

MALVERN BOROUGH
COMPREHENSIVE PLAN TASK FORCE
In Person & Zoom Conference
Malvern, PA 19355

January 19, 2022
7:30 P.M.

1. CALL TO ORDER @ 7:34PM

COMPREHENSIVE PLAN TASK FORCE PRESENT:

Dr. Helise Bichfskey, DO
Mr. Joe Bones via ZOOM
Dr. Amy Finkbiner, Ph.D.
Mr. Danny Fruchter via ZOOM
Mr. Fran Givnish via ZOOM
Dr. Dave Knies, Ph.D. (**VICE-CHAIRMAN**)
Mr. Chris Mongeau (**CHAIRMAN**)
Ms. Cathy Raymond, Esq.
Ms. Julie Raynor via ZOOM
Mr. Brian Walker via ZOOM
Dr. Zoe Warner, Ph.D.

ABSENT:

Ms. Stephanie Armpriester, Brandywine Conservancy
Mr. John Theilacker, Brandywine Conservancy

Staff & Professionals Present:

Mr. Rob Daniels, Brandywine Conservancy
Mr. Grant DeCosta, Brandywine Conservancy
Ms. Tiffany M. Loomis, Interim Borough Manager & Zoning Officer
Mr. Kevin Myers, Chester County Planning Commission via ZOOM
Ms. Jennifer Leister Reitz, Thomas Comitta Associates via ZOOM

1. CALL TO ORDER

Chairman Chris Mongeau called the meeting to order.

2. APPROVAL OF MINUTES

The meeting minutes for July 21, 2021 and November 17, 2021, prepared by Ms. Tiffany M. Loomis, were approved by the Comprehensive Plan Task Force, unanimously, and will be placed on the Malvern Borough Website.

3. COMPREHENSIVE PLAN DRAFT REVIEW

Chairman Mongeau introduced Rob Daniels. Mr. Daniels discussed the proposed draft chapter by chapter. Please find attached the redlined version of the changes proposed by the Comprehensive Plan Task Force.

COMPREHENSIVE PLAN TASK FORCE

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3. PUBLIC COMMENT

The Comprehensive Task Force discussed next steps and their next scheduled meeting is February 16, 2022.

4. ADJOURNMENT

Chairman Chris Mongeau adjourned the meeting at 9:05 PM.

Respectfully submitted by,

Tiffany M. Loomis
Borough Manager & Zoning Officer

Chapter 1 - Introduction

The 2022 Malvern Borough Comprehensive Plan is an update of the Malvern Borough 2012 Comprehensive Plan. While the 2022 Plan builds on many of the goals and strategies of the 2012 Plan, it also establishes new focus **foci** regarding Borough land use, natural and historic resources protection, public roads and trails, and considers, for the first time, climate resiliency in its planning efforts. Together, these important planning topics and related recommendations seek to maintain and enhance Malvern Borough's unique character, while also preparing for future challenges.

Malvern Borough is just over 1 ¼ square miles in size and was estimated to have 3,455 residents as of 2019. (a full demographic profile for Malvern Borough is included in Appendix A). As shown on **Map 1.1**, Regional Location Map, the **Borough** is located toward the eastern edge of Chester County, just south of the US Route 30 corridor and toward the western end of the "Main Line". The major commercial centers of King of Prussia and Exton lie 10 miles to the east and 7 miles to the west, respectively, along the heavily travelled US Route 202 corridor. The City of Philadelphia lies approximately 25 miles to the south and east of the Borough. Malvern Borough also contains a SEPTA (Southeastern Pennsylvania Transport Authority) train station along the Paoli/Thorndale Line, which provides service into the City of Philadelphia and **eastward westward** to the station in Thorndale, where travelers can transfer to Amtrak services and continue onto Harrisburg and beyond. Amtrak service is also available in Paoli, the next station east from Malvern.

Malvern Borough is seen by its residents as a welcoming, walkable town. Residents cherish its tree-lined residential neighborhoods and enjoy convenient access to shops and restaurants in its commercial areas along King Street. While much of the surrounding area has transitioned from rural land uses to suburban bedroom communities over the past 50 years, Malvern Borough has maintained its small-town feel and character. Compared to the other Boroughs of Chester County, Malvern Borough is blessed with significant areas of its geography in natural land cover, including significant areas of woodland, creating a unique community character and sense of place. **Map 1.2** provides a high-altitude, aerial view of the Borough showing land cover, lot lines, roads, and surface water features.

What is the Comprehensive Plan?

This 2022 Comprehensive Plan is intended to guide the development and preservation of Malvern Borough over the next 20 years as per the Community Vision, Key Values, and Goals and Strategies included herein. It establishes recommendations for land use, natural and recreational resources, open space and land preservation, historic resources, transportation, community facilities and services, and urban revitalization.

This Plan's recommendations have no legal effect on the actual use of land, i.e., Malvern Borough cannot mandate how land is used or developed by adopting this Comprehensive Plan. Rather, the Comprehensive Plan serves as a blueprint and aspirational document to guide Borough officials and staff over the next 10-20 years in managing growth and the quality of life for residents. The Plan also serves as an important policy guide for Malvern Borough officials and staff on a variety of municipally related topics, when establishing work programs for its various committees and commissions, and when seeking public funding for projects identified for implementation.

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This Plan also provides guidelines and serves as a foundation for revisions to Malvern Borough’s primary land use regulations, the Zoning Ordinance (ZO) and the Subdivision and Land Development Ordinance (SALDO). The ZO primarily controls the types and intensities of the various land uses and design standards for their existing use and future development. The SALDO primarily establishes the procedures for approving new lots and other land developments, as well as establishing design standards for the construction of roads, stormwater management, and other improvements.

How Was this Plan Developed?

The 2022 Comprehensive Plan replaces Malvern Borough’s 2012 Comprehensive Plan. An extensive public participation process was used to develop the 2022 Plan, specifically:

- Establishment of the Comprehensive Plan Update Task Force
- Organizing the Community Visioning Session
- Design and analysis of a Community Planning Survey
- Formulating a Community Vision, Key Values, and Goals and Strategies
- Analyzing maps and data of existing conditions
- Establishing a Future Land Use Plan
- Development of Recommendations and Implementation Priorities
- Organization of several public meetings

Summary of Public Participation Creating the 2022 Plan

The 2022 Plan was developed by a Task Force established by Malvern Borough’s governing body that included members from a variety of Borough Committees and Commissions. Borough administrative staff were also included in Task Force meetings and all correspondence. Many opportunities for input from the public were included at various stages of the planning process. Several of those opportunities are described below.

Task Force

The Malvern Borough Council appointed an 11-member Task Force to work with its planning consultant, the Brandywine Conservancy. Task Force membership included members of the Borough’s Planning Commission, the Historical Commission, the Environmental Advisory Council, the Parks and Recreation Committee, and the President and two members of Borough Council. The Task Force also **included several active citizens** one active citizen of the Borough, as well as a representative from the Malvern Business and Professional Association. A staff member from the Chester County Planning Commission responsible for overseeing the Borough’s use of a County Vision Partnership Program (VPP) grant also participated in Task Force meetings. The Brandywine Conservancy added Thomas Comitta Associates and McMahon Associates as sub-consultants for their expertise in community visioning, urban

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revitalization, and transportation. The Conservancy planning team met with the Task Force ~~approximately once each month~~ I would just say the number of actual meetings held from October 2020 and ~~March~~ 2022 to discuss the Borough's vision, provide direction on the major Plan Chapters, and to assist in mobilizing other Borough residents to participate in the Plan's formulation.

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To that end, opportunities for public participation were maximized throughout the planning process. Public input actions included:

- ~~Community Planning Survey~~
- ~~Community Visioning Session~~
- Planning Commission Public Meeting
- Public ~~Hearing~~ before Borough Council

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Around the same time the Task Force and planning team were preparing for the Community Visioning Session, they also prepared a mail-out survey to all Malvern Borough households. This survey asked 17 questions related to municipal and regional planning issues. Completed survey responses were combined with the Community Visioning Session input to help define the primary direction and content of the 2022 Comprehensive Plan. The ~~Borough~~ received 570 completed surveys out of a total of 1,338 ~~notifications~~ distributed ~~via a mailed postcard~~. ~~Complete~~ survey results ~~are~~ included in Appendix ~~B~~. From survey responses, some of what the Task Force learned included:

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On March 17, 2021, the Comprehensive Plan Update Task Force hosted a Community Visioning Session at the Paoli Battlefield Historical Park to kick-off the public's participation in the Comprehensive Plan development efforts and to listen to their priorities regarding quality of life, future improvements, and spending. This session was attended by over ~~XX~~ residents and included broad representation from all geographic areas of Malvern Borough. ¶

The Session produced "Places Loved" and "Places Needing Improvement" from participant input; Appendix ~~X~~ provides a summary of these "Places" as identified by Session participants. Participant "Spending Priorities" for the municipality were also identified through the Visioning exercise. Examples of each include:¶

- "Attractiveness/character of the area" was the number 1 reason survey participants chose to live in the Borough, closely followed by "Walkability".
- "Neighborhood character in terms of building size and density", followed by "Natural resources and green infrastructure" were considered the most important for the future of Malvern Borough.
- "Creative/alternative parking solutions", followed by "wider sidewalks and/or bike lanes" were, by far, the top two supported actions for the King Street commercial corridor.
- Over 60% of respondents supported "Accessory dwelling structures on existing lots ("granny flats"/in-law suites)" as a way to better utilize their existing homes.
- "Ecological conservation", "Preservation of historic sites and buildings", and "Public access to open space and greenways" were ranked as the top three issues for the Borough to focus on in the future.
- 37% of Survey participants had lived in the Borough for over 20 years.

- Places Loved – King Street and its businesses; Paoli Battlefield and Randolph Woods.¶
- Places Needing Improvement – Vacant lot at King and Bridge Street; Sidewalks.¶
- Spending Priorities – Open space preservation and natural resource protection; Downtown business attraction and retention; Downtown beautification.¶

¶ At this Visioning Session, the Task Force also learned the following from the attendees:¶

- Maintain and enhance small town character.¶
- Ensure more opportunities for local shopping and dining.¶
- Provide better sidewalk connections to parks.¶
- Provide better bike/pedestrian connection to Chester Valley Trail.¶

¶ A complete summary of the Community Visioning Session input is included in Appendix ~~X~~. ¶

~~Community Visioning Session~~ Plan Adoption I recommend against giving the visioning session prominent placement. Almost no one came and the results, however much I agree or disagree with them, must be seriously discounted.

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After a draft comprehensive plan was produced, a public meeting was held by the Malvern Borough Planning Commission on _____, 2022 to present the draft to the public and obtain any suggestions or other input. The final draft Plan was refined based on the public input and sent to Malvern Borough Council for review and adoption. Upon completion of the State-required Act 247 review process, Malvern Borough Council adopted the 2022 Comprehensive Plan Update on _____, 2022.

Plan Components

Chapter 1: Introduction (including Community Vision, Key Values, and Goals and Strategies)

Chapter 2: Future Land Use

Chapter 3: Natural Resources and Open Space

Chapter 4: Parks and Recreation

Chapter 5: Historic Resources

Chapter 6: Transportation

Chapter 7: Community Facilities and Services

Chapter 8: Urban Center Revitalization

Chapter 9: Implementation Recommendations

Appendices

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Chapter 2 (Future Land Use) is the first of seven major Plan Chapters, and includes plans for the future use of Borough land for residential, commercial, institutional, and open space purposes.

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Chapter 3 (Economic Vitality, Revitalization, and Housing) provides guidance on promoting a healthy, vibrant, and diverse commercial economy that will ensure a thriving main street with a unique historic character and attractive streetscape that promotes walkability and community interaction. The chapter also considers housing in a Borough which is a highly desirable area to live and where demand for housing is high.

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Chapter 4 (Historic Resources), Chapter 5 (Natural Resources and Open Space), and Chapter 6 (Parks and Recreation), plan for the protection and in some cases, restoration, of the Borough's unique historic, natural, and scenic resources.

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Chapter 7 (Community Facilities and Services) plans for ensuring Malvern Borough continues to **provide exemplary improve and efficiently operate** administrative, community, and municipal services that support the high-quality of life its residents enjoy.

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Chapter 8 (Transportation) plans for the future circulation of residents, visitors, and businesses, and prioritizes safety, efficiency and multi-modal transportation networks that support the movement of people and commercial activity, while maintaining the community's character.

Chapter 9 (Implementation Recommendations) outlines specific actions many Borough stakeholders can take over the next 10 to 20 years to help achieve the Community Vision and honor the Key Values.

Each Chapter's content is supported by technical information summarized in the Plan's Appendices that was collected and analyzed during the Comprehensive Plan update. As examples, Appendix A presents the Borough demographic data, including population forecasts to help determine how much residential growth should be anticipated by the Future Land Use Plan. Appendix B provides a tabulated summary of the completed Community Planning Survey and Appendix C summarizes the input and results of the Community Visioning Session

Community Vision and Key Values

The Community Vision and Key Values for Malvern Borough were developed based in part from input received at the Community Visioning Session and the Community Survey results.

Malvern Borough aspires to be a small town that celebrates its history, cherishes its abundant green spaces, values its varied neighborhoods, and supports its vibrant downtown. We carefully manage change – including environmental impacts – while preserving and enhancing community assets, welcoming diverse newcomers, and strengthening our connection to the region. This is an important statement, arrived at after much deliberation. I recommend placing it in bold type on the very first page of the document, as well as here.

Key Values

Our vision is driven by the following set of four interrelated values:

Character

Preserve the historic, small-town character and green spaces that defines Malvern's personality and that its residents cherish and embrace.

Resiliency

Ensure Malvern's environment, economy, infrastructure (including green infrastructure) and municipal services and government are resilient and adaptable to both internal and external forces, protecting their legacy for future generations. this is about climate resiliency, or environmental resiliency, so lets say it

Connectivity

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Promote local and regional connectivity of Malvern’s open spaces, natural resources, and neighborhoods that ensures a healthy and resilient environment and promotes social interaction, relaxation, recreation, and a sense of place.

Vibrancy

Foster a vibrant and diverse community that supports local businesses, helps steward the environment, embraces volunteerism, supports one another, comes together to commemorate and celebrate, and is an active advocate for Malvern Borough, both locally and regionally.

CHAPTER 2. FUTURE LAND USE

INTRODUCTION

This chapter presents the Future Land Use Plan for Malvern Borough for the twenty-year planning period. The chapter is organized by first providing a brief overview of the Borough's existing land uses and related issues identified by Borough residents, landowners, and business owners/operators during the Plan's formation. Thereafter a set of goals and associated strategies relating to future land use is presented. The chapter concludes with a description of the Plan's Future Land Use Map.

This Future Land Use Plan is consistent with the community vision, key values, overall planning goals, and other chapters of this Plan. It is also generally consistent with applicable recommendations of Chester County's Comprehensive Plan, *Landscapes3*.

Borough Land Use Overview

Malvern Borough, a Chester County urban center of roughly 1.2 square miles in size, has a diverse mix of residential, commercial, industrial, institutional, recreational, and transit-oriented land uses. Residential land uses are distributed throughout the Borough (except for the Malvern Business Park) and comprise ~~thirty-three~~ percent of its total land area. Commercial land uses are concentrated primarily along the King Street corridor in the northern half of the Borough, and make up just over two percent of the Borough's total land area. The Borough's industrial land uses are found within the Malvern Business Park in the northwest corner of the Borough and make up slightly **more than three percent of its total land area. Its almost 70 acres**. Two institutional uses, the Malvern Retreat Center and the Malvern Preparatory School, occupy most of the southern half of the Borough. These two uses, as well as several churches, a private school, the Borough library, and Borough municipal buildings comprise roughly twenty-seven percent of the Borough's total land area. Just under nineteen percent of the Borough's total land area is used for public parks and both public and private (HOA) open space. The remaining sixteen percent is made up of utility and transportation uses, such as the railroad and road rights-of-way (Source: Chester County Tax Parcel Land Use Code.)

Similar to other boroughs located along the historic mainline of the former Pennsylvania Railroad, the Malvern Train Station remains a busy commuter terminus and is located just west of South Warren Avenue in Malvern's central business district. This important piece of Pennsylvania history is owned and operated by SEPTA for regional rail and AMTRAK services. The Station's park and ride lots straddle both sides of the SEPTA rail line.

Only a few remaining vacant lots exist within the Borough, which comprise **roughly two and one-half percent** of the total Borough land area. The most notable is a ten-acre wooded parcel located in the northwest corner and west of the Malvern Business Park. This parcel is zoned LI Light Industrial District; is heavily wooded and part of the headwaters and first-order stream to

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Valley Creek; includes areas of steep slope; and is landlocked (i.e. without direct access to public streets). The current owner of this parcel informed the Borough that the **proposed** extension of Malin Road from East Whiteland Township to Malvern Borough, via Pennsylvania Avenue and North Warren Avenue, as described in the 2010 Malin Road Extension Feasibility Study, could provide access to this parcel. However, **Borough staff informed** the Task Force that East Whiteland Township's interest in pursuing the Malin Road Extension had waned, and because of environmental constraints and high construction cost estimates **for** the extension, it had determined the **new** road to be infeasible. As a result, the Task Force recommended that this ten acres of undeveloped woodlands be added to the Borough's Official Map for possible open space acquisition by Borough officials.

Another vacant lot for infill development is found along the King Street corridor with frontage on both King Street and Woodland Avenue. A portion of this lot's King Street frontage lies immediately opposite the Bridge Street/King Street intersection. The lot is zoned C3 and its ultimate development is somewhat complicated by a) a small building on a separately owned, adjoining lot at the corner of King Street and Woodland Avenue, and b) King Street access potential given the proximity of the unsignalized Bridge Street/King Street intersection.

In addition to these remaining undeveloped parcels, a significant amount of undeveloped land remains within the Malvern Retreat Center and the Malvern Preparatory School properties in the southern half of the Borough. **Both properties contain important and sizeable natural resources, both in terms of total acreage and as a percentage of the Borough's remaining natural areas.** During this Plan's formation, **a subcommittee of** the Task Force met with representatives of both **institutions** and learned from Malvern Preparatory School representatives that a master planning process is underway for desired campus improvements. These are likely to focus on interior vehicular circulation, vehicle access to South Warren Avenue, and **adding** class curriculum **focused on** the campus's natural environment. The Task Force **representatives of the Malvern Retreat Center that member interest and philanthropy at** the Center were strong, and the Center **stated it** was exploring several program and campus-wide improvements, including possibly adding buildings for temporary and/or permanent living quarters.

Appendix **D** of this Plan presents a more detailed inventory and mapping of existing land uses in the Borough, as well as a summary of the Borough's zoning districts and accompanying zoning map based on the enacted Zoning Ordinance.

Borough Development/Redevelopment

While major changes in Borough land use are not anticipated by this Plan to occur for at least the first ten of the twenty-year planning period, minor changes are anticipated, including those previously discussed. Minor land use changes most anticipated are discussed below, and help identify future land use strategies for consideration during Plan implementation and Council decision-making.

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- Based on recent residential building activity within the Borough, existing residential dwellings will continue to be enlarged and others will be demolished and replaced with new dwellings to accommodate the needs and preferences of existing and future residents and property investors. Concerns with the adverse impact of such development on neighboring residential properties and older neighborhoods, especially involving small existing lots, were expressed by Borough residents when responding to the community planning survey and by Borough officials. Such impacts include the crowding of, or encroachment into, side and rear yard setbacks by homes and accessory structures, increased building heights and lot coverage, and home siting and architectural designs which are inconsistent with the existing neighborhood character.

While it is difficult to regulate single-family residential home construction on individual lots beyond establishing minimum area and bulk requirements within zoning, a zoning task force comprised of Borough Council and Planning Commission members undertook a thorough study of this issue with the assistance of Borough staff and a planning consultant. Changes to the Zoning Ordinance’s residential district provisions were considered, and some were eventually recommended to Borough Council for enactment as amendments. In 2020, the Borough Council did enact a series of Zoning Ordinance amendments, establishing a combination of regulatory restrictions and incentives that are intended to help ensure that additions to existing residential dwellings, or entirely new homes, on individual lots avoid impacting neighboring lots and better protect neighborhood character. Time will tell whether these amendments, when properly administered and enforced along with other applicable Ordinance provisions, will alleviate this issue. Chapter 3 of this Plan, under Housing, suggests additional changes to the Borough’s Zoning Ordinance that can help address this issue.

- While the Borough has a mix of different residential housing types, the Task Force felt that the Borough could do more to improve the variety of housing types and price points. Most dwellings in the Borough currently have a high resale value due to the strong real estate market in the Borough and surrounding region. Monthly rental rates are also relatively high. (See a more detailed discussion of housing in Chapter 3.) As noted earlier, large areas of vacant residentially zoned land no longer exist in the Borough. However, land already developed with residential homes could be used more efficiently, for example, by allowing an accessory dwelling unit. The Borough’s Zoning Ordinance currently permits supplemental dwelling units in all seven residential districts. Supplemental dwellings units must be part of, or attached to, the principal dwelling or an accessory structure, while accessory dwelling units are free-standing structures. Accessory dwelling units, like supplemental dwelling units, are an affordable housing option that allows family members to age in place. For example, a principal or accessory dwelling unit could be occupied by siblings, as care givers of their more elderly parents.

In addition, non-traditional areas for residential housing within the Borough could be explored. For example, the Malvern Business Park is a potential location for new high-

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density housing in the Borough. Residential apartment complexes or a LifePlan community (elderly housing) could be built on appropriately-sized, vacated business park lots. To facilitate such development, the Zoning Ordinance's LI and/or LI1 Districts could be amended to add a multi-family residential (and/or LifePlan community) use option, and include provisions to ensure such development would offer convenient site amenities for residents, sidewalk connections to the Malvern Train Station, energy-saving features, and thorough consideration of 21st century auto traffic reduction measures like high cost private parking, shared rental car space onsite, electric vehicle charging and regular van service to downtown Malvern and Worthington. In addition, compatibility with any adjoining non-residential land use should be carefully addressed through proper site design and building orientation, and the use of effective screening and/or buffering.

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- The possibility of adding temporary or permanent living quarters/housing to the Malvern Retreat Center campus, as mentioned by Center representatives, could be supported by the current I2 District. This District permits in addition to planned campus development: a) adult housing/care facility uses subject to supplemental use regulations; and b) the establishment of cluster residential development by conditional use approval. However, strict observance of the Zoning Ordinance's current cluster residential development standards on the Retreat Center's property would be in conflict with several of the natural resource and open space goals and strategies of this Comprehensive Plan. For example, the Ordinance's cluster residential development standards recommend that an applicant's design use a traditional grid street pattern consistent with that in "Old Towne Malvern", and that the developed portions be located in the northern portion of the District, adjacent to the existing "Old Towne" neighborhood, with open space located south of the developed portion.

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Much of the undeveloped portions of the Retreat Center property are wooded, and the natural resource goals of this Plan emphasize the protection of the Borough's remaining woodlands. Forcing a traditional grid street pattern on this wooded landscape would result in significant woodland loss. Also, the northern end of the Retreat Center is heavily wooded, and is planned by the Borough to be a key part of a future greenway corridor linking Randolph Woods with the Paoli Memorial Grounds and Battlefield Historical Park. Siting the buildable area of a cluster residential development here could not only block, but would significantly degrade, if not destroy, this portion of the Borough's planned greenway corridor. Instead, development design flexibility should be provided at this location to allow either an adult housing/care facility use or a cluster residential development design that fits more naturally with the existing site, leaving significant woodland areas intact. In addition, the buildable portions of an adult housing/care facility use or cluster residential development on the Retreat Center property in the future should occur in the southern half, reserving the northern end to someday realize the Borough's greenway corridor objective.

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- The Malvern Shopping Center fronting on west King Street is a key area of the Borough’s central business district that also has potential to redevelop during the twenty-year planning period. Although this center currently hosts a number of local businesses and area franchises, its one-story buildings and extensive surface parking underutilize a prime property located immediately adjacent to the Malvern Train Station. A larger multi-story, mixed-use development at this location could accommodate many of these existing businesses and offer additional public amenities for Borough residents, visitors, and regional rail commuters. (See additional discussion in Chapter 3.) While many of the Borough’s uses serve commuters heading in-bound to Philadelphia, Malvern should also be thought of as a future employment destination of regional rail commuters. While a conceptual plan for redevelopment of this property is not part of this Plan, the Borough may wish to pro-actively plan for possible redevelopment of this and other properties within the central business district with such potential. This planning exercise should begin by determining the continued relevance of the Study for Revitalization of Malvern Borough’s Central Business District, and include identification of innovative regulatory tools and developer incentives that could be used by Borough officials to help yield appropriate redevelopment.

Goals And Strategies For Future Land Use

Goal 1. Accommodate a modest amount of regional growth and development in areas of the Borough planned for such uses in a way that maintains and enhances the Borough as a desired place to live, work, and play.

Strategy 1-1

Manage future growth through consistent administration and enforcement of the Borough’s Zoning, Subdivision and Land Development, and Stormwater Management Ordinances. Consider changes to such Ordinances which achieve greater consistency with this Plan, and which result in land uses, developments, and related improvements that achieve desired community and environmental objectives.

Strategy 1-2

Ensure compatibility of new land uses with adjacent land uses through the use of appropriate site design; building architecture, coverage, spacing, and yard setbacks; site grading, screening, or planted buffers to separate potentially incompatible land uses.

Strategy 1-3

Manage future growth consistent with other Plan goals, such as natural and historic resource protection, the provision of affordable housing, retention of local businesses, multi-modal transportation improvements, and design sensitivity to Borough neighborhoods and the central business district.

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Goal 2. Within the traditional “Old Towne area”, new dwellings or additions to existing dwellings should blend with the historic neighborhood character through compatible building scale, architectural style, building height and building setbacks from streets and alleys.

Strategy 2-1

Effectively administer and enforce the provisions of the Zoning Ordinance’s residential districts related to principal residential dwellings and accessory structures, requiring strict compliance with area and bulk requirements, and the granting of conditional use approval for increased building coverage or building height only when Borough Council finds that an applicant’s proposed site plan or architectural drawings document building mass, scale, proportions, and form of new construction that reflect those generally characteristic of the neighborhood.

Goal 3. Expand residential housing opportunities and price points so Malvern Borough can be a place for everyone.

Strategy 3-1

Amend the Zoning Ordinance to permit accessory dwelling units (ADUs) on existing lots with principal dwellings, subject to compliance with appropriate residential district or supplemental standards.

Strategy 3-2

Evaluate and amend where appropriate the cluster residential development standards of the Zoning Ordinance to ensure that cluster residential development designs help to achieve all of the Comprehensive Plan’s applicable goals and strategies. As currently written, certain elements of the cluster development provisions (only permissible in the I2 district), such as promoting a grid-like network of streets and encouraging connecting any development to the existing borough street network to the north, are in direct conflict with other goals of this plan, most notably the protection of significant natural resources and the desire for an east-west greenway corridor connecting Randolph Woods with the Paoli Battlefield site and Paoli Memorial Grounds.

Strategy 3-3

Evaluate and amend where appropriate the Light Industrial Districts to permit the establishment of multi-family residential housing (including LifePlan communities), subject to discretionary approval by the Borough, and through compliance with appropriate District provisions and performance and design standards.

Strategy 3-4

Evaluate and amend where appropriate the C1, C2, C3, and C4 Districts to encourage the development of live/work uses and multi-story non-residential buildings which utilize upper floors for living quarters, apartments or condominiums.

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Goal 4. Ensure the continued economic and social vitality of the King Street corridor as the Borough's central business district.

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The Borough should identify and study vacant and developed parcels along King Street with the potential to redevelop over the next 10 to 20 years. This study should envision desirable redevelopment scenarios that protect and enhance the economic vitality of the central business district while benefitting the overall community and addressing multiple planning objectives. The study should include ways to address the displacement of businesses during site redevelopment, and offer innovative regulatory tools and developer incentives for Borough use in yielding appropriate business expansion and multi-use redevelopment. I recommend adding that the plan should also review the potential for public/private parking combinations to reduce asphalt coverage downtown and provide better sidewalk space for pedestrians and storefront use. Also we should be studying a sidewalk into neighboring Willistown adding hundreds of households to Malvern Business District walkability.

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The Future Land Use Map

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Map 2.1 is the Future Land Use Map for Malvern Borough, a key component of this Future Land Use Plan. This map, through use of five future land use categories, generally shows where residential, commercial, industrial, institutional, and resource/open space/recreational uses are planned to occur in the Borough over the next twenty years.

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By comparison, the Future Land Use Map is much less detailed than that contained in the Borough's 2012 Comprehensive Plan. This is because nearly all Borough land is now developed and the resulting land use patterns are not expected to radically change in the near future. For example, areas of the Borough currently in residential use are assumed to remain in residential use for the twenty-year planning period. Since municipalities like the Borough which adopt a comprehensive plan pursuant to the Commonwealth's Municipalities Planning Code are then required to review and, if necessary, update that plan every ten years, the Borough will be able to evaluate and make necessary adjustments to the Future Land Use Map as part of the next Plan update.

Residential

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Areas designated Residential on the Future Land Use Map reflect a well-established pattern of single-family, townhouse, or multi-family dwellings within the Borough. Within these areas, large vacant lots or tracts no longer exist for establishing major residential subdivisions. New dwellings or apartments could be added when permitted by zoning through infill opportunities, as accessory dwellings, and through building conversions, additions, or tear-downs and redevelopment. In older, more traditional residential neighborhoods, new dwellings or additions to dwellings which adversely impact neighboring lots or the residential character of these neighborhoods are strongly discouraged.

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Commercial

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Areas designated Commercial on the Future Land Use Map reflect a concentration of existing commercial businesses located primarily along King Street within the Borough's central business district. While the Borough wants to retain its existing businesses, new commercial uses could be added, or replace existing commercial uses, when permitted by zoning through infill opportunities, building expansions and conversions, and redevelopment. Ideally, new commercial buildings along King Street should be pedestrian-oriented, multi-story, with retail and service commercial uses located at street level and office or residential uses on upper levels. New buildings and major additions would also need to comply with the Subdivision and Land Development Ordinance's Old Towne Malvern Design Standards.

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Industrial

Areas designated Industrial on the Future Land Use Map reflect the concentration of existing heavy commercial and light industrial uses located within the Malvern Business Park in the northwest portion of the Borough. These uses have vehicular access to north Warren Avenue via Spring Street and Pennsylvania Avenue, although intersection constraints limit the size of delivery vehicles. No new areas within the Borough are planned for industrial land uses. In addition, lands designated Industrial on the Future Land Use Map may be suitable for multi-family residential uses, subject to compliance with Borough zoning.

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Institutional

Areas designated Institutional on the Future Land Use Map include the two large Malvern Retreat Center and Malvern Preparatory School properties in the southern half of the Borough, as well as smaller parcels scattered throughout the Borough and currently used for churches, the Malvern library, private schools, and Borough municipal buildings. While no new areas are planned to accommodate institutional uses, replacement of existing institutional uses with new ones, and additions to existing institutional uses, are appropriate when in conformance with this Plan's goals and objectives and Borough Ordinances.

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Resource Protection, Open Space, Recreation

Areas designated Resource Protection, Open Space, and Recreation on the Future Land Use Map reflect lands within the Borough in public, HOA, or private ownership intended for active or passive recreational use or natural or cultural resource protection. See Chapter for further discussion of these areas and related goals and strategies.

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Chapter 3. Economic Vitality, Revitalization, and Housing

Economic Vitality and Revitalization.

Introduction

Urban centers such as Malvern Borough have unique strengths and distinctive challenges that **discern** distinguish them from other communities in Chester County. This comprehensive plan also serves as Malvern Borough’s “urban center revitalization plan”, providing greater focus on future economic growth, redevelopment and reinvestment opportunities, and improvement projects and strategies. While this section of this chapter addresses economic revitalization specifically, many other chapters recommend critical actions and strategies needed to maintain Malvern Borough’s vitality as an urban village, specifically in terms of mobility, community services, and utilities. The second section of this chapter, focused on housing, also provides strategies to maintain Malvern Borough as an attractive and desirable place to live.

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Borough Overview

In terms of economic value and employment, the Borough has enjoyed several years of growth, increasing jobs by 14% between 2006 and 2019. The Borough is an attractive destination for employers and a net importer of employment, meaning that more people come to work in Malvern everyday than residents who leave to work elsewhere. In 2019, there were 1,769 primary jobs in the Borough: 1,663 people commuted into Malvern for employment, while 106 people live and work in the Borough (see Table 3.1 and Figure 3.1 below). This benefits the Borough not only through a stable and diverse tax base, but because the workers who come to Malvern for their jobs are more likely to patronize and support the local businesses operating there. In addition, total property assessment has risen by delete6.58% since 2014.

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Table 3.1. Private, primary jobs in Malvern Borough since 2006

Year	2006	2009	2012	2015	2019
# of Jobs	1,540	1,383	1,550	1,802	1,769

Source: On the Map, <https://onthemap.ces.census.gov/>



Figure 3.1 - Net inflow and outflow of workers, 2019



Figure 3.2 Job density, 2019

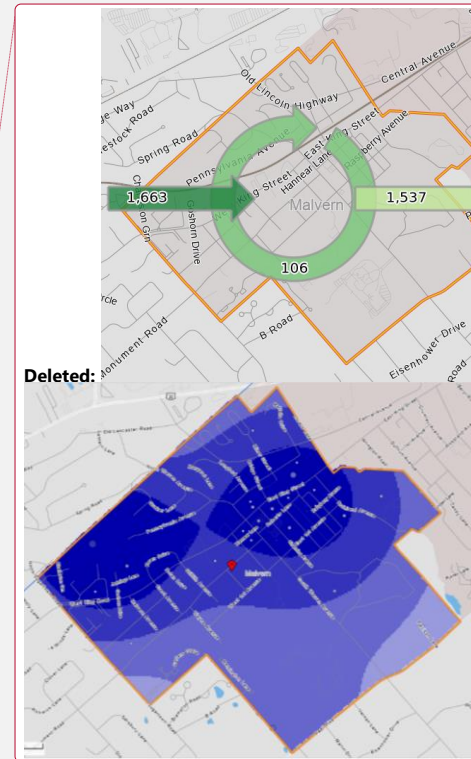
Geographically, the economy of Malvern is concentrated in two major areas: The King Street corridor and the Malvern Business Park (see Figure 3.2). Institutional uses like Malvern Prep and Malvern Retreat House are also important contributors of employment in the Borough.

King Street Corridor

Many of the noteworthy achievements from the 2012 plan have positively impacted the King Street corridor. The redevelopment and opening of Eastside Flats is a key recommendation of that plan that has come to fruition. While the commercial aspect of the mixed use development has been slow to take hold, the development and associated streetscape improvements have sparked new interest and energy in this part of town. This development was closely followed by the opening of Kimberton Whole Foods (KWF). Though located in Willistown Township, KWF is easily walkable from the Borough, filling a gap in grocery services pointed out in the 2002 and 2012 plans. Further addressing this gap and providing additional access to high quality food, was the introduction of the Malvern Farmers Market in 2012. This seasonal market is located at Burke Park and is open Saturdays from 9 to 12.

An additional accomplishment was the amendment of the Zoning Ordinance to add design guidelines for infill and redevelopment along King Street. These design standards help to ensure that the cohesive and attractive streetscape and ambiance of King Street remain that way and that new development is compatible with the existing character.

While the many investments made in the Borough and to King Street have resulted in new energy and excitement for the Borough, the stay-at-home orders triggered by covid-19 in the spring of 2020 and ongoing pandemic conditions created a new level of threat to the vitality of King Street. An example of this challenge is that the existing vacancies on the east end were exacerbated by the closure of Christopher's Restaurant.



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Businesses continue to face the acceleration of e-commerce trends, supply chain issues, the evolving norm of flexible work locations, and the need to evolve to the market by selling products both online and in-person, whether through curbside pick-up, delivery, or traditional in-store purchases. These challenges need to be met head on through innovative leadership, tenacity, and creativity.

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The Malvern Business and Professional Association (MBPA) is a strong delete the leader for the area's business community and focuses on event development and coordination within the Borough. Currently, the MBPA has no paid staff. Funded through dues paid by its business members, the organization has focused on arranging successful delete events such as Victorian Christmas and the third Thursday Malvern Stroll events. There is a positive relationship between the MBPA and the Borough and the lines of communication are open. However, neither entity has the existing organizational capacity to take on many of these rising challenges to the King Street corridor, most obviously the need to assist in recruiting new businesses and filling desired retail gaps in the Borough and better promote and market the Borough as an attractive destination for shoppers and diners. Many landlords and business owners feel that as the economy recovers, King St. Will also recover as part of the business cycle.

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Malvern Business Park

Malvern Business Park is an older industrial area, just north of the Septa rail line and west of Warren Avenue. Despite access and circulation issues, the business park is nearly fully occupied with a mix of commercial, industrial, and institutional delete uses located along two long cul-de-sac streets. The poor circulation has resulted in difficult intersections and truck traffic moving through residential neighborhoods.

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After years of study and discussion, the proposed Malin Road Extension project – a proposed roadway that would have provided direct access to the Malvern Business Park from Route 30 with the goal of improving circulation and redirecting truck traffic away from the residential neighborhoods- was deemed infeasible both in terms of cost and desirability. This leaves the Borough with an occupied but challenged and aging industrial area.

The previous plan outlined a "transit-oriented development" area surrounding the train station on the western side of Warren Avenue. The designated area included the portion of the industrial lands closest to Warren Avenue as well as the Malvern Shopping Center. The concept plan envisioned a high-density mixed commercial and residential development, that built upon the advantages of the train station and relied upon the Malin Road extension for transportation improvements to reconcile the existing truck traffic with increased residential traffic. Now that the road extension is considered infeasible, a smaller scale mixed use development may still be possible but requires further exploration and refinement to ensure that the redevelopment addresses the traffic concerns, enhances mobility, and contributes to the overall character of the Borough. Need to add the possibility of multi-family as a way to enhance the tax base and aid business development on King St.

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Economic Vitality and Revitalization Goals and Strategies.

Goal 1. Promote a healthy and diverse commercial economy that supports a stable tax base.

Opportunities for growth within Malvern Borough are limited. The plan needs to ensure that existing commercial and industrial land is efficiently developed and redeveloped in a manner that reinforces the character of the Borough's natural and built environments, while supporting the stable tax base that support the high quality of life that Malvern Borough residents continue to expect.

Strategies:

1. Review the zoning ordinance to ensure that uses, area and bulk, and performance standards reflect the current vision for the downtown and evolving trends in commercial districts. Such amendments could include:
 - a. address how property owners and/or retailers can provide outdoor dining, sponsor food trucks, or host pop-up shops or events. As an alternative these uses could be addressed through stand-alone ordinances that allow for greater flexibility and review times;
 - b. reevaluate the height of the C-1 district while reinforcing the maximum in other commercial districts; and absolutey not !! This option was rejected by the vast majority of survey respondents. If this remains, please make sure it is discussed at the upcoming CPTF meeting.
 - c. address the potential for evolving uses such as maker spaces, breweries, and artisan studios.
2. Continue to support and coordinate with the Malvern Business and Professionals Association in its mission to promote businesses within and around Malvern Borough through community events.
3. Monitor the occupancy of the Malvern Business Park and if needed, consider small scale redevelopment as discussed within Future Land Use (Chapter 2) and in the Study for the Revitalization of Malvern. The borough should consider revisiting the concept plan, keeping in mind existing road conditions. Any redevelopment visible from King Street must meet the existing design guidelines within the Zoning Ordinance and be compatible with the height regulations. Recommend a rephrase. Ht regs should be revised for LI and L zones to accommodate higher bldgs as long as visibility from King St. Is not impacted. Some of these zones are 30, 40 ft lower than King, and some lots are very far away
4. Monitor emerging opportunities for redevelopment along King Street, including but not limited to the Malvern Shopping Center, as further discussed in Future Land Use (chapter 2).

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Goal 2. Reinforce the identity and vitality of King Street as a thriving main street and community center.

King Street is the heart of downtown Malvern and the location of many beloved businesses, events, and institutions. Ongoing challenges with storefront vacancies coupled with the pandemic reinforce the

need to strengthen and support what makes King Street unique: its businesses, its people, and its character. A vibrant downtown requires a sustained, multi-pronged approach that includes:

- Coordinating joint promotions and events;
- Maintaining and enhancing the design of downtown, including keeping the unique historic character fresh, attractive, safe and clean; and
- Managing an effective retail mix, recruiting new businesses, retaining existing businesses and connecting existing and potential business owners to available resources.

Strategies.

1. Explore and strongly consider hiring a Main Street Manager.

Successful downtown revitalization requires concerted, coordinated, and continuous effort in good times, as well as difficult ones. While the MBPA, in coordination with the Borough, sponsors key community events, the capacity to identify and recruit appropriate businesses, create joint promotions, and work to further improve the appearance of King Street is simply not there. Professional oversight, in the form of a downtown or Main Street Manager, could help to fill in these gaps and provide needed hands-on guidance in strengthening the King Street corridor. While there is no grant funding available for such a position at the state level, other source of funding could include fees, assessments, or events. The position could be a part-time position, or shared with another organization or municipality, as funding streams, as well as specific responsibilities develop over time.

Once a manager is hired, the Borough can consider exploring the potential for a more formal main street organization or business improvement district. Locally, West Chester, Kennett Square, and Phoenixville Boroughs have established organizations and/or paid staff charged with revitalization efforts, though each has its own unique structure. Borough staff could begin by meeting with these counterparts in Chester County and begin to develop a plan that is customized to its own needs.

[It is important not to add a burden to the current budget or hire a permanent position that will end up in the operating budget. There needs to be evaluation parameters to re-assess the position after specified time periods.](#)

[Sources for additional information and funding opportunities for Main Street programs include the PA Department of Community and Economic Development \(PA DCED\), the PA Downtown Center, and Chester County Planning Commission's Main Street e-tools .](#)

2. Address vacancies and focus on business recruitment along King Street.

One of the first priorities of a potential Main Street Manager would be the vacancies along King Street. Empty storefronts have been a cause for concern in recent years, as **Eastside Flats**

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struggled with filling its retail space. That's their problem-high rents! However, the ongoing pandemic continues to leave its mark on the number of "for sale" and "for lease" signs that have popped up in other areas along the corridor. Most spaces, including some in the Flats, are already rented. This section also should be discussed at the upcoming meeting.

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There are a variety of strategies for addressing vacancies in the short term. These include: allowing "pop-up" uses that either temporarily fill a community need or provide an incubation space for a new business; and making sure that windows are attractively adorned with advertisements for upcoming Borough events, public art, or other appropriate materials.

In the long term, it is imperative that vacant spaces have a "maintained" appearance and are secured at all times, sending the message that the turnover is short term and the property owner is present and active.

Business recruitment would be a priority for any downtown manager that the Borough retains. The community survey responses show a strong desire for more "practical" goods and services be available within the Borough. A pharmacy, hardware store, and others were repeatedly listed by residents as needed improvements to the mix of retail and restaurant. However, such manager may wish to analyze the overall mix of businesses in the area and evolving trends to fill gaps in the retail market.

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3. Consider a cohesive and comprehensive marketing plan for the Borough and the downtown.

This multifaceted approach could include the development of a branding package for use on gateway signage, banners, websites, and written publications. A logo and slogan could also be created. Examples of other municipalities that have such identity include Media, PA "Everybody's hometown" or Kennett Square borough, "Mushroom capital of the world". These items help to enhance a cohesive and easily recognizable identity for the Borough.



4. Continue to work with the MBPA, the Chester County Economic Development Council (CCEDC), the Chester County Chamber of Business & Industry and Great Valley Regional Chamber of Commerce on opportunities to network, market, and grow Malvern Borough's economic development opportunities.

5. Continue to enhance walkability along King Street. Partner with Willistown Township to extend sidewalks and pathways into the Township.

Malvern Borough is surrounded by Willistown neighborhoods on three sides. The ability of these residents to access Borough businesses and amenities safely and conveniently is mutually beneficial to both municipalities. The Borough can partner with Willistown to explore grant funding for such a connection as intermunicipal applications are more highly ranked by granting agencies, increasing chances of support.

6. Implement any remaining recommendations from the 2018 Multimodal Transportation Plan for pedestrian connections downtown, including the intersection of Bridge Street and East King Street.

The completion of the Multi-modal plan in 2018, though Borough-wide in focus, recommended several projects along the King Street corridor. These projects were developed, vetted and prioritized through an extensive community engagement process and this plan continues to recommend their implementation. Several projects are already completed, funded by the developer of East Side Flats.

Housing Plan

Malvern Borough is a highly desirable place to live, resulting in a high demand for existing residential lots and units. With limited land available for new residential development, Malvern Borough needs to carefully, and creatively, consider how best to meet the demand for additional housing, particularly for growing segments of the population, such as retirees, while protecting the traditional character that defines the municipality. This Chapter addresses these considerations, including:

- maintaining existing housing in good condition,
- preserving the character and vitality of existing neighborhoods,
- accommodating a growing population and expanding housing choice to accommodate changing demographics and the desire of older residents to remain in Malvern Borough.

Chapter discussion and analysis relies on the demographic data and other technical information contained in the appendices of this plan. Chapter 9 provides a matrix of Plan Implementation Recommendations that correspond to this and all chapters.

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Borough Overview

As the demand to live in or near Malvern Borough grows, the opportunities for new residential development are few and far between. The addition of the Eastside Flats along the eastern end of Market Street in 2014 was the largest addition to Malvern Borough’s housing stock in a generation. Whereas there were only 113 new housing units added between 1990 and 2010, there were 210 units added between 2010 and 2019 for a total of 1,642 units [Borough-wide](#) (see Table 3.2 below). Looking ahead, the Borough aims to continue growing gracefully, while addressing emerging issues, such as affordability, environmental concerns, and community character.

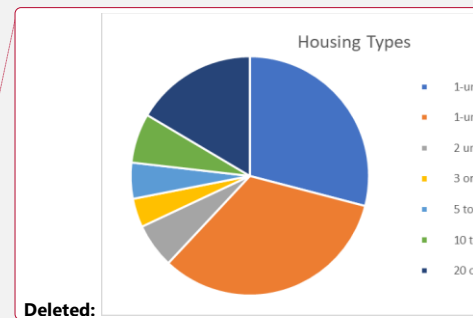
Year	1990	2000	2010	2019
Housing Units	1,319	1,419	1,432	1,642

Table 3.2 – Housing Units in Malvern Borough, 1990-2019

Housing Choice and Diversity: As the population of Malvern Borough – and in the country in general – grows older, there is a need for a greater variety of housing than ever before. Malvern Borough provides a healthy variety of residences (see Fig. 3.1 below), including some harder to find [dwelling](#) types including, small lot single-family dwellings, upper floor apartments, and accessory (“supplemental”) dwelling units. In addition, Malvern Borough allows for residential conversion of large single-family dwellings into multiple units to maintain their viability in the community.

[One way to measure the diversity of a community’s housing is to assess whether it meets its “fair share” of housing types. In Pennsylvania, the term “fair share” is a legal term intended to measure the diversity of housing unit types. It has specific measurable thresholds \(called the Surrick Test\) used to determine whether a municipality meets these legal requirements. Though only a judge can truly rule whether a municipality meets these legal thresholds or not, a high-level assessment of Malvern Borough, included in Appendix E, concludes that the borough would most likely meet its fair share of housing. This is common to boroughs in Chester County, as they developed before the onset of zoning and have a wide array of housing units.](#)

This diversity of dwelling types is considered a strength for the municipality as it accommodates a broad spectrum of life stages. However, many residents expressed a desire for additional options for senior living that would allow older residents to downsize within Malvern Borough or to move into a facility offering graduated services for aging residents. While there is no specific location in mind for such a facility, it is something that the Borough will need to keep in mind as development opportunities arise.



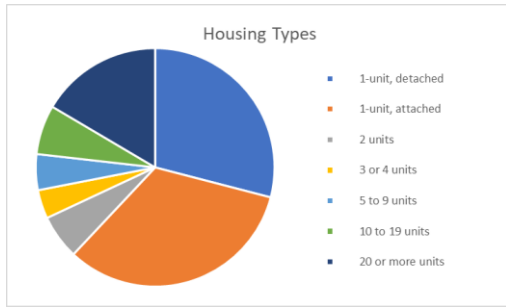


Figure 3.3 – Housing Types in Malvern Borough, 2019

Source: American Community Census, 2019

Neighborhood character: An important part of Malvern’s identity is derived from the quaint older, tree lined neighborhoods that are walkable to King Street, the train, and many community assets. Some recent examples of infill development far out-scale the surrounding dwelling units and need to be reined-in in order to protect the existing character of many neighborhoods. In recent development, new housing units “max out” existing zoning ordinance provisions. One example is that the most common maximum height for a residential neighborhood in Chester County is 35 feet. However, older single-story dwellings are often only 20 feet tall. New dwellings built to the maximum permissible height and covering a greater percentage of the individual lot result in disproportionately larger dwellings that overshadow adjoining residences along the same street.

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Maintaining the vernacular architecture in the Borough can be challenging in other ways as well. These homes are, by definition, older and may require more maintenance to remain viable. They may also be less energy efficient than new construction. Retrofitting to meet today’s codes or to incorporate green building techniques can be a costly undertaking. Becoming more energy efficient and “green” is a key goal of the Borough so examining codes, providing outreach and education to homeowners, and ensuring that energy efficient upgrades and renewable energy are permitted by the Borough ordinances is an important step in reaching these goals. [As well as encouraging storm water retention on grandfathered private lots not mandated except for minimum new construction](#)

Affordability: Median home values in the Borough have risen from \$346,000 in 2009 to \$440,417 in 2019, a 27.2% increase over 10 years. Driven by the desirability of the Borough’s walkability and downtown, this value is 20% higher than in Chester County as a whole. Rents have had a similar increase, rising from \$1,266 to \$1,524 in the same period (a 20% increase), and are currently 34% higher than the County as a whole. These prices are unattainable for many seniors, younger workers, and those on limited incomes. Affordability is an issue County-wide, but even more so for a community whose goals are to be welcoming to all and whose older residents want to stay in or near their hometown.

One side of the affordability discussion is to ensure that a community focus on the supply of housing and enable a variety of dwelling types that, by nature, will have varied price points. As already discussed,

Malvern's housing stock is characterized by a full range of housing types. However, existing housing continues to get more expensive and newly constructed market rate housing simply isn't considered to be affordable.

There is no easy answer to lowering housing costs, which are largely driven by the cost of land and demands of the market. The challenge of affordable housing is best addressed with the cooperation of regional entities and in close partnership with Chester County, developers, and other housing organizations. However, it is important to ensure that local ordinances do not create undue barriers to housing options and consider the potential for providing incentives or even mandates for the creation of affordable housing and housing for seniors of limited means. The Borough may wish to explore more impactful strategies such as partnering on the development of senior living facility such as Parkside Borough or in mandating that a certain number of units be set aside as workforce housing if such development requires a rezoning or conditional use. the possibility of new multi family units in the L and L1 districts could contain incentives for affordable housing set-asides (as well as green incentives) if a developer wished to build over certain regulatory ht. limitations, for example.

Housing Goals and Strategies.

Goal 1: Support and enhance healthy, safe, sustainable, and diverse housing options and vibrant neighborhoods for residents of all ages and income levels.

Malvern Borough wants to ensure that existing neighborhoods and housing units are maintained in good condition and continue to contribute to its cherished small-town character, while at the same time evolving to meet the changing needs of current and future residents. This can include allowing people to age in place in their own homes or allowing for a variety of downsizing or house-sharing opportunities.

Strategies.

1. Explore the concept of "flexible" area and bulk regulations that are gauged upon the existing character of a neighborhood.

It is common for municipalities, especially boroughs and villages developed prior to the adoption of formal zoning codes to allow for a "flexible front yard setback". The provisions vary but are intended to allow a newly constructed building to better blend in with existing development in terms of how it appears along the street frontage. The new setback is typically an average of the existing setbacks along the same street. To combat the rise of teardowns that appear out of scale with the surrounding neighborhood, the Borough could explore the idea of flexible height or impervious coverage limitations based upon the average massing of adjacent buildings on the street where the infill is proposed.

As an alternative, the Borough could provide incentives for additions and infill development to deemphasize the higher heights and appearance along the street frontage by locating additions to the rear of a dwelling unit. Additionally, the borough could reassess allowable side yards and impervious coverage and update the zoning to reflect what is actually on the ground in its neighborhoods.

2. Build upon existing design guidelines to address infill development in residential neighborhoods.

Design guidelines provide visual references, including graphics and photos- that illustrate design elements that are desired in new development. Written and graphic design standards are an integral part of Traditional Neighborhood Development zoning as outlined in the Municipalities Planning Code. The Borough's Zoning Ordinance already incorporates Design Guidelines for King Street. A new set of guidelines that are geared towards residential neighborhoods could be considered to address emerging issues of tear downs and redevelopment and highlight those design elements most imperative to the essential character of the borough. An alternative approach would be the use of form-based codes emphasize the "form"- building massing, placement, and type as well as their relationship to the street- over land uses.

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- a. Such guidelines could address the placement of large and/or taller additions be located to the rear of a property or to the side, but setback from the existing façade so that the view from the street remains in scale with surrounding development.

- b. Work with the **Board of Adjustment ZHB** to ensure that any increase in impervious surface allowance is truly a hardship.

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3. Amend municipal codes and ordinances to encourage energy-efficiency and green construction.

- a. There are currently no provisions regarding solar energy or geothermal energy within the Borough's ordinance. Such provisions could address solar panels as an accessory use in all zoning districts and provide standards for location and integration with historic resources.

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4. Encourage the maintenance of existing housing types by supporting rehabilitation and investment. This can be achieved through building incentives (reduction of permit fees and/or accelerated reviews. There are also programs for weatherization and low-income homeowners offered through Chester County Department of Community Development.

5. Periodically assess the rental inspection and licensing ordinances for areas of improvement.

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6. Consider addressing short-term rentals in the borough Ordinances. While a quick review of the Airbnb website does not show an abundance of host sites in Malvern proper, it is important to evaluate emerging land use issues for how they may impact the community in the future. The Chester County Planning Commission provides more information and tools for consideration on its website. In my view, unfortunately, but the survey roundly rejected Air B&B use. This might be a discussion pt in the upcoming meeting.

7. Participate in the County's A+ Homes initiative and consider amending the zoning ordinance to incorporate an affordable housing incentive (density bonus, fee reduction, etc.) or mandate (minimum percentage of overall units proposed) as part of future redevelopment, especially where a rezoning request is needed. [This could be the leverage that a developer needs to aim at the Retreat forest. As previously expressed in this document, there is no developable land and suggesting there might be should be circumscribed.](#)

Josh – Could we place the information below in a “info box” somewhere in the vicinity of this section.



What is A+ Homes?

A joint effort of the Chester County Planning Commission, Department of Community Development, and Housing Choices Committee. A+ Homes focuses on creating homes that are attractive, affordably-priced, adaptable, aging-friendly, and accessible.

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Chapter 4. Historic Resources

This Chapter presents plans for the protection of Malvern Borough’s historic resources. It provides a context and summary of historic resources in the Borough and offers recommendations for the preservation of historic buildings, structures, and sites.

This Chapter’s content is supported by technical information that was collected and analyzed during the Comprehensive Plan update and can be found in the appendices of this Plan. Chapter 9 provides a matrix of Plan implementation actions that correspond to this and other chapters.

Introduction.

Historic resources can be buildings, structures, objects, sites, landscapes, or archaeological artifacts that are 50 years or older. Historic resources can also be defined in terms of historic districts; defined as larger areas which possess a concentration or continuity of historic buildings, structures, objects, or sites, while even including sites within their bounds that may not contribute to the historical context. The 2012 Comprehensive Plan, particularly Chapter 8 (Historic Resources Plan) included an extensive discussion of historic resources terminology; federal, state, and local laws and programs related to historic preservation; and other information that is still valid today.

Preserving a community’s historic resources provides several benefits. Historic preservation helps preserve a community’s identity and sense of place, making it an attractive place to live for residents. Protection and enhancement of Malvern Borough’s historic resources can increase property values, and can be a main driver for economic development opportunities and heritage tourism. Malvern Borough’s location on the Main Line already provides increased rail access for residents and visitors to enjoy its historic downtown.

The Historic Resource protection strategies recommended in this Chapter consider and address:

- *Malvern Borough’s Community Value of Character* - Preserve the historic, small-town character and green spaces that defines Malvern’s personality and that its residents cherish and embrace.
- *Economic Development Opportunities* – Use historic preservation as an economic development tool and the importance of balancing historic resource protection with appropriate growth strategies
- *Importance of Education and Outreach* - Continue and boost proactive measures to create community buy-in for historic resource protection
- *Need for Appropriate Infill Development* – Encourage compatible infill development that is consistent with the municipalities growth strategies, while protecting its sense of place.

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Borough Overview

Malvern Borough, originally part of Willistown Township, historically served as an agricultural crossroads community. The area was settled by English Quakers as part William Penn’s establishment of Chester, Bucks, and Delaware Counties in the late 17th century. Malvern Borough is known to be the location of the Paoli Massacre, a significant event of the Philadelphia Campaign during the Revolutionary War, in which British forces unleashed a surprise attack on the Continental Army on the evening of September 20, 1777.

Malvern Borough was originally known as the “West Chester Intersection” due to its location at the junction of the Pennsylvania and West Chester Railroad. With the Pennsylvania Railroad’s establishment of a new railroad station in 1873, West Chester Intersection officially became Malvern. Malvern Borough’s development in the 19th and 20th centuries has largely been due to its proximity to transportation lines to and from Philadelphia, making it a classic commuter suburb.

Historic Resource Analysis

Malvern Borough’s most significant historic resource is the Paoli Massacre and Memorial Grounds (Paoli Battlefield), totaling approximately 65 acres over two separate parcels, as the site of the Paoli Massacre. This site was listed on the National Register of Historic Places in 1997.

Malvern Borough’s built resources reflect a community that grew out of the establishment and growth of the railroad in the late 19th and early 20th centuries. The railroad is a character-defining and pivotal feature of the Borough. Malvern Borough’s historic commercial core adjacent to the train station is still present today. Surrounding the commercial core are turn of the century dwelling units with an eclectic infill of post-1940s homes, which coincided with the rise of the automobile. As noted in the historic resource analysis conducted as part of the comprehensive plan update as shown in Table 4.1, Malvern Borough possesses a mix of historic resources, most notably from the Victorian era and Modern era post-1940. Malvern Borough’s Victorian-era historic resources comprise a total of 38% of all historic resources in the Borough, most prominently seen on Monument Avenue. In addition, almost 40% of the municipality’s historic resources fall within the 1940-1971 Modern Movements category, making the role of increased transportation options and accessibility, whether train or automobile, a key factor in Malvern Borough’s development.

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Over the years, there have been several material changes to Malvern Borough's historic resources compromising some of its historic integrity. However, even with infill development occurring in Malvern Borough, the commercial core streetscape is generally intact albeit altered, providing for both historic preservation and economic development opportunities.

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The municipality has worked since the 2012 comprehensive plan to move the needle on historic resource protection through the work of the Malvern Borough Historical Commission. The Historical Commission's proactive education and outreach efforts, including walking tours and events and their historic resource inventory update project has assisted the Borough and its residents in understanding the importance of historic resources in the community. These **successful** too many superlatives attached throughout this doc diminish the power of facts by substituting opinion meant to influence the reader. efforts have provided an increased awareness for Malvern Borough's historic resources for the benefit of all. We have clear guidance from the survey that Hist. Preservation Is important. What the people say is important.

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In 2015, Malvern Borough adopted a Historic Overlay District that established 24 properties are located within the Historic Overlay District, as . Awkward and the District is often separate from the properties. The parcels that comprise the overlay district are not contiguous to each other and have not been expanded in number. Since 2015. The initial establishment of at least the Tier 3 properties were comprised of historic property landowners who voluntarily applied to be a part of the district. The purposes of the historic overlay district is to identify and designate historic resources in the municipality; encourage the continued use, reuse, and protection of historic resources through reasonable incentives; discourage the unnecessary demolition of historic resources; discourage demolition by neglect; minimize adverse effects on historic resources; promote retention of historic integrity in land development proposals; ensure proper documentation of historic resources if they are slated to be lost to demolition; and provide best practice information to landowners to help steward their properties. The Historic Overlay District outlines three tiers of historic resource categories: This para confuses the idea of district with individual properties. Need to help readers understand the difference.

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- Tier I: Third Party Designated Resources (Federal, State, or County determination) – 3 properties
- Tier II: Designated by Borough Council
- Tier III: Designated by Historical Commission or Borough Council – 21 properties

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The Historic Overlay District provides incentives for landowners to reuse their historic properties over demolition by providing for additional and multiple use incentives and area and bulk incentives. In addition, it institutes a review process for proposed demolition of historic resources and puts the onus on the landowner to prove why demolition is necessary. Add, unfortunately, demolition can occur after a property degrades and owners have used this strategy to get around maintaining an unwanted historic structure.

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Currently the Historical Commission maintains an official historic resource inventory list, which was updated in 2014, totaling approximately 250 properties (see Appendix E), with construction dates ranging from 1731 to 1938. At the time of the update, any resource dating from 1940 or later were deemed non-contributing locally.

The Importance of Combining Historic Resource Identification, State & Federal Historic Preservation Programs, and Local Protections

The National Register of Historic Places (NRHP) is the official list of the Nation's historic places worthy of preservation. The National Park Service's National Register of Historic Places, authorized by the National Historic Preservation Act of 1966, is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. The NRHP serves to confirm and establish historic significance of an individual resource or district; however, listing on the NRHP alone does not provide any protections for the listed resource. Understanding and inventorying the historic resources a community seeks to protect is the first step to preserving a community's treasured historic assets. State and federal determinations of eligibility and official listing on the National Register for Historic Places confirms the significance of those resources. Combining National Register listing or eligibility with local protections for historic resources maximizes a community's ability to both preserve their historic resources for the long term while potentially providing financial incentives for reuse.

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Malvern Borough has a distinctive commercial corridor on and around King Street. A National Register nomination to establish a historic district in and around Malvern Borough's commercial corridor under Criteria A as railroad/commuter village should be seriously considered. From a local ordinance perspective, official listing would ensure the corridor is protected as a Tier I resource, discouraging demolitions and encouraging reuse with additional permitted uses. In addition, parcels that are

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contributing to a listed National Register Historic District would be eligible for the Federal Historic Preservation Tax Credit. The Federal Historic Preservation Tax Credit program spurs the rehabilitation and re-use of historic buildings through incentivization of private sector investment. As noted on the National Park Service website, the program is one of the nation's most successful and cost-effective community revitalization programs and serves as a job creator for large and small communities (<https://www.nps.gov/tps/tax-incentives.htm>). A 20% tax credit is available for the rehabilitation of historic, income-producing buildings through the Secretary of Interior and the National Park Service. The State Historic Preservation Office and the National Park Service administer the program to certify the historic structure and review the rehabilitation work to ensure it complies with the Secretary's Standards for Rehabilitation. This ensures that any changes to the structure retains its historic integrity while transitioning to a modern use. This program would be an excellent fit for the land use goals of the Borough.

Lastly, efforts to preserve Malvern's historic streetscapes, particularly in its commercial zones, will be more effective if new development is consistent with the size and scale of adjacent historic properties. Simple design guidelines that can be used as voluntary suggestions to developers in the early stages of a land development project can help Malvern Borough shape a cohesive streetscape look going into the future. A basic manual customized to the needs of Malvern Borough can be created that outlines appropriate suggestions for infill or reuse projects. This may include site design to maintain the pattern buildings relate to the street; building mass, scale, and form; building materials appropriate for Malvern Borough, architectural character that is compatible with historic styles found in the Borough, and appropriately-size window and door size and spacing. The Pennsylvania Historical and Museum Commission (PHMC)'s Principles and Standards for Design Guidelines in Pennsylvania Communities, published in April 2020, can serve as a starting point to guide discussions on developing appropriate design guidelines for Malvern. PHMC's Principles and Standards support the voluntary guidelines approach in that they recognize it as a common use:

"In some communities, guidelines are used as a resource to help influence or convince property owners to make certain choices, but are not related to specific permitting, funding, or enforcement processes. In these situations, the guidelines contain best practices and articulate design concepts as a way of expressing a community's goals. Property owners and design professionals are encouraged to consult these guidelines when determining how to approach a project but are not required to do so."

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In addition, PHMC's Principles and Standards are also used by other Commonwealth agencies and programs recommended in this comprehensive plan, including the Keystone Communities Façade Improvement Grant program and Main Street Accreditation. The adoption of guidelines will also help support other goals and strategies toward realizing Malvern's long-term community vision.

Historic Resource Goals and Strategies.

Goal 1. Continue support of the preservation and reuse of Malvern Borough's historic and cultural resources.

Strategies.

1. Strengthen the existing zoning ordinances by adding additional historic resources to Malvern Borough's Official Historic Resource List and investigating delay of demolition provisions to protect historic structures while encouraging adaptive reuse of structures to meet changing community needs, particularly in the King Street commercial corridor.
2. Revisit the 2014 historic resources inventory to include all resources on a given parcel (including carriage houses) and mid-century resources to tell the story of Malvern Borough's history as an important commuter suburb.
3. Explore official eligibility for or listing on the National Register of Historic Places for a Malvern Borough Historic District, focusing on the King Street corridor and surrounding area near the train station, to protect historic resources and access financial incentives for income-producing rehabilitation projects.

Goal 2. Continue proactive education and outreach efforts about Malvern's historic resources to build community awareness and support.

Strategies.

1. Continue awards program, event offerings, interpretative and placard signage project, and social media postings to keep public engaged.
2. Consider offering technical assistance programs to assist landowners in stewarding their historic properties.
3. Undertake, expand and update successful historic walking tours.

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4. Explore virtual, interactive mapping tools through ArcGIS StoryMap or other websites to showcase Malvern Borough’s historic resources to the general public and provide a platform for online resources for historic property owners.

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Goal 3. Implement context sensitive design measures to preserve existing resources while allowing appropriate new construction to create a cohesive sense of place.

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1. Develop simple design guidelines, possibly in the form of an illustrated manual, to provide recommendations on appropriate size, scale, form, setbacks, and compatible materials and character features when altering historic structures or designing infill construction in historic areas, to be used as a proactive, voluntary tool with land development applicants early in the process. For full PHMC Principles and Standards for Design Guidelines in Pennsylvania Communities, see Appendix F.

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2. Explore Pennsylvania Downtown Center’s Main Street and Elm Street programs, coordinated by the Pennsylvania Downtown Center (<https://padowntown.org/>) and the Pennsylvania Department of Community and Economic Development (<https://dced.pa.gov/housing-and-development/keystone-communities/>) that preserve small town character while supporting economic development opportunities.

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3. Explore façade improvement programs, including the Keystone Communities Façade Improvement Grant program to incentivize landowners with Tiers I-III historic resources that do not qualify for the Federal Historic Preservation Tax Credit Program to make appropriate material changes. And explore opportunities to incentivize re-use, adaptation and upgrades of historic alley-adjacent structures like garages and especially carriage houses.

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Chapter 6. Parks and Recreation

Introduction.

Recreation generally includes parks, trails, and recreation programs. Ideally, municipal governments offer access to both active and passive recreation opportunities so that residents exercise, recreate, gather, interact with their neighbors, and enjoy nature in an area convenient to their homes. Active recreation generally includes more structured activities that require facilities such as tennis or basketball, vigorous exercise, and playgrounds for children. Passive recreation generally refers to less structured activities such as walking trails, wildlife viewing areas, horseback riding, and biking, that can take place in less-developed, environmentally sensitive areas because they generally do not require specialized parkland management, facilities, or equipment. Parks, trails, and recreation program can bolster opportunities for community connectivity, improve public health, and provide valuable community open space.

Borough Overview.

Malvern Borough residents enjoy several municipally owned parks, access to facilities located at the Paoli Memorial Grounds, and regional access to nearby County and Federally owned facilities that include both passive and active recreational opportunities. Exton Park, located less than a fifteen-minute drive from Malvern Borough, is a facility co-owned by Chester County and West Whiteland Township and offers over 700 acres of open space and recreational facilities, including sand volleyball courts, playing fields (for soccer and other sports), and various age-appropriate playgrounds and play areas. The Park also offers both natural surface and paved walking trails, including access to the adjacent fourteen-mile Chester Valley Trail. Valley Forge National Historical Park, located about 6 miles east of Malvern, features 3,500 acres of monuments, meadows, and woodlands, accessible from over 35 miles of trails, including almost nine miles of paved trail appropriate for walkers, joggers, strollers, and cyclists. In addition, on the north side of the Schuylkill River, the Park offers access to the regional Schuylkill River Trail, connecting Montgomery County with the City of Philadelphia.

Within Malvern, the Borough owns and manages four facilities with a variety of active recreational facilities that are listed in Table [6.1](#) and shown on [Map 6.1](#). Also shown in Table [6.1](#) and Map [6.1](#) are two passive recreational sites owned by Malvern Borough, Randolph Woods and the Paoli Battlefield

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Site. The Paoli Battlefield Site is owned by the Borough and administered by the Paoli Battlefield Preservation Fund. Adjacent to the Paoli Battlefield Site is the Paoli Memorial Grounds, which are owned and managed by the Paoli Memorial Association and includes open areas, as well as active recreational facilities that are popular with Borough residents. The site is also used for local events, including events to commemorate American veterans. Randolph Woods, a 43-acre wooded property on Malvern Borough’s eastern boundary with Willistown, is a popular site for passive recreation, including hiking on natural surface paths. There are plans to construct a pump track¹ near the entrance to the park, adding to the municipality an active recreational facility that has gained popularity in recent years.

Park	Size (Acres)	Facilities
Samuel & M. Elizabeth Burke Park	1.4	Gazebo, benches, picnic tables, swing set, play structure
Horace J. Quann Park	1.6	Baseball field, full basketball court, half basketball court
John & Marion Herzak Memorial Park	0.42	Full basketball court
Theodore S.A. Rubino Memorial Park	0.3	Play area for kids, gazebo
Randolph Woods	43	Natural surface walking trails, benches
Paoli Battlefield Site	40	Natural surface walking trails, benches, historical interpretation signs

Table 6.1. Malvern Borough owned parks and their facilities

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Malvern Borough is in close proximity to the regional Chester Valley Trail, a fourteen-mile multi-use trail that connects the Exton area to King of Prussia on the eastern end of the County. Construction is

¹ A pump track is a closed circuit of rollers (small hills) and banked curves that cyclists (or skateboarders) ride, generating momentum and movement by performing up and down body movements, instead of pedaling, to move around the track. They can be constructed from concrete, asphalt, or packed dirt.

underway to further connect this regional trail to the Schuylkill River Trail, which would provide a multi-use connection to the City of Philadelphia. Additional studies have also been completed by Chester County to extend the trail westward to connect with the Enola Low Grade Trail in Lancaster County. This nearby facility offers Malvern Borough residents access to safe passive recreation opportunities, but currently no direct connection exists between the Borough municipality this popular regional facility. Along with its municipal neighbors, East Whiteland and Tredyffrin Townships, the Borough conducted a study in 2010 for a Patriots Path, a proposed multi-use trail network that would connect local parks and open space that have special American Revolutionary War significance, utilizing the aforementioned existing Chester Valley Trail as the spine of the network. In the case of Malvern Borough, the Patriots Path would be a 1.4-mile link between the Chester Valley Trail in East Whiteland Township and the Paoli Memorial Grounds and Paoli Battlefield. Given the significance of this plan to provide passive recreation, as well as connect important areas of open space and parkland, this plan should be revisited and updated as necessary to reflect any implementation successes or changes in opportunities or alignment since its adoption in 2010.

Malvern Borough's parks and recreation programs and facilities benefit from a nine-member Parks and Recreation Committee and a Parks and Recreation Coordinator on staff. The Malvern Borough Park and Recreation Committee help host a variety of recreational and community programs at park facilities, including a movie night, stream clean-ups, community yard sales, a camp out at Randolph Woods, and adult and child yoga sessions. Malvern Borough facilities may also be reserved for a fee for private use through an application form available on [the Borough's website \(http://www.malvern.org/parks-and-rec-overview/malvern-borough-parks/\)](http://www.malvern.org/parks-and-rec-overview/malvern-borough-parks/).

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Through the community survey, 41% of residents responded that they use a Borough Park weekly, while 21% use one daily. In addition, 70% of respondents walk or bike for recreation at least weekly. While there is a high participation in cycling, respondents requested a greater ability to bike safely and have improved pedestrian and bicycle connectivity within Malvern Borough. A bike/pedestrian connection to the Chester Valley Trail also ranked highest in transportation planning issues amongst participants at the Community Visioning Session. Overall, however, there appears to be a genuine affection for the access to parks and places to walk in Malvern Borough. Items noted in survey responses as either "lacking" or "requiring attention" in the parks and recreation realm within the municipality included requests for playground equipment to be updated, a renovation of the Burke Gazebo, and to make both bathrooms and water fountains available at facilities. At the community Visioning Session, participants expressed a

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desire for better sidewalk connections to municipal Parks, as well as more walking trails in general, were interested in seeing the provision of community gardens and/or composting facilities and improved recreational programs for adults. There was also some interest in providing a dog park within the Borough.

Parks and Recreation Goals and Strategies.

Goal 1. Provide a variety of exemplary park and recreation facilities and programming so residents of any age and ability may enjoy nature, be active, and engage with the community.

Strategies:

1. Consider updating the 1992 Open Space, Recreation, and Environmental Resources Plan with a Park and Recreation Needs and Capital Improvement Plan.
2. Continue to evaluate on a regular basis strategic upgrades, potential acquisitions (including sites that may facilitate pocket parks), ongoing maintenance, and the enhancement of existing park facilities (i.e. the installation of bathrooms and drinking water), including fully aligning facilities with the American with Disabilities Act (ADA).
3. Seek funding and implement the recommendations of the Randolph Woods Nature Preserve Master Site Plan and consider opportunities for further natural resource enhancements or green stormwater infrastructure at other Borough Parks.
4. Explore opportunities to institute a community garden and associated composting facility that residents may utilize to grow healthy food, provide pollinator habitat, and recycle garden waste. [As well as public environmental educational opportunities that ideally couple with these activities.](#)
5. Evaluate opportunities for providing a dog park for Borough residents.
6. Expand recreational program offerings to target seniors and adults.
7. Consider partnerships with local private schools [and organizations, such as Malvern Arts,](#) to provide opportunities for indoor recreation and programming.

Goal 2. Increase opportunities for non-vehicular connectivity within the Borough to its Parks and municipal amenities and facilities.

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Strategies:

1. Reexamine, and potentially update, the Malvern Borough Walkability Plan to ensure it reflects the goals of this plan and considers alternatives to sidewalks, and the maintenance requirements, to improve pedestrian access to local park facilities and reduce the need for short vehicular journeys (also see Chapter 8, Transportation and Circulation).
2. Ensure that Malvern Borough's Official Map reflects the non-vehicular connectivity goals of the Borough.
3. Pursue opportunities to formally connect and enhance the existing passive recreational trails in the municipality onto the Malvern Preparatory School and Malvern Retreat properties.

Goal 3. Develop lasting and cooperative partnerships that will support the implementation of a greenway network along the southern border of the municipality, and connect residents to nearby regional recreational facilities, such as the Chester Valley Trail.

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1. Seek funding, partnerships, and agreements to implement the recommendations contained within the Patriot's Path Plan and the Malvern-Willistown Greenway Plan.
2. Work with neighboring municipalities to undertake a regional bike/pedestrian study and plan to help realize safe bike and pedestrian connections between Malvern Borough and the Chester Valley Trail.

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Chapter 7. Community Facilities and Services

Introduction.

Community facilities and services are those programs, departments, and services, such as emergency services, wastewater service, and code enforcement, provided to Borough residents by the Borough Administration and supported by the Borough's governing body and volunteer boards and commissions. Some community facilities and services are quite visible, such as solid waste collection and Borough owned parks (addressed in Chapter 6), while others, such as stormwater management, are less obvious. The ongoing efforts of Borough staff, working in partnership with its governing body, its volunteer boards and commissions, and County and State departments and regulators, ensures that these core functions operate effectively, efficiently, and safely to ensure a high-quality of life for Borough residents and visitors. **Map 7.1** geographically locates many of the community facilities in Malvern discussed in this chapter.

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Ensuring that the Borough is well-positioned to maintain (and enhance if necessary) these services in the future is a vital component of the Comprehensive Plan. This chapter provides a brief description of existing community facilities, services, and administration, identifies key issues to consider, and includes recommendations to address them in the future. It includes a review of:

- Municipal staff, organization, communication, and facilities;
- Public works;
- Emergency services;
- Water and sewer;
- Stormwater management;
- Solid waste and recycling; and
- Educational institutions, including the library

Borough Overview.

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Municipal Staff, Organization, Communication, and Facilities

Within its municipal administrative department, the Borough currently has staff positions for Borough Manager, Assistant Manager and Zoning Officer, Treasurer, Building and Code Enforcement Official and

Fire Marshall, as well as an Administrative Assistant and Parks and Recreation Coordinator. With offices located in Borough Hall, these full-time staff ensure the vital day-to-day functions of the Borough are maintained. The governing body of Malvern Borough consists of a Borough Council made up of seven elected members elected to staggered 4-year terms. Borough Council appoints volunteer residents to the Borough's many boards and commissions that support and advise municipal functions. The Council may also appoint temporary committees or Task Forces to oversee and support specific projects. The Boards and Commissions of Malvern Borough are: Civil Service Commission, Environmental Advisory Council, Historical Commission, Parks and Recreation Commission, Planning Commission, Shade Tree Commission, and Zoning Hearing Board. It is vital that these Boards and Commissions have strong support and commitment from a diverse array of resident volunteers as their advisory and programmatic roles are critical to Borough operations. See Figure 7.1 for an organizational chart for Borough Staff, Officials, and volunteer Boards and Commissions.

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Malvern Borough maintains and updates a municipal website that provides valuable information to Borough residents, including the schedule of upcoming Borough Council meetings, information about the various Boards, Commissions, and municipal departments, as well as useful community resources about Malvern and other links to resources that residents may find useful. The Borough also maintains an active Facebook page for disseminating time-sensitive information and for promoting local community events and volunteer opportunities. In addition, several of the municipality's Boards and Commissions maintain very active delete social media accounts (both Facebook and Instagram) for promoting their activities and educating the public on topics important to them. The Borough also publishes an extremely delete informative seasonal newsletter that provides updates from the various departments and volunteer Boards and Commissions that is mailed to all Borough residents and made available on the Borough's website.it should be but it is not I believe. stuffed in sewer bills and does not reach all residents Periodic communications through these various outlets are vital for educating residents on specific topics of concern and actions of the Borough that help promote a higher quality of life.

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The Borough owns and maintains three building facilities for operational purposes. Malvern Borough Hall is home to the administrative staff, the Police Department, and the Public Library. Additional facilities include the Public Works Building and an adjacent building that is currently leased by Comcast, the telecommunications company.

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Public Works

The Borough's Public Works department is responsible for resurfacing, patching, signage, stormwater drainage, and snow removal on the 10 miles of roads owned by the Borough. The Public Works department houses five municipal staff, including a Superintendent of Public Works and Assistant Director of Public Works. Major repairs on municipally owned roadways are contracted out; the Department supervises contractors, does site preparation and clean up.

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Emergency Services

Malvern operates a full-time, 24 hours a day-7 days a week, municipal police force that is supervised by the Borough Mayor. The department is currently staffed by five six full-time Officers, several part-time Officers, and one Administrative Assistant. Both fire and ambulance rescue services are provided through the Malvern Fire Company. The Malvern Fire Company operates five pieces of firefighting apparatus and five pieces of emergency medical apparatus. The company also provides fire coverage to a section of Willistown Township and provides ambulance services to portions of Tredyffrin, East Goshen, East Whiteland, Charlestown, and Willistown Townships. The company responds to approximately 20-30 fire requests and approximately 100-150 Emergency Medical Service (EMS) calls each month across their entire service area. The Borough makes an annual financial contribution to the Malvern Fire Company as part of the budget, but the primary source of revenue comes from insurance companies and public donations. Malvern Borough does not levy a fire tax to support the Fire Company.

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Water and Sewer

All of Malvern's residential and commercial water supply is provided directly to customers by Aqua PA, a privately owned water supply company. Additional development in areas of Malvern could see an extension of that water system into areas currently underdeveloped, which could have potential impacts upon the water resources of the Borough, depending upon how that additional demand is supplied. Sewer services for the Borough's residential, commercial, and institutional property owners are provided within the borough by the a Malvern owned system and downstream by the Valley Forge Sewer Authority, whose treatment facility is located in Schuylkill Township. A small number of

properties still have on-lot sewer systems, including Malvern Retreat, which utilizes a community on-lot system. The proper care and maintenance of these on-lot sewer systems is vital for alleviating any potential impacts to local water resources. With such a small number of on-lot systems in the Borough, no maintenance requirement or Ordinance exists for the Borough. Again, if certain areas of the Borough that currently utilize on-lot sewer systems see additional development, the continued use of the current on-lot system should be examined, and it may be necessary to consider extension of the current public sewer system to serve these areas.

Stormwater Management

Stormwater management involves the efficient and effective control, collection, infiltration, and treatment of excess rainwater or snowmelt before it enters the Borough's storm sewers, streams, or other watercourses. Stormwater management also helps reduce flooding, excessive erosion, damage to infrastructure, and to minimize the pollutants that may enter watercourses or drinking water supplies. Under mandate from the Federal government and administered by the Pennsylvania Department of Environmental Protection, the Borough of Malvern must cooperate in the National Pollution Discharge Elimination System (NPDES) and its Municipal Separate Storm Sewer Systems (MS4) permit program, including the development of a Pollution Reduction Plan (PRP). The MS4 permit and PRP identifies Best Management Practices (BMPs) and projects that the municipality can implement over time to improve water quality, including efforts that they can take to increase educational awareness with and promote actions by residents to minimize pollutants reaching waterways during storm events.

The Borough has also adopted a Stormwater Management Ordinance that regulates the management of stormwater as it relates to new development, earth disturbances, and construction activities in order to protect public health, safety, property, and water quality, while reducing the frequency and magnitude of flooding events and providing protection to other associated natural resources. In undertaking an update to their integrated water resources plan, *Watersheds*, the Chester County Water Resources Authority is also updating the County-wide Act 167 Stormwater Management Plan and associated Stormwater Management Model Ordinance. It is anticipated that this new Model Ordinance be adopted in 2022. Upon completion, the Chester County Commissioners will require all the County's municipalities to update and align their stormwater ordinances with the County's newly updated model ordinance.

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In addition, as was highlighted in the Natural Resources and Open Space Chapter, Malvern Borough lies within the headwaters of two watersheds, Crum Creek and Valley Creek. Each of these watersheds has a Stormwater Management Plan that was developed by Chester, Montgomery, and Delaware Counties (depending upon the watershed) and were subsequently adopted. Malvern Borough was an active participant in the development of these Stormwater Management Plans that seek to facilitate understanding, coordination, and implementation (including ordinance standards) of practices across municipal boundaries for stormwater management improvements.

Solid Waste and Recycling

Trash and single-stream recycling are provided by the Borough through a contracted agreement with a waste management company. Recycling is required within the Borough and enforcement is provided by a recycling ordinance that imposes penalties if residential property owners do not recycle. Trash collection occurs twice a week and recycling collection occurs once a week. Residential collection only occurs at residential dwelling properties that are not part of a mixed-use or in a building or on a lot or premises with six or fewer dwelling units. Commercial, industrial, institutional and larger residential uses are responsible for their own solid waste disposal. The Borough provides leaf collection at curbside throughout the month of November and Christmas tree collection for recycling occurs in early January.

[The Borough is currently working to provide recycling receptacles at municipal parks and Borough Hall. It should be noted that garden and kitchen waste account for up to 40% of solid waste nationally and that Malvern could reduce trash collection fees substantially with a borough wide composting regime.](#)

Educational Institutions and Public Library

Malvern is part of the Great Valley School District, which includes the additional municipalities of Charlestown, East Whiteland, and Willistown townships. The district includes four elementary schools, one middle school and one high school, none of which are located in the Borough. However, the School District and Malvern Borough representatives maintain a quarterly meeting to discuss issues pertinent to both parties and to facilitate communication between the two bodies. The School District itself receives no direct funding from the Borough, although it receives its revenue from its ability to levy taxes on real estate and property transfers within the District, including property in Malvern Borough. Current enrollment for the School District is around 4,500 students, which is expected to slowly grow to between 4,900 and 5,200 by 2029. There has been some consideration given to the development of a new 5th and 6th grade center to accommodate growth and capacity in the District.

While Malvern does not house any public schools, three private schools are located within the Borough. These schools also receive no funding from the Borough or from residents who do not have children attending the school. [except in the form of tax-exemptions for property taxes](#) St. Patrick Parish School, operated by the Catholic Archdiocese of Philadelphia, provides education for grades K-8, and is located on Channing Avenue. Malvern Preparatory School, a Catholic Augustinian school for boys, provides education for grades 6-12, and is located on a large parcel with significant open space along South Warren Avenue. Willistown Country Day School, a Montessori school, provides education for grades K-6, and is located at the intersection of South Warren Avenue and West 1st Avenue.

The Malvern Public Library is part of the broader Chester County Library System and is located on the first floor of Borough Hall. While the facility is located in Malvern Borough, it also serves patrons from the surrounding municipalities, including Willistown, East Whiteland, and East Goshen townships. The facility in Malvern houses over 36,000 items and patrons also have access to a wide variety of e-books and e-audiobooks through their membership. Being part of the Chester County Library System, patrons also have access to the full catalog of the County's items, including periodicals and newspapers. Additional items not available in the County system can be requested through the inter-library loan program, which offers access to libraries across the Commonwealth.

Community Facilities and Services Goals and Strategies.

Goal 1. Provide cost-effective, efficient, and dependable community facilities and services that support a high quality of life, now and in the future.

Strategies:

1. Regularly evaluate Borough staffing and consultant needs to ensure the administrative and critical functions of the Borough continue to be met.
2. Evaluate the feasibility of hiring or contracting with a grants coordinator to competitively position the Borough for receiving County, State and Federal grants that may help implement recommendations contained in this plan.
3. [Ensure the Borough's Capital Improvement Plan \(CIP\) reflects this plans vision and goals.](#)
4. [Continue to Step up efforts to](#) encourage civic involvement in local government and municipal Boards and Commissions.

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5. Evaluate existing public and private spaces that may offer opportunities as spaces where residents can seek refuge from extended periods of extreme heat. These spaces could be indoor facilities that provide air conditioning, or the development of splash pads or parks that can provide relief during intense heat.

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6. Enact a commitment to join other Pennsylvania communities who have committed to 100% clean energy through the Sierra Club's "Ready For 100" campaign (<https://www.sierraclub.org/ready-for-100>). Ready For 100 is a national movement with a vision of resilient and healthy communities powered by 100% clean, renewable energy. The campaign works with cities and towns to achieve an equitable and just transition to 100% clean, renewable energy for all through a network of local leaders, volunteers, Sierra Club chapters, and coalitions who support each other in building a powerful, well-organized movement from the ground up. And set aside capital improvement funds to do so.

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7. Evaluate opportunities to provide or partner with local private schools to offer indoor recreational or community space for Borough residents.

8. Continue to provide pertinent and timely educational and informative materials to Borough residents via social media outlets, the Borough newsletter, and the Borough's website.

9. Continue to support the operations and assist, where necessary, the strategic planning of the Malvern Fire Company as they implement the recommendations of the 2020 Chester County Fire and Emergency Medical Services Strategic Planning Study.

10. Continue to coordinate land use planning in the Borough with sewage facility capacity.

11. Identify and map critical stormwater issues within the Borough and seek public and private solutions and funding to reduce stormwater and minimize or mitigate its impact on municipal facilities and the environment.

12. Throughout all Borough operations (including in land use planning and Borough Code), duties and facilities, evaluate opportunities for the implementation of green stormwater infrastructure, improving energy efficiency, decreasing the consumption of fossil fuels, and reducing impervious surfaces, as well as providing incentives to retrofit grandfathered private properties, which lack storm water controls

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13. Ensure continued implementation of relevant items from the Valley Creek and Crum Creek watershed stormwater management plans.

14. Periodically review the Borough's solid waste ordinance and program to ensure alignment with best practices for recycling. Including a vigorous composting program.

15. Consider partnering with neighboring municipalities to evaluate options for providing a regular yard waste pick-up/composting facility.
16. Work with Malvern Public Library to assess their facility needs and evaluate options for achieving those needs.

Chapter 8. Multimodal Transportation and Circulation

Introduction.

This chapter describes how the existing transportation network in Malvern Borough serves the community as well as the initiatives and investments that should be made to improve the network over the next 10 to 20 years. The Chapter includes specific goals and strategies and is consistent with other chapters of the Comprehensive Plan. The character and economic realities in Malvern Borough limit the extent to which the Borough Council and small staff can devote resources to achieve desired transportation goals, let alone meet basic road maintenance responsibilities, and therefore, it should be used to guide future investments and inform planning partners so that the transportation system can be transformed incrementally over time.

The content of this chapter is supported by the extensive technical information collected and analyzed during the completion of the Malvern Borough [Multimodal Transportation Study](#), dated June 2018. [The Study involved both stakeholder and public involvement in identifying issues and a study Task Force guided the consultant in developing a broad array of multi-modal solutions throughout the Borough that would improve walkability, on-road bicycling, traffic calming, public transit, regional multi-modal connections, and parking facilities. Public feedback received during the study highlighted a desire for traffic safety improvements, especially focused on and around King Street, a desire to have bikeable connections to regional trail and park facilities and improving the walkability within certain areas of the Borough, specifically the neighborhoods to the south of King Street. Generally, respondents were happy with parking within the Borough and when visiting businesses along King Street but did express a concern that parking associated with the Malvern Train station was inadequate and a challenge. In addition, the Study provides guidance and strategies on implementing recommendations and applicable funding sources. Given the recent completion of this Study, many of the recommendations contained within this chapter had been previously identified by the prior planning effort. There are a variety of recommendations that can be implemented over time through policy changes, modifications to current municipal zoning and ordinances, capital improvements, collaboration with other agencies and partners, and through pursuit of grant funding.](#)

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Borough Overview – Transportation and Circulation.

The Borough of Malvern is a unique, ~~diverse,~~ and historic community located in southeastern Pennsylvania that is served by a full range of transportation options (see Map 8-1). Whether visiting downtown shops, attending a social gathering, or commuting to work, residents and visitors have the choice to drive, walk, bike, or take public transportation to many destinations within and outside of the Borough. However, in spite of all of Malvern Borough’s attributes, there is still room for improvement in the municipality’s transportation network. A major area of concern for Malvern Borough is improving walkability and bike-ability, as well as ~~the~~ limiting the adverse effects of non-local “cut-through” traffic on neighborhood streets as the popularity of the area grows. The increased speeds and traffic volumes associated with this cut-through traffic creates hazards for people who drive, walk, bike, or use public transportation in Malvern Borough. Through coordination with municipal staff and officials, as well as public outreach surveys conducted during both the Multimodal Transportation Study and Comprehensive Plan update process, these shared concerns have been clear and consistent.

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Transportation and Circulation Goals.

Goal 1. Provide a safe and efficient multimodal transportation network that supports the movement of people and goods and reflects the character of Malvern Borough.

The roadways within Malvern Borough provide access to downtown businesses, educational institutions, places of worship, parks, an industrial park, and transit opportunities in addition to providing safe and efficient transportation infrastructure that is focused on all users, whether they be motorists, pedestrians, bicyclists, transit users, will inherently improve the overall safety and efficiency of the network.

Goal 1. Strategies:

1. Maintain and update Malvern Borough’s capital improvement plan for municipal-owned roadways. As part of the capital planning process, consider opportunities for minor shoulder widening, appropriate pavement markings, and center line rumble strips to improve safety for people driving, biking, and walking on roads that are appropriate. These improvements should include intersection crosswalk and ADA-accessible curb ramps that can be made incrementally over time.
2. Continue to evaluate options to increase funds for roadway maintenance, including repaving, restriping, stormwater improvements, safety enhancements, and winter maintenance.

3. Coordinate with PennDOT and other agencies, as appropriate, regarding maintenance of non-municipal roadways/facilities to ensure that maintenance issues are addressed in a manner consistent with Malvern Borough’s vision and goals.
4. Advance the various recommendations in Action Plan of the Malvern Borough Multimodal Transportation Study, including those that focused on 1) Organizational Changes, 2) Regulatory Changes, 3) Financial Investments, and 4) Education & Advocacy, as well as those priority project recommendations summarized herein.
5. Evaluate the siting of Electrical Vehicle (EV) charging stations with the Borough, including on Borough property, and ensure Borough ordinances promote and permit their installation at appropriate locations.
6. [Study the possibility of combining business district public and private parking to reduce overall asphalt coverage and create space for biking, sidewalks, and wet gardens downtown.](#)

Goal 2. Improve safety and operations at key intersections.

Although the overall roadway network is important, intersections are the crossroads of the community with a higher concentration of conflicting travel movements, and thereby impact the performance of the overall transportation network. Accordingly, safety and operational improvements at key intersections can address other transportation and circulation issues within Malvern Borough. Improvements should balance the multimodal mobility needs of residents with the desire to maintain Malvern Borough’s character and discourage cut-through traffic.

The Multimodal Transportation Study identified eight key intersection/corridor improvement projects to improve safety and operations for all users and include the following (intersection and safety improvements that have occurred since the completion of the Multimodal Transportation Study have been removed from this list):

1. Intersection of Bridge Street and Old Lincoln Highway – *geometric improvements, pedestrian improvements, traffic calming, access management, future signalization*
2. Intersection of Bridge Street and East King Street – *future signalization, pedestrian improvements, intersection illumination*
3. Intersection of Monument Avenue and Powelton Avenue – *all-way stop control, traffic calming*

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4. Intersection of West King Street and Powelton Avenue – *pedestrian improvements, access management, on-street parking*

5. East end of King Street (Channing Avenue to Borough line) – *traffic calming, intersection illumination, traffic flow modifications*

Note: pedestrian signals were recently installed at the Ruthland Avenue and Church Street intersections

6. Intersection of West King Street and SEPTA Access – *pedestrian improvements, access management*

7. Intersection of North Warren Avenue and West Broad Street – *access management, intersection illumination*

8. Safety and operational improvements to the Paoli Pike/South Warren Avenue intersection, which include provision of left-turn lanes on all approaches and traffic signal phasing improvements. Since Paoli Pike is a state roadway and serves as a municipal boundary, involvement from Willistown Township and PennDOT will be necessary.

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Goal 2. Strategies:

1. Submit priority transportation projects to the Chester County Planning Commission for inclusion on the Transportation Improvement Inventory (TII) and the Urban Center Improvement Inventory (UCII), as well as the Chester County Community Development's Community Revitalization Program (CRP).
2. Complete engineering for key priority projects, seek agency approvals, as necessary.
3. Evaluate grant funding opportunities such as the Chester County Vision Partnership Program (VPP) and the Delaware Regional Planning Commission's Transportation and Community Development Initiative (TCDI) for future projects.
4. Coordinate with PennDOT and Willistown Township, monitor opportunities, and evaluate options to provide safety and capacity improvements at the constrained Paoli Pike and South Warren Avenue intersection.

Goal 3. Support safe conditions by reducing vehicle speeds and cut-through traffic (including cut-through truck traffic) on local roadways.

High travel speeds and heavy volumes of cut-through traffic is not only a transportation safety issue, but also impacts the quality of life for residents. Traffic calming measures should be appropriate given the

character of the community and implemented in concert with education and enforcement programs. For example, speed humps, including permanent and temporary installations, are highly effective at reducing both speeds and cut-through traffic and can be implemented within the constraints and context of many existing local roadways, as seen with recent traffic calming efforts along Monument Avenue. In many communities, narrowing wide roadways at intersections and appropriate mid-block locations can slow traffic, increase safety at pedestrian crossings, and provide opportunities for implementing Green Stormwater Infrastructure (GSI). All traffic calming measures must be evaluated before implementation.

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Goal 3. Strategies:

1. Develop and establish a traffic calming policy and procedures that outlines how requests for traffic calming measures are reviewed, evaluated, and recommended for implementation. One time capital Improvements in traffic calming are visible and economically effective compared to occassional and punitive enforcement measure
2. Consider a focus on speed enforcement along key traffic corridors. Evaluate the purchase and utilization of portable speed monitors in these areas when a physical presence by Officers isn't possible.
3. Coordinate with surrounding municipalities, Chester County, the Delaware Valley Regional Planning Commission (DVRPC), and PennDOT to address regional transportation issues and goods movement particularly related to critical corridors surrounding the Borough or corridors that cross municipal borders. Congested and problematic corridors and intersections along or just beyond the Borough boundaries can be one of the factors causing cut-through traffic.

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Goal 4. Expand and upgrade infrastructure and connections for walking, biking, and transit usage within Malvern Borough. *Malvern Borough residents voiced their support for infrastructure and improvements to support walking and biking, particularly to connect key regional and local recreational resources. There is a strong desire for the ability to safely walk or bike to enjoy the scenic character of the municipality and avoid having to rely solely on driving a vehicle. Also, connections to regional trails was a recurrent theme heard during recent public outreach efforts.*

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Goal 4. Strategies:

1. Continue to support and advance completion of the Patriot's Path project in order to provide multimodal connections to the region's Chester Valley Trail. Coordination with East Whiteland

Township is necessary and the two municipalities should consider grant funding opportunities, when appropriate.

2. Develop strategies to improve comfort levels for high (stress levels 3 and 4) Level of Traffic Stress (LTS) routes for bicycles as defined by DVRPC³ which include sections of King Street, Paoli Pike, S. Warren Avenue, Old Lincoln Highway, and Sugartown Road. These roadways typically would warrant some level of bicycle separation compared to other roadways within the Borough that could support shared usage. Alternatively, identify alternative routes for biking where improvements are not practical.

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3. Revisit, and update annually, the walkability study and sidewalk inventory developed in 2015 by the Planning Commission.
4. Work with neighboring municipalities to develop a regional bicycle and pedestrian plan focused on connecting residents and their neighborhoods to regional recreational and commercial centers.

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5. Coordinate with neighboring municipalities to establish a bicycle map that identifies appropriate routes for bicyclists of varying skill/comfort levels.

1. Level of Traffic Stress (LTS) is a road classification scheme based on the comfort of bicyclist in the traffic stream. The lower the level, the more comfortable the majority of cyclists are. Level 1 are roads that are comfortable enough for most people to ride on, while Level 4 roads, the highest level, are only comfortable for the strongest and fearless riders.

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6. Ensure sidewalk maintenance along existing facilities through municipal code enforcement.
7. Provide adequate amenities throughout the Borough, particularly in the downtown area, for pedestrians (i.e., signage, benches, trash cans, shade trees, planters, public restrooms, etc.)
8. Provide upgraded bus shelters at existing bus stops where feasible.
9. Collaborate with SEPTA and the local business community to ensure that existing parking supply is adequate, effective and meeting parking demands at the train station and downtown.

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Goal 5. Ensure Malvern Borough ordinances and policies for transportation infrastructure are aligned with the municipality's goals and applicable standards.

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Amendments to the Zoning Ordinance and Subdivision and Land Development Ordinance could have an impact on the planning and design of roadways and other transportation infrastructure. When implemented properly, these transportation policies can support the character of Malvern Borough.

Goal 5. Strategies:

1. Review and update the Malvern Borough Zoning Ordinance, Subdivision and Land Development Ordinance, and other policies related to the planning and design of roadways, sidewalks, and trails. Provide consistent terminology.
2. Codify traffic impact study requirements within the Malvern Borough Subdivision and Land Development Ordinance that require new development or redevelopment to evaluate the project impacts to the multimodal transportation network.