 2005*  
 Prepared by the Chester County Planning Commission

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2. Conduct a formal study to identify potential solutions to Malvern's parking problem, including the possible construction of a public parking garage.

Malvern Station's location in the heart of the King Street business district complicates the Borough's downtown parking needs. Malvern should retain a qualified consultant to conduct a parking study in the downtown that will:

- Quantify the downtown's deficit of public parking spaces;
- Identify locations for possible new off-street parking; and
- Compare the feasibility of adding new off-street parking spaces at a surface lot with the feasibility of building a public parking garage.

The 2002 Revitalization Plan illustrates the potential location and design of a public parking lot on the south side of King Street between Powelton Avenue and Warren Avenue on a residential parcel adjacent to the west side of the Malvern Inn. This idea should be among the solutions assessed in Malvern's parking study.

Another option to investigate would be the possibility of moving the Post Office to another location, demolishing the building currently situated there, and using the resulting vacant lot for either public surface parking or a public parking garage.

A parking garage would significantly reduce the parking shortage in and around the business district. A parking garage would accommodate long term SEPTA parkers thereby freeing parking space close to King Street for short term parkers. Provided it is financially feasible to build and operate, a public parking garage would go a long way towards clearing up current parking-related problems.

3. Construct raised intersections to enhance pedestrian safety on King Street at Powelton Avenue and at Woodland Avenue.

A raised intersection is a traffic calming device by which intersections, including crosswalks, are raised to approximately the height of the adjacent sidewalk. When constructed of interlocking concrete pavers or patterned concrete, these areas decrease conflicts between motorists and walkers by more clearly delineating the pedestrian right of way and slowing traffic. The raised intersection slows traffic in the manner of a speed hump but it is more gradual and more attractive. Constructing a raised intersection on King Street at Powelton Avenue would address one of the busiest intersections in Malvern, considering both the vehicular and pedestrian traffic that originates from the Malvern Shopping Center. A raised intersection at King Street and Woodland Avenue should be pursued, with developer participation, as part of the proposed East King Street mixed use redevelopment project.

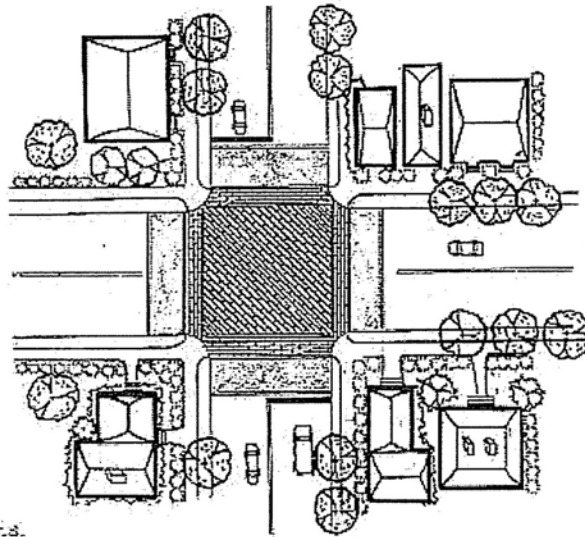
## RAISED INTERSECTIONS

### Description:

Intersections, including crosswalks, which are raised 3 to 6 inches above street level. Long ramps are included on all approaches.

### Appropriate Locations:

- ☐ Commonly found in commercial areas and business districts with high pedestrian activity.
- ☐ Sometimes used in redevelopment areas with an emphasis on neo-traditional design.
- ☐ They are appropriate on local streets and collectors.
- ☐ They are generally not recommended for arterials. However, they may be used very selectively on arterial streets in downtown commercial areas as part of a redevelopment effort where there is support for encouraging pedestrian activity. If used in this manner, coordination with emergency services will be important.
- ☐ They are appropriate on streets with volumes up to 10,000 ADT.



### Typical Uses:

- ☐ Reduce vehicle speeds on all approaches.
- ☐ Decrease conflicts between vehicles and pedestrians by better demarcating crossing areas and elevating pedestrians above the street.

### Speed/Volume Reductions:

- ☐ Because of their long flat top, and their gently sloped ramps, raised intersections may have only a minor effect on vehicle speeds.

### Approximate Cost:

- ☐ Cost of a raised intersection typically ranges from around \$15,000 to \$60,000, but can be more, depending on the width of intersecting roadways and drainage requirements.

### Signing and Markings:

- ☐ Advance warning signs should be posted but there is no standard sign for raised intersections, either in the MUTCD or in jurisdictions across the country. The "Raised Pedestrian Crossing" sign (W11A-3) is the recommended warning sign for use with raised intersections in Pennsylvania.

### Other Considerations:

- ☐ If raised intersections are the same height as the surrounding curb, a slight lip or other tactile measure should be used as a warning to visually impaired people.
- ☐ Textured pavement treatments and curb extensions are often used in conjunction with raised intersections.
- ☐ In areas with snow removal problems, a measure such as a flexible delineator post may be needed at each hump to alert snowplow operators to lift their blades.

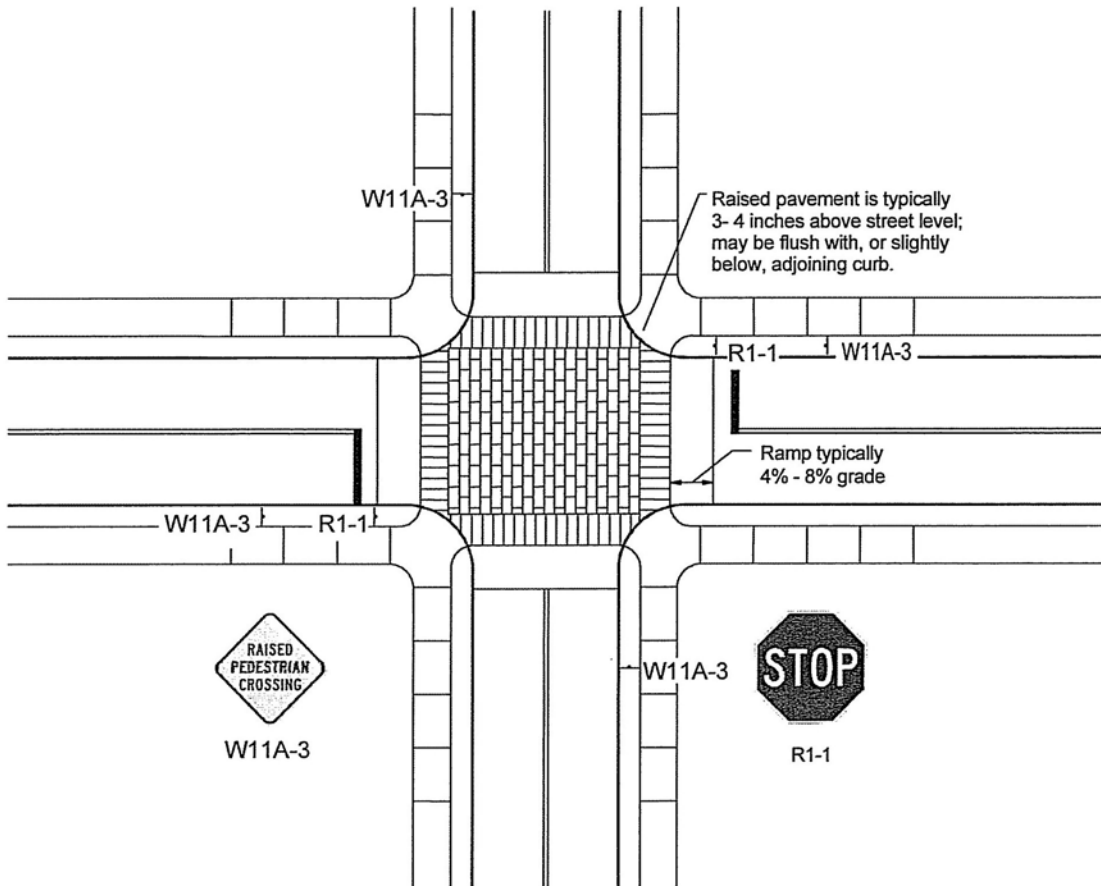
## RAISED INTERSECTIONS / SPEED TABLES

### Advantages:

- ❑ Reduce vehicle-pedestrian conflicts by providing better visibility for pedestrians.
- ❑ If pavement treatments and bulb-outs with landscaping are incorporated, the visual environment will be enhanced.
- ❑ Minor reduction of travel speeds.

### Disadvantages:

- ❑ Expensive to construct and maintain.
- ❑ Result in an average delay of 4 to 6 seconds for emergency vehicles.



From the *Pennsylvania Traffic Calming Handbook*, Pennsylvania Department of Transportation Publication No.383, January 2001

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4. Carry out a joint public/private project to reconfigure parking and access patterns at the Malvern Shopping Center.

By reducing the number of ingress/egress points at the Malvern Shopping center to two, additional parking spaces can be created, including on-street spaces, as shown on the accompanying graphic. Malvern Borough should work together with the Malvern Shopping Center owner to carry out these improvements. Together with the speed table, a much safer and orderly traffic and circulation pattern should result. Proposed parking lot reconfigurations are presented later in this chapter.

5. Construct a bicycle/pedestrian lane along Warren Avenue between Paoli Pike and First Avenue

A bicycle/pedestrian lane constructed on the west side of Warren Avenue between Paoli Pike and First Avenue would be a beneficial connection. Other than by car, there is currently no way to safely travel between the southern end of the Borough and the rest of Malvern. Filling in this missing link would provide direct access to the remainder of the Borough. From the southern end, this proposed bike lane would start at Paoli Pike and South Warren Avenue; pass in front of Malvern Prep; and terminate at First Avenue Park adjacent to the Paoli Battlefield.

6. Extend two roadways in the Borough's industrial area.

The Existing Assets and Constraints chapter of this plan describes two dead end streets in the industrial park west of North Warren Avenue that terminate in cul-de-sacs: Pennsylvania Avenue and Quaker Lane. The Borough should follow up on initial inquiries already undertaken about the possibility of extending Pennsylvania Avenue in the northwestern direction to cross Route 30 and connect with Malin Road in East Whiteland Township. Malin Road is on the north side of Route 30, west of Route 29. Malin Road connects to Route 401, which in turn provides direct access to U.S. 202. The path of this roadway extension would roughly parallel the nearby Amtrak right-of-way. A concise pre-engineering analysis that identifies what right-of-way would need to be acquired and an initial estimate of design and construction costs should be included in that analysis.

A similar evaluation is needed to assess the feasibility of constructing a short roadway link within the industrial area to connect Pennsylvania Avenue with Quaker Lane. The distance of this new road would be approximately 450'. The route of the proposed link would traverse privately-owned open land with the exception of the need to acquire and demolish a small, older detached residential structure that is currently vacant.

In a related initiative, Malvern Borough and East Whiteland Township received a joint grant under the Delaware Valley Regional Planning Commission's Efficient Growth For Growing Suburbs (EGGS) Program. The grant will fund a feasibility study to help determine if Malin Road should be extended to Pennsylvania Avenue. This proposed road extension is aimed at enhancing roadway connectivity and diverting truck traffic from residential and retail commercial areas.



## MALVERN SHOPPING CENTER PROPOSED PARKING RECONFIGURATION

The plan below illustrates several recommendations including the redesign of the circulation and parking of the Malvern Shopping Center. Recommendations include limiting access to two locations, better circulation within the parking area, landscape and pedestrian improvements within the parking area and a proposed raised intersection at Powelton Avenue and King Street.



### Alternative A

#### SHOPPING CENTER PARKING

	<u>Existing</u>	<u>Proposed</u>
Lot Parking Spaces	65	77
Ingress / Egress Points	5	2
In-Street Parking Spaces	0	9
	<u>65</u>	<u>86</u>

## MALVERN SHOPPING CENTER PROPOSED PARKING RECONFIGURATION

The plan below illustrates the same recommendations shown on the previous page, except it allows to truck deliveries in the front of stores at the expense of eleven potential parking spaces.



### Alternative B

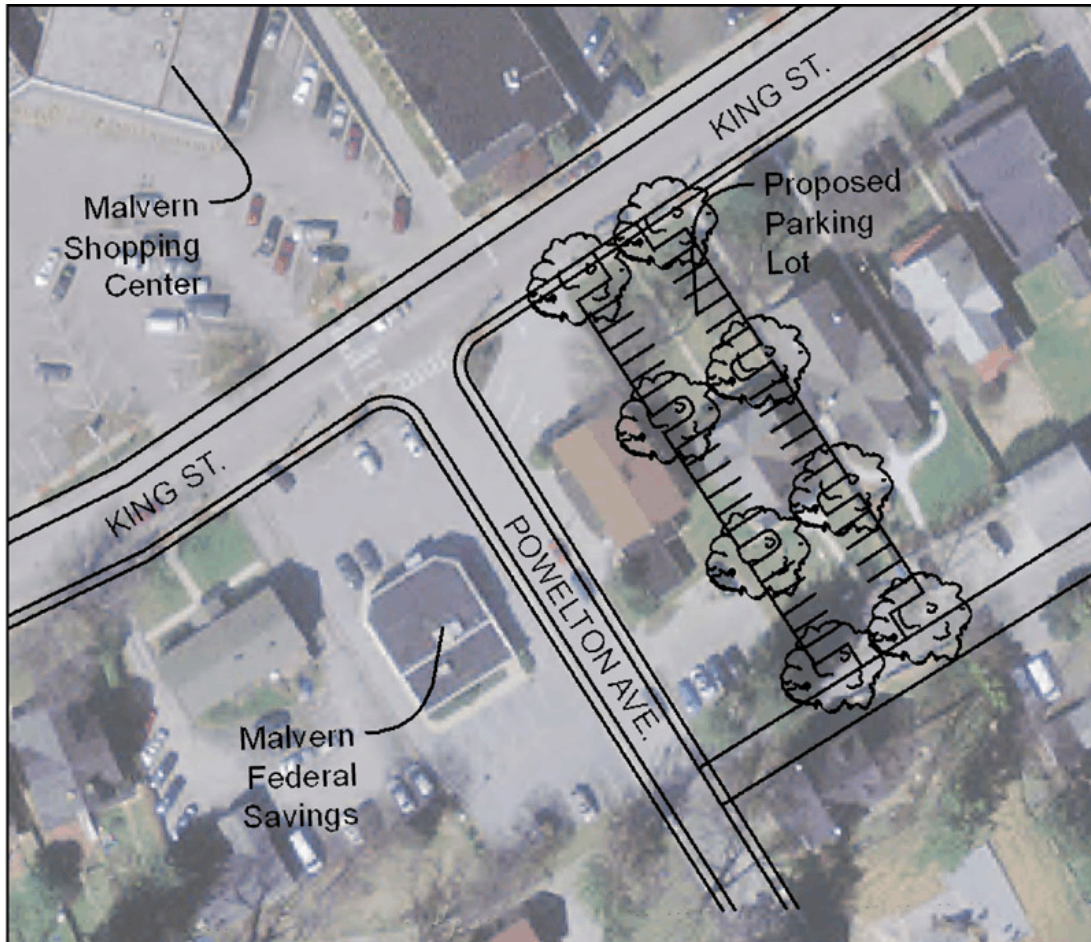
#### SHOPPING CENTER PARKING

	<u>Existing</u>	<u>Proposed</u>
Lot Parking Spaces	65	66
Ingress / Egress Points	5	2
On-Street Parking Spaces	0	9
	<u>65</u>	<u>75</u>



## PROPOSED PARKING LOT

The plan below illustrates the recommendation of a potential location and design of an additional public parking area on King Street west of Warren Avenue.



**NUMBER OF STALLS: 40**

## **Housing and Public Safety Recommendations**

While housing in Malvern is in very good condition overall, there are scattered structures that need renovation or significant repair work. Regarding security, the Borough fortunately does not have to deal with the personal safety concerns and socio-economic problems that exist in some larger urbanized areas in the Delaware Valley. As described below, enforcing existing regulations and providing well-targeted housing rehabilitation assistance are all the Borough really needs to address its minor housing and public safety concerns.

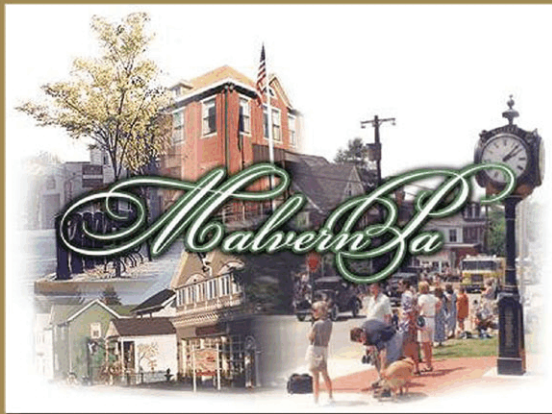
1. Enforce zoning regulations and building codes designed to reduce non-conforming uses and maintain neighborhoods.

One key to preserving desirable neighborhoods is to properly distinguish between residential areas where non-residential uses are allowed and where they are not. The King Street corridor is ideal for mixed uses. Commercial uses in most of the Borough's single-family neighborhoods would be less appropriate. Separating incompatible land uses and preserving the stability of owner-occupied neighborhoods are two basic aims of zoning. Malvern should continue to enforce its zoning ordinance, and its building code too, to maintain the inviting conditions that now prevail in the Borough's neighborhoods.

2. Address small areas where housing rehabilitation is needed.

In the area of housing, the Borough should work closely with local banks to establish a public/private program that offers outright grants, matching grants or very low interest rates for exterior housing improvements. This is aimed at addressing the gap tooth effect whereby one or two poorly maintained homes negatively influence the property values and appeal of an entire block or neighborhood.

# Implementation







## **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***

<u>Recommendation</u>	<u>Primary Related Goals</u>
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>

## Malvern Borough Revitalization Plan 2009 Update

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### Recommendation

### Primary Related Goals

#### ***Transportation***

- |  |  |
|--|--|
| 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***

- |  |   |
|--|---|
| 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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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>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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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. 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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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>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.

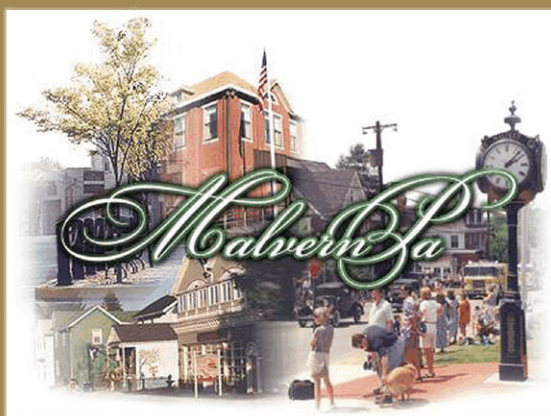
***Foundation Grants***

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.

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# Appendices



**Appendix A – 2008 Malvern Borough Planning  
Commission Sidewalk Survey**

**Appendix B – Background Data**

**Appendix C – Public Participation**





# **APPENDIX A**

## **2008 Malvern Borough Planning Commission Sidewalk Survey**



MALVERN BOROUGH PLANNING COMMISSION

# Sidewalk Survey - 2008

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With Recommendations

**Bill Coffey  
Dave Knies  
Chris Mongeau  
Cecelia Oswald  
Vicki Sharpless  
Diantha Stevens**

**October 16, 2008**

This report summarizes the results of a survey of sidewalks in the Borough of Malvern, and provides near-term recommendations for repair and installation of additional sidewalks. The document is accompanied by an excel spreadsheet with data by Planning Area and by Street. A set of detailed aerial maps are also provided, with color-coded identification of the locations for recommended repairs and new sidewalk installation.

## 1. Introduction

The Malvern Borough Planning Commission, at the request of Borough Council, has produced a survey of sidewalk conditions throughout the Borough. We have used planning area and roadway information contained in the 1999 Comprehensive Plan and as described below. The sidewalk survey work was performed exclusively by Planning Commission members. Data were recorded using a Microsoft Excel spreadsheet and tabulated by Planning Area. The data were analyzed to provide recommendations for repair / replacement of existing sidewalks, and for installation of new sidewalks as resources become available through Community Grants. Products resulting from the survey effort include this report, the spreadsheet, and maps with color-coded, hand-drawn notations. It is expected that the Borough will use this information in several ways:

- maintain a database (the spreadsheet) of sidewalk conditions,
- develop priorities for new sidewalks as resources become available,
- begin the process of repairing or replacing the existing inventory of sidewalks, and
- Develop, with experienced consultant assistance, a complete Pedestrian Circulation Plan.

## 2. Methodology

The sidewalk survey was undertaken using the following definitions, criteria, and rationale:

- **Neighborhood Planning Areas** – we divided the Borough into the 18 areas described in Map 3-1 of the Malvern Borough Comprehensive Plan created in 1999. Data were recorded on spreadsheet tabs corresponding to each of these 18 areas.
- **Street Classification** – the streets and roadways in the Borough were defined in accordance with Map 5-1 of the Malvern Borough Comprehensive Plan created in 1999. The Borough roadway network consists of:
  - arterials,
  - collectors,
  - distributors, and
  - local access streets.
- **Sidewalk Data Definitions** – data were collected employing the following criteria:

Subject	Data	Criteria
Sidewalk	0	None
	1	Exists
Condition	1	Good
	2	Minor Repairs Needed
	3	Major Repairs Needed
Curb	0	None

	1	Exists
Sidewalk Type	1	Victorian
	2	Standard
	3	Non-standard
Overhead Lights	0	None
	1	Exists
ADA	0	Noncompliant
	1	Compliant

### 3. Recommendations

Our recommendations for repair / replacement or existing sidewalks and installation of new sidewalks are shown in Tables One through Seven provided below. Three tables focus on existing sidewalks that require repair / replacement, and are structured in order of perceived priority. A similar set of three tables were developed for locations where new sidewalks are needed. A seventh table identifies additional 'pedestrian-critical issues that need to be addressed. Data within the individual tables carry equal priority. The colors listed in the table headings correlate to the color-coded aerial maps accompanying this report. Criteria developed as 'Rationale' for the selection of these locations includes:

- Safety Critical,
- ADA Accessible,
- School Access,
- High Traffic Area,
- Park Access,
- Church Access,
- Town Center Access,
- Municipal Center Access,
- Completes a Pathway, and
- Completes a Sidewalk-Block.

### 4. Products

Work items produced during the sidewalk survey project include this report, an Excel 2003 Spreadsheet with the detailed data on sidewalks throughout the Borough, and maps marked-up during the analysis phase of the effort.

### 5. Acknowledgements

This work was accomplished by the Malvern Borough Planning Commission members during the summer of 2008. We acknowledge the generous assistance of the Borough Manager and the Borough Engineer, Sandra Kelley and Dan Dailey, respectively.



**Table 1 - Existing Critical: Repair Now (Blue)**

Planning Area #	Street	Side	Address / Block	Street Class	Existing Condition	Repair / Replace	Rationale
10	E. King	S	138	Collector	3	Replace	High Traffic, Safety
7	Monument	N	243	Distributor	3	Replace	Safety
6	Monument	N	423 – 425 (driveway)	Distributor	3	Replace	Safety
8	Warren	E	Unit Block – Burke Park	Collector	3	Replace	High Traffic

**Table 2 - Existing High Priority: Repair Within One Year (Orange)**

Planning Area #	Street	Side	Address / Block	Street Class	Existing Condition	Repair / Replace	Rationale
15	Daisy Lane	S	20-102	Local	3	Replace	Safety Critical
10	W. King	N	145	Collector	3	Replace	High Traffic, Safety
7	Griffith	W	Monument & Griffith	Local	3	Replace	High traffic
7	Griffith	W	King & Griffith	Local	3	Replace	High traffic
8	Woodland	W	156	Local	3	Repair	Safety critical
8	Church	E	103 - 121	Local	3	Repair	Church Access



**Table 3 - Existing Lower Priority: Repair by 2010 (Pink)**

Planning Area #	Street	Side	Address / Block	Street Class	Existing Condition	Repair / Replace	Rationale
11	W. King	N	225-227	Collector	3	Replace	Safety-Obstruction

**Table 4 – New Critical: Install Now (Brown)**

Planning Area #	Street	Side	Address / Block	Street Class	Sidewalk Style	Rationale
16	Longford	E	131-159	Local	Victorian	Safety Critical
6	Monument	N	500 Block	Distributor	Standard	Safety Critical, Ball fields
6	Monument	N	601 - 617	Distributor	Standard	Safety Critical, Ball fields
7	W. 1 <sup>st</sup> Ave.	N	9	Local	Standard	Safety Critical, School
7	W. 1 <sup>st</sup> Ave.	N	23 (& 145 Powelton)	Local	Standard	Safety Critical, Park Acc.
7	W. 1 <sup>st</sup> Ave.	S	0-99 (softball field block)	Local	Standard	Safety Critical, Park Acc.

**Table 5 – New High Priority: Install by 2010 (Fluorescent Green)**

Planning Area #	Street	Side	Address / Block	Street Class	Sidewalk Style	Rationale
17	Old Lincoln	N	211	Distributor	Victorian	Safety, High Traffic
16	E. Broad	S	200 Block	Local	Victorian	Safety, High Traffic
16	E. Broad	S	300 Block	Local	Victorian	Safety
16	E. Broad	N	200 Block	Local	Victorian	Safety
11	W. King	S	208 – 210 (Nolan Dr. side)	Collector	Standard	Complete path
6	Monument	S	500 (ball fields)	Distributor	Standard	Safety, Park Access
6	Monument	S	600 (ball fields to cabin)	Distributor	Standard	Safety, Park Access
6	Highland	N	645 (side yard on Sugartown)	Local	Standard	Safety, Path Completion, High traffic
7	W. 1 <sup>st</sup> Ave.	N	103 -337	Local	Standard	Path Completion
8	E. 1 <sup>st</sup> Ave.	N	Warren to Ruthland (4 blocks)	Local	Standard	Path Completion
8	Channing	W	100 block (Church park lot)	Local	Victorian	Safety, Church Access
8	Church	E	165	Local	Standard	Completes the Block
8	Church	E	201 – 215	Local	Standard	Completes the block
7	Warren	W	301 (along Quann Park)	Collector	Standard	Safety
7	Griffith	E	11	Local	Standard	Completes path
7	Griffith	E	39	Local	Standard	Completes path



**Table 6 – New Lower Priority: Install by 2012 (Forrest Green)**

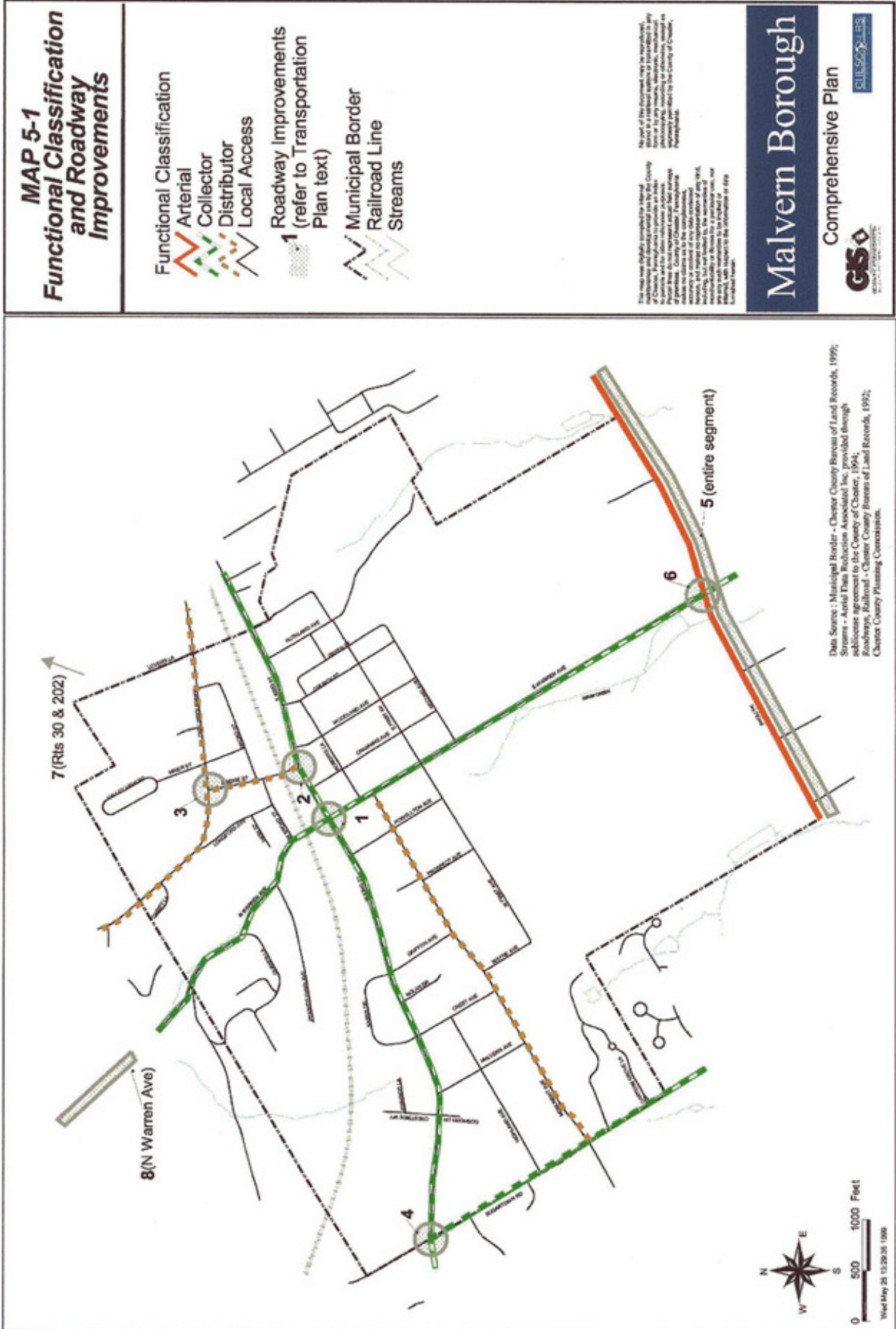
Planning Area #	Street	Side	Address / Block	Street Class	Sidewalk Style	Rationale
17	Minor	W	219 - 227	Local	Victorian	Completes path
16	Old Lincoln	N	211 (Minor side yard)	Distributor	Victorian	Completes path
16	Old Lincoln	S	316 – 360 plus entrance to Rubino Park	Distributor	Victorian	Safety critical
12	N. Sugartown	E	Along N. Sugartown	Collector	Standard	Safety critical, completes path
12	W. King	N	611 (Charlestown Greene)	Collector	Standard	Completes path
12	Landmark	E	Along N. Sugartown	Local	Standard	Safety critical, completes path
12	Book Sellers Ct.	E	Along N. Sugartown	Local	Standard	Safety critical, completes path
6	Crest Ave.	W	12 - 52	Local	Standard	Completes path
6	Malvern Ave.	E	21 to Monument Ave.	Local	Standard	Completes path
8	E. 1 <sup>st</sup> Ave.	S	100, 200, 300 Blocks	Local	standard	Completes path
8	Channing	W	234	Local	Standard	Completes the Block
8	Woodland	E	227 - 231	Local		Completes path
8	Woodland	W	234	Local		Completes path
8	Raspberry	N	48 (& 135 Green)	Local	Standard	Completes path
8	Ruthland	W	1 <sup>st</sup> Ave. to Randolph Woods	Local	Standard or Victorian	Park access

**Table 7 - Other Pedestrian – Critical Issues to be Addressed**

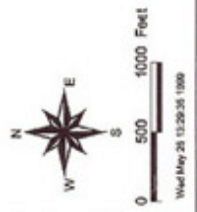
Planning Area #	Street	Side	Address / Block	Street Class	Issue	Rationale
12	Sugartown	E.	645 to Monument	Collector	Steep slope, high traffic	No obvious solution
4	Carters Grove	N	Path into Memorial Park	Internal path	Needs to be redone	Safety
7	W. 1 <sup>st</sup> Ave.	S	300 Block	Standard or Macadam	Complete path	Pathway into Memorial Park
6	Monument & Warren	W	7 (Warren Ave. side)	Distributor	Brick sidewalk uneven, dips	Pedestrian safety
16	E. Broad		206	Collector	Ped X striping to cross Bridge St.	Safety







Data Source: Municipal Border - Chester County Bureau of Land Records, 1999;  
 Streams - Aerial Photo Reduction Associates, Inc., provided through  
 sublicense agreement to the County of Chester, 1994;  
 Roadways, Railroad - Chester County Bureau of Land Records, 1992;  
 Chester County Planning Commission.



# **APPENDIX B**

## **Background Data**





## **APPENDIX B BACKGROUND DATA**

This appendix is a compendium of selected background information about existing conditions affecting revitalization prospects in Malvern. While some information applies to Malvern as a whole, the emphasis is on the King Street business corridor because King Street is the Borough's main commercial thoroughfare. Malvern has an industrial area but virtually all commercial uses are along King Street—the Borough's "downtown".

For this plan, the King Street business corridor is defined as both sides of King Street from the Borough's eastern boundary with Willistown Township through the intersection of King Street and Karen Drive (0.7 miles). King Street is entirely residential from Karen Drive to the Borough's western border with Willistown Township.

Overall, Malvern's population grew by 40 persons (1.3%) between 2000 and 2007. The U.S. Census estimate for 2007 was a total of 3,099 persons.

### **Economic Development and Redevelopment**

#### ***Type and Diversity of Real Estate Along the King Street Business Corridor***

A total of 96 parcels were inventoried in a windshield/walking tour of the corridor. Commercial uses (retail, service, office, industrial) exist on 59 of these parcels (62%). Thirty-three (33) of these parcels (34%) are strictly residential. Public uses are found on 4 parcels (4%) and 5 uses are vacant (5%). Use by parcel is detailed on the accompanying table and map, and described more generally below.

#### **Commercial Uses**

Commercial uses are parcels devoted primarily to business. Along the King Street business corridor, this includes retail businesses, services, offices and one industrial site (the former Amerigas property). Many properties feature one or more of these uses together, or combine one of these uses with residences, primarily second floor apartments.

The staples, such as barber shops, hair salons, and repair shops exist in downtown Malvern. However, the prevalent form of commercial use is the small retail shop, often a specialty retail use.

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Commercial centers are another trend of note, including traditional shopping centers and other variations. The Malvern Shopping Center, which features 10 occupants, is the oldest, largest and busiest. The Design Center at King and Bridge streets is a novel center that includes offices and services in addition to retail stores. With exceptions, most of the uses are related to home furnishing and decorating. Stores devoted to fabrics, framing, furniture, and kitchens are examples. There is a third commercial center called the King Street Plaza, which has undergone significant renovations and occupancy changes. This center features a variety of offices and other occupants.

### **Residential Uses**

As noted above, 33 parcels along the defined King Street business corridor are strictly residential (one in every three properties). Approximately half of these residential uses are single-family detached homes. Two residential complexes exist near the western end of the business corridor: Village Knoll Apartments and Kingsbury Condominiums. The rest are a mix of two-family homes, old homes converted to multi-family use, and other apartments. In addition to properties that are strictly residential, the consultant's windshield/walking survey recorded several cases of mixed uses where one or more upper floor apartments, or some other type of dwelling units, exist in the same building as a commercial use.

### **Public Uses**

Public properties follow commercial and residential as the third most prevalent land use along the King Street business corridor. This category includes the SEPTA's Malvern Station, SEPTA parking, the U.S. Post Office, and two small Borough-owned public parking lots.

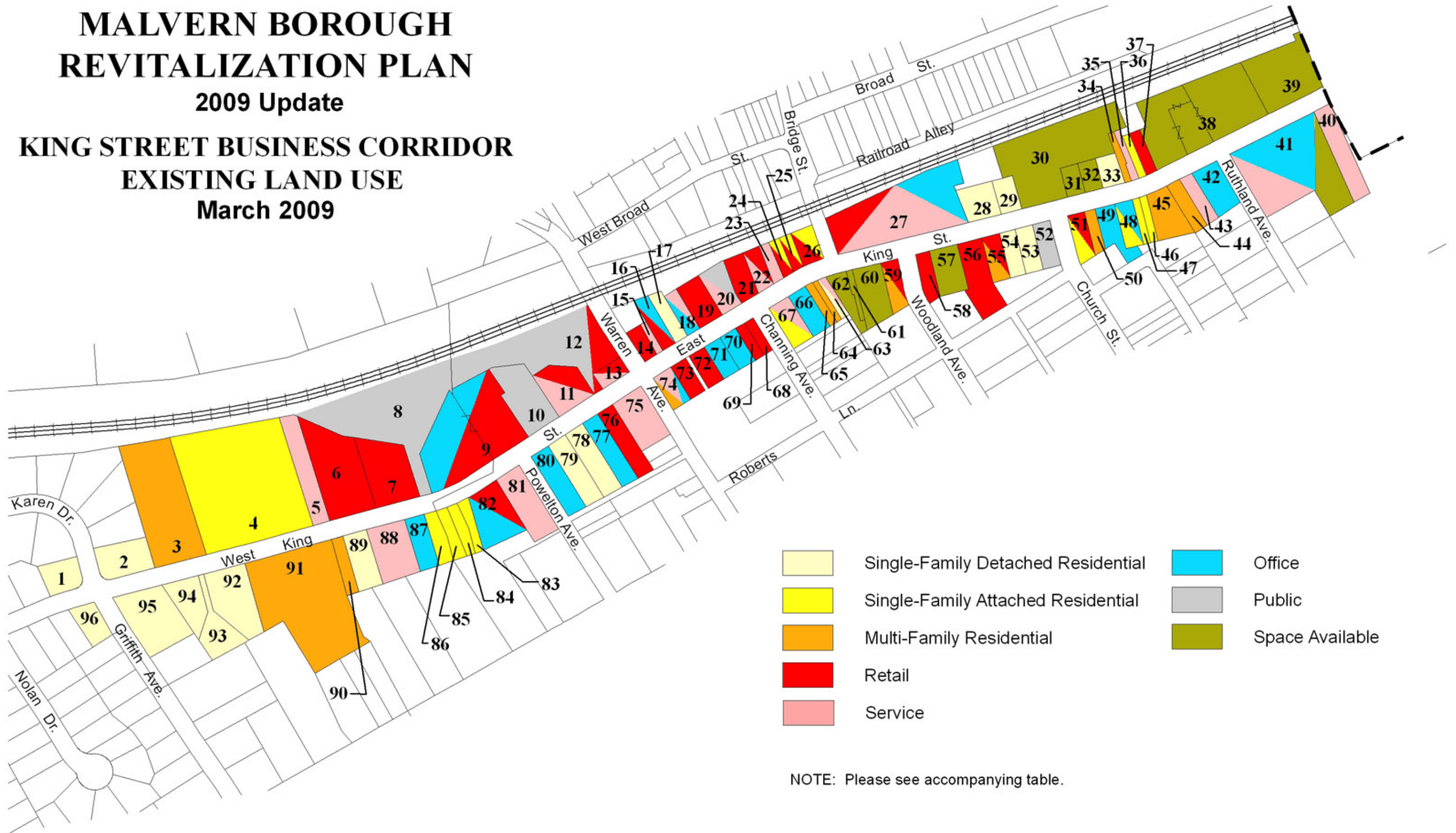
### **Space Available**

The King Street business corridor includes only ten buildings with significant space available. Malvern is very fortunate to have such a low vacancy rate. Many of the region's small boroughs put forth extensive effort striving to duplicate the relative strength found in the real estate market along the King Street business corridor.

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## KING STREET BUSINESS CORRIDOR EXISTING LAND USE March 2009



NOTE: Please see accompanying table.



**Urban Research & Development Corporation**

28 West Broad Street Bethlehem, Pennsylvania 18018 610-865-0701



# MALVERN BOROUGH REVITALIZATION PLAN

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## KING STREET BUSINESS CORRIDOR DOWNTOWN CIRCULATION FEATURES March 2009



Urban Research & Development Corporation

28 West Broad Street Bethlehem, Pennsylvania 18018 610-865-0701

***Exterior Conditions and Evidence of Investment Along the King Street Corridor***

Buildings along the King Street business corridor are typically attractive and well maintained. Overall physical conditions in Malvern are excellent compared to many other Delaware Valley boroughs. A few structures, such as the National Bank of Malvern, Wiley's Auto Service and some residences, are still being used for their original purpose. More often the structures are well-designed and well-maintained adaptive reuses—conversions from one use to another. Most of these reuses are small shops which may have undergone only a small-scale exterior facelift. Others involve large renovations. In either case, the number of property owners who have recently renovated or are doing so now speaks volumes about the desirability of locating along the King Street business corridor. Estimating dollars spent and square footage renewed is beyond the scope of this plan. However, the number and extent of these visible, private sector real estate investments illustrate the very active market for commercial redevelopment in downtown Malvern.

Only a small number of the parcels surveyed seem to need more attention. Most of these properties would not require much time and investment. Typical problems include the need for painting, deterioration of wooden trim, worn out business signs, overgrown landscaping or other easily repairable conditions. These properties are not concentrated in any particular area. While there is some evidence of deferred maintenance along King Street, it is much more the exception than the rule. There are some underutilized properties but no severe cases of obviously dilapidated buildings. The absence of these problems is further evidence of how the King Street business corridor has steadily attracted real estate and business investment.



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**KING STREET BUSINESS CORRIDOR  
Existing Land Use – March 2009**

MAP NO.	USE NAME	USE TYPE
1	Single-family home	Single-Family Detached Residential
2	Single-family home	Single-Family Detached Residential
3	Village Knoll Apartments	Multi-Family Residential
4	Kingsbury Condominiums	Single-Family Attached Residential
5	Turning Pointe Dance Center	Service
6	Harlan's Beverage / Malvern Auto	Retail
7	Exxon Gas Station	Retail
8	SEPTA Parking	Public
9	Malvern Shopping Center: Kohler Pharmacy WaWa Worrell Butcher Englund's Apparel Allstate Malvern Flowers Anthony's Restaurant Robert Michael's Salon One Stop Kid Shop Angel Cleaners	Retail / Office
10	U.S. Post Office, Malvern, PA 19355	Public
11	Gallagher's Auto Service	Service / Retail
12	SEPTA Station / Café Craze	Public / Retail
13	Alba Restaurant / Veneto Salon & Spa	Retail / Service
14	Malvern Saddlery, Ltd.	Retail
15	Malvern Cleaners & Tailors	Service
16	Schwartz Kitchen & Bath Works / Schwartz Construction Management	Retail / Office
17	Single-family home	Single-Family Detached Residential

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MAP NO.	USE NAME	USE TYPE
18	Cable Head Partners / King Street Recording Company	Office / Service
19	Malvern Pizza Restaurant	Retail
20	Public Parking (25 spaces) / Blackburn, Inc.	Public / Service
21	Wolfe's Brass Center	Retail
22	Malvern School of Music / Posh Collections	Service / Retail
23	Mai Beauty Salon	Service
24	Mommies Consignment Boutiques / Residential	Retail / Residential
25	Maria Fe's / Residential	Retail / Residential
26	Flying Pig Saloon / Residential	Retail / Residential
27	Malvern Design Center Sheffield Furniture Buckwalter Framing Robert Logan, CPA Caroline's Home Accessories Malibu Salon Inspire Pilates Chilcote & Richards Vacant office space	Retail / Service / Office
28	Single-family home	Single-Family Detached Residential
29	Single-family home	Single-Family Detached Residential
30	Available commercial space	Available
31	Available commercial space	Available
32	Available commercial space	Available
33	Single-family home	Single-Family Detached Residential
34	Conversion Apartments	Multi-Family Residential
35	Saco Hair Design	Service
36	Twin home	Single-Family Attached Residential
37	Twin home / Ilonka Floral Decorations	Retail

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MAP NO.	USE NAME	USE TYPE
38	Available industrial space	Available
39	Available commercial space	Available
40	RRR Automotive	Service
41	King Street Plaza: Rajant Networks Martial Arts Studio Riegel Resources Salon 3 East Psychologist offices Body Word Edens Corporation (Also contains significant available space)	Service / Office Available
42	E3 Office	Office
43	Campli Photography	Service
44	Conversion Apartments	Multi-Family Residential
45	Conversion Apartments	Multi-Family Residential
46	Twin home	Single-Family Attached Residential
47	Twin home	Single-Family Attached Residential
48	Unlimited Software / Residential	Office / Residential
49	McPherson Associates	Office
50	Conversion Apartments	Multi-Family Residential
51	Knots & Weaves Rugs / Residential	Retail / Residential
52	Public Parking (11 spaces)	Public
53	Single-family home	Single-Family Detached Residential
54	Single-family home	Single-Family Detached Residential
55	Picket Fence / Apartment	Retail / Multi-Family Residential
56	Nesting Feathers Antiques / Catalina Restaurant / The Queen & The Princess Boutiques	Retail
57	Available commercial space	Available

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MAP NO.	USE NAME	USE TYPE
58	Pete's Auto Service	Retail
59	Pats Flowers / Apartments	Retail / Multi-Family Residential
60	Vacant commercial space	Available
61	Vacant commercial space	Available
62	Vacant commercial and residential space	Available
63	Single-family home / Salvo's Garage	Single-Family Detached Residential / Service
64	Conversion Apartments	Multi-Family Residential
65	Conversion Apartments	Multi-Family Residential
66	Malvern Realty Group / ACI Appraisal / Philadelphia Mortgage Advisors / Law offices	Office
67	Pisano Shoe Repair / Residential	Service / Residential
68	Occasions Boutique	Retail
69	Occasions Boutique	Retail
70	Hunt Engineering Company	Office
71	Logan Financial Services	Office
72	King Street Traders & Gallery	Retail
73	Private Parking	Retail
74	Duffey Real Estate / Donato Painting / Apartments	Office / Service / Multi-Family Residential
75	The National Bank of Malvern	Service
76	Malvern Inn / Gingly's Fashion & Home Decor	Retail
77	Attorneys / CPA / Prof. Counselor	Office
78	Single-family home	Single-Family Detached Residential
79	Single-family home	Single-Family Detached Residential
80	Malvern Vision Care / Malvern Dental	Office
81	Malvern Federal Savings Bank	Service

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MAP NO.	USE NAME	USE TYPE
82	Malvern Professional Building / Chiropractor / Dandy Deals Gifts	Office / Retail
83	Twin home	Single-Family Attached Residential
84	Twin home	Single-Family Attached Residential
85	Twin home	Single-Family Attached Residential
86	Twin home	Single-Family Attached Residential
87	CPA / Law Office	Office
88	Rubino's Video and Audio Service	Service
89	Single-family home	Single-Family Detached Residential
90	Conversion Apartments	Multi-Family Residential
91	Malvern Crossing Apartments	Multi-Family Residential
92	Single-family home	Single-Family Detached Residential
93	Single-family home	Single-Family Detached Residential
94	Single-family home	Single-Family Detached Residential
95	Single-family home	Single-Family Detached Residential
96	Single-family home	Single-Family Detached Residential

**SOURCE:** URDC

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***Largest Employers***

While the King Street business corridor is the heart of Malvern's retail activity, the Borough's largest employers are located outside this corridor. Malvern Prep and Laymens Retreat League, two institutional uses on South Warren Avenue, are the two largest job providers. Other leading employers are located in the industrial park and elsewhere in the community, in addition to those situated downtown.

**TWELVE LARGEST EMPLOYERS  
Malvern Borough  
2008**

Malvern Preparatory School	188
Laymens Retreat League	162
Remed Recovery Care Center	118
Baker Industries	95
J Scott Catering / Knighted Swan	74
St. Patrick Church	73
Communications Cable Company	69
Advanced Office Environments	65
Anthony's Pizza & Italian	62
Wawa Inc. #236	60
Hunt Engineering Company	54
Berwyn Taxi Service, Inc	49

**Source:** Malvern Borough and Berkheimer Associates



## **Housing and Public Safety**

### ***Housing Characteristics***

#### **Total Housing Units**

The 2000 U.S. Census (the latest official statistics available) reported a total of 1,419 housing units in Malvern Borough. This was an increase of 100 units, or 7.6%, over the 1990 total. Between 1980 and 1990 the Borough gained a similar number of new units, adding 91 new homes for a ten-year increase of 7.4%. These gains were small compared to the number of new homes constructed in nearby suburban townships. However, it does show that Malvern has a fairly active housing market for an older community with limited undeveloped land.

Chester County statistics show that 42 housing units were added in Malvern between 2000 and 2007. All of these homes were in the General Housing category. According to the Chester County Planning Commission's Planning Data Sheet #1-02:

“The General Housing category includes everything except mobile homes and apartments. The General Housing includes primarily single-family detached and single-family attached housing, but it also includes houses with several units, commercial structures with residential units, and structures converted to residential use.”

#### **TOTAL HOUSING UNITS Malvern Borough 1980 - 2000**

	TOTAL UNITS	TEN-YEAR INCREASE	
		Number	Percent
1980	1228	—	—
1990	1319	91	7.4
2000	1419	100	7.6

**Source:** U. S. Census

#### **Housing Tenure and Vacancy**

Of Malvern's 1,419 housing units, 58 units (4.1%) were vacant, according to the 2000 Census. This was a decrease from the Borough's 1990 housing vacancy rate of 5.4% but still higher than the 2000 Chester County rate of 3.6%. A vacancy rate of about 4% is considered desirable for the Philadelphia region real estate market. A significantly lower rate may indicate a tight housing market. A much higher rate may indicate available units are not being absorbed as quickly as they should.

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In 2000, Malvern's 1,361 occupied housing units are 61.8% owner-occupied and 38.2% renter-occupied. The 1990 figures for the Borough were 59.9% owner-occupied and 40.1% renter occupied. Chester County's, owner-occupied rate was 76.3% in 2000, compared to 23.7% for renter-occupied units. These rates reflect the higher concentration of apartments and other rental units found in the area's boroughs, compared to the townships, which tend to be dominated by owner-occupied single-family detached homes.

**HOUSING TENURE AND VACANCY  
Malvern Borough  
1990 - 2000**

	OWNER-OCCUPIED		RENTER-OCCUPIED		PERCENT VACANT
	Number	Percent	Number	Percent	
1990	747	59.9	501	40.1	5.4
2000	841	61.8	520	38.2	4.1

**Source:** U. S. Census

Housing Type

The difference in borough and township housing markets is further illustrated by the distribution of housing types. In Malvern, there are approximately equal numbers of single-family detached homes and single-family attached units (twins and townhouses). Single-family detached comprised 32.6% and single-family attached accounted for 32.0% of all units in 2000. In Chester County overall, single-family detached homes were 62.1% of the total housing stock in 2000. The 2000 Census shows that apartments in structures of 10 or more units represented 11.8% of all housing in Malvern. Next most popular were apartments in structures of 5-9 units, 10.1% of all housing. Comparisons to 1990 Census data for Malvern show only moderate shifts among housing types between 1990 and 2000, although some of this change may be related to inconsistencies among how units were classified.

The 1999 Comprehensive Plan for Malvern Borough features an informative description of housing types in the various parts of Malvern:

“While the Borough contains a variety of housing types, there are distinct patterns where certain types and costs of housing are concentrated. A large concentration of older larger single family housing is found along Monument Avenue, while newer single family housing, in a suburban development pattern, is concentrated around King Street. Large, multi-family complexes are found in the western section of the Borough. The northeastern section of the Borough known as Olde Towne Malvern is characterized as having densities with a diversity and mixture of housing types.

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Scattered housing sites are also found along the commercial corridor of King Street. Two of the newest housing developments, Malvern I and Malvern II, have been constructed under the cluster development option thus enabling development of smaller lots and preservation of sensitive resources. Parcels along Lovers Lane and west of the Paoli Battlefield site are also being developed with single-family housing. A more suburban development pattern, with larger parcels containing single family housing, borders Paoli Pike in the southeast. Public sewer lines do not extend to this area, which in part, necessitates the larger lot sizes.”

**HOUSING TYPE  
Malvern Borough  
2000**

	NUMBER	PERCENT
Single-family detached units	462	32.6
Single-family attached units	454	32
Units in 2-unit structures	73	5.1
Units in 3 to 4-unit structures	119	8.4
Units in 5 to 9-unit structures	144	10.1
Units in 10+ unit structures	167	11.8
Mobile home, trailer, other	0	0
<b>TOTAL</b>	<b>1419</b>	<b>100</b>

**Source:** U. S. Census

Housing Age

Housing age statistics illustrate Malvern’s mixture of older homes and newer residential development. As of the 2000 Census, housing units constructed in 1939 or earlier accounted for 25.8% of the Borough’s housing stock, more than units of any other origin. Countywide, units built since 1990 were the most prevalent age for housing units, followed by units built in the 1980's. Malvern’s older housing creates a greater demand for maintenance than the newer housing stock found in the suburban townships. But by and large, residential property owners in the Borough have met this challenge. Older homes in Malvern are predominantly well-kept and a major part of the Borough’s attractive traditional environment. While sporadic deferred maintenance can be found there are no concentrations of substandard conditions.

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**HOUSING AGE  
Malvern Borough and Chester County  
2000**

YEAR UNIT BUILT	MALVERN		CHESTER COUNTY Percent
	Number	Percent	
1939 or earlier	367	25.8	16.4
1940 to 1959	257	18.1	14.8
1960 to 1969	99	7	12.8
1970 to 1979	313	22.1	17.5
1980 to 1989	149	10.5	19.1
1990 to March 2000	234	16.5	19.4
<b>TOTAL</b>	<b>1419</b>	<b>100</b>	<b>100</b>

**Source:** U. S. Census

***Public Safety***

Chester County Community Revitalization Program guidelines call for boroughs participating in the program to evaluate public safety matters as part of preparing their Revitalization Plans. This topic was raised for consideration at public meetings, key person interviews, and task force workshop meetings. It would have also been possible to mention public safety on the public survey where respondents were asked to identify “other comments, concerns, or suggestions”. None of these public participation opportunities revealed any significant concerns about public safety. Thus, for the purposes of this plan, public safety was “not an issue”.

## **Transportation**

Malvern, and King Street in particular, provides easy access to and from the regional road network, which includes Route 30, Route 202, Route 252 and Route 352, among other area thoroughfares. Congestion created by vehicular through traffic is compounded by the location on King Street of SEPTA's Malvern Station, which provides direct daily access to Center City Philadelphia on the R-5 Regional Rail line.

Chester County Planning Commission data from September of 2007 show an average of 11,800 vehicles per day on King Street between Sugartown Road and Warren Avenue. Average daily traffic was 8,000 on King Street between Warren Avenue and Route 30. Route 30 between King Street and Paoli Pike in Willistown Township averaged 25,400. According to SEPTA, an average of 514 riders per day used the Malvern Station as per 2007.

Fixed route public bus service is provided by SEPTA Bus Route 92. This route travels between King of Prussia and Exton via Paoli and Malvern.

In view of these daily visitors to (and through) the heart of Malvern's downtown, the Borough's recent transportation-related focus has been on traffic calming, and ways to make the King Street corridor safer, more attractive, and more convenient for pedestrians. The accompanying map entitled Downtown Circulation Features shows the location of stop signs and the traffic signal in downtown Malvern. The map also indicates where on-street parking is permitted, and the location of off-street parking lots ( both SEPTA and Borough-owned). There are now three stop signs along King Street: west of Powelton Avenue; at Powelton Avenue; and at Bridge Street. These traffic calming initiatives have appeared to slow vehicular traffic and improve safety for downtown pedestrians.

With funding assistance from Chester County, Malvern has also enhanced pedestrian safety by constructing new sidewalks with decorative brick pavers and period street lights. The Borough started these improvements along King Street and expanded them into other parts of Olde Towne Malvern.

## **Public Infrastructure**

Infrastructure items such as public open space and sidewalk/streetscape conditions have been described elsewhere in this plan in enough detail to provide background for related recommendations. Since recommendations for improvements to it are included in this Revitalization Plan, the public sewer system deserves additional description.

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Most of the developed properties in Malvern are served by the Borough-owned public sewer system, which consists of the following components:

- 32,301 feet of 8 inch gravity sewer line,
- 4,327 feet of 10 inch gravity sewer line,
- 55 feet of 4 inch gravity sewer line,
- 150 manholes,
- 3 package pumping stations,
- 1 pneumatic ejector station, and
- 5 metering pits.

Malvern transports its wastewater to the Valley Forge Sewer Authority Wastewater Treatment Facility in Schuylkill Township, which discharges to the Schuylkill River. Current flow is 323,257 gallons per day, which is just less than one-half of the plant capacity reserved for Malvern Borough. Thus treatment capacity is more than adequate for the foreseeable future. Conveyance of wastewater to the sewage treatment plant is via the Valley Creek trunk line. This conveyance is assisted in Malvern by four Borough-owned pump/ejector stations. All sewer lines and pump/ejector stations in Malvern were installed in 1977, with the exception of an upgrade of the First Avenue pneumatic ejector station to a package pumping station in 2006. The Borough systematically inspects its conveyance lines by video camera.



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# **APPENDIX C**

## **Public Participation**



## APPENDIX C

### PUBLIC PARTICIPATION

#### The Need for Public Participation

The Malvern Borough Revitalization Task Force in both 2002 and 2009 was committed to preparing a Revitalization Plan that reflected the opinions and aspirations of local residents. Both the Task Force and the Malvern Borough Council understand that community consensus is needed to commit the resources necessary to sustain ongoing revitalization. The input that the Task Force sought and received was a key ingredient in assessing needs, establishing goals and formulating the recommendations contained in this plan.

#### The Public Survey

**(Note: This Survey was conducted for the 2002 Revitalization Plan. The Borough believes these survey results are still largely valid in 2009.)**

To obtain direct public input into this Revitalization Plan, Malvern mailed 1,100 surveys to Borough residents. A total of 362 surveys were completed and returned. The resulting return rate of 33% was an excellent response, particularly considering respondents provided their own return postage. Surveys were returned by both mail and by hand. While not every respondent answered every question on the survey, the following are the tabulations and highlights of the 83% of the surveys that were returned by the original deadline date.

##### Question 1.

How long have you lived in Malvern Borough?

• Less than 5 years	66	23%
• 5 to 10 years	60	20%
• 10 to 20 years	67	23%
• Over 20 years	99	34%

*Long-time Malvern residents shows the most interest in this public survey. People who have lived in the Borough more than 20 years accounted for 34% of the surveys returned. The remaining survey returns were distributed about evenly among the people who have lived in the Borough less than five years, those who have lived here 5 to 10 years, and residents of 10 to 20 years.*

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**Question 2.**

How would you rank the overall quality and variety of products and services available from businesses in Malvern?

• Excellent	51	18%
• Good	182	66%
• Fair	41	15%
• Poor	3	1%

*Residents seem pleased with the goods and services sold by Malvern's business establishments. More than four out of five respondents described the variety of merchandise and services available in the Borough as either "good" or "excellent". Only 1% ranked the selection available at local stores as "poor".*

**Question 3.**

Which of the following businesses would you most like to see more of in Malvern?  
(Please check no more than three choices.)

• National Brand Chain Stores	13	4%
• Brew Pub / Micro-brewery	41	14%
• Grocery Store	84	28%
• Upscale Restaurants	76	26%
• Farmers' Markets	108	36%
• Family Restaurants	66	22%
• Amusement & Entertainment Places	16	5%
• Personal Services	7	2%
• Business Services	1	--
• Pharmacy	4	1%
• Health Care Services	10	3%
• Factory Outlets	7	2%
• Household Products Stores	7	2%
• Convenience Stores	5	2%
• Butcher Shop	4	1%
• Hotel / Motels	4	1%
• Arts-related Shops	22	7%
• Hardware / Paint Stores	90	30%
• Specialty Retail Shops	28	9%
• Discount Stores	18	6%
• Upscale Restaurants	76	26%
• Bakery	15	5%
• Financial Services	1	--
• Antique Stores	10	3%

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• Café / Deli	68	23%
• Clothing Stores	18	6%
• Repair Services	6	2%
• Others		

*Over one-third (36%) of survey respondents said they would like to see a farmers' market in Malvern. The next most popular choices were a hardware / paint store (30%), a grocery (28%), and an upscale restaurant (26%). A café / deli (23%), and a family restaurant (22%) were the other business types cited by at least one in five respondents. Notably, five of the top six selections were food-related. Business services, financial services, a pharmacy, a butcher shop, and hotel / motels were each cited by 1% or less of the people who responded to this survey.*

**Question 4.**

Where does your household do most of its shopping? (You may choose more than one area.)

	<u>Convenience Shopping</u>		<u>Other Shopping</u>	
• Malvern	199	66%	39	13%
• Paoli	161	54%	108	36%
• Devon	8	3%	31	10%
• King of Prussia	19	6%	109	37%
• Frazer	65	22%	54	18%
• Exton	57	19%	163	55%
• Downingtown	7	2%	22	7%
• East Goshen	36	12%	44	15%
• West Chester	6	2%	21	7%
• Other (indicate location)				

*Two-thirds of survey respondents (66%) indicated that Malvern is where they do most of their convenience shopping. Over one-half (54%) indicated Paoli as one of their choices. Among the other locations listed, only Frazer (22%) received a mention from at least one in five respondents. With regard to their "other" shopping, Exton (55%) was the only place identified by over one-half of survey respondents. King of Prussia (37%) and Paoli (36%) were the next most frequently cited choices. At 7% each, Downingtown and West Chester were the shopping locations mentioned least.*

**Question 5.**

What following changes are most needed to improve living conditions in Malvern? (Please check top three choices.)

• More Off-street Parking	112	38%
• Safer Traffic Flow	88	30%



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• Safer Environment	11	4%
• Longer Store Hours	39	13%
• Larger Variety of Stores	114	39%
• Improved Street Lighting	33	11%
• Better Storefronts	32	11%
• Better Pedestrian Access	54	18%
• Others		

*A larger variety of stores (39%) and more off-street parking (38%) were the top two most needed changes identified by Malvern survey respondents. Safer traffic flow (30%) was the change mentioned next most frequently as the key to improved living conditions in the Borough. Better pedestrian access (18%) ranked fourth. Thus three of the top four choices were related to circulation. Apparently, most people feel safe in Malvern. Only 4% cited the need for a safer environment as an important concern.*

**Question 6.**

Please rank the following public services in Malvern.

	<u>Excellent</u>		<u>Good</u>		<u>Fair</u>		<u>Poor</u>	
• Police	143	51%	118	42%	15	5%	2	- %
• Fire	172	65%	87	33%	3	1%	1	- %
• Emergency Medical	151	61%	92	37%	3	1%	1	- %
• Road Maintenance	120	43%	125	45%	29	10%	7	3%
• Snow Removal	155	55%	103	37%	14	5%	8	3%

*Malvern residents are apparently pleased with the services they receive from the Borough. A majority of survey respondents gave a grade of “excellent” to four out of five public services listed. (Road maintenance was rated as “excellent” by 42%.) Each public service was ranked either “excellent” or “good” by over 90% of people replying to the survey—with the exception of road maintenance, which received an “excellent” or “good” ranking from 88%.*

**Question 7.**

Please identify any other comments, concerns or suggestions you have on the lines below.

*All comments received on the survey questionnaires were typed by the consultant and reviewed by the Revitalization Task Force.*