

**THE 2002 CHESTER COUNTY COUNTRYSIDE EXCHANGE  
A PROGRAM OF GLYNWOOD CENTER  
Sponsored by the Chester County 2020 Trust**

**CITY OF COATESVILLE, PENNSYLVANIA**

The Countryside Exchange brings together international teams of volunteer professionals to work with communities on their most important issues. Those issues usually center on conservation and economic development. The Exchange is a catalyst. It uses a visit by an objective team of “outsiders” to identify a wide range of potential solutions, create diverse coalitions, spur the emergence of new leaders and inspire collaborative action. The community also benefits from new ideas, networks and information that it can use to help shape its future.

Since 1987, 100 communities in the United States, the United Kingdom, Canada and Japan have hosted a Countryside Exchange. Over 750 professionals from England, Scotland, Wales, the United States, Canada, Japan, France, Germany, the Netherlands and Australia have participated as team members.

**How Does the Exchange Work?**

Communities are selected to participate in the Countryside Exchange through a competitive application process. Applications are evaluated based on such criteria as the depth of interest within the community, existing leadership and leadership skills and the strength and diversity of community members supporting the application. Applicants must also demonstrate flexibility, a willingness to learn new skills and processes, show commitment to working as a team and to developing a community based implementation strategy after the Exchange.

Once a community is selected, a Local Organizing Committee (LOC) is formed. The LOC is crucial to the success of the Exchange and must include a representative cross section of the community – business owners, farmers, developers, elected officials, conservationists and “average citizens.” The LOC identifies and refines the questions that the Exchange team will address. It also plans the Exchange week itinerary, takes care of logistics and handles publicity. After the Exchange, the LOC helps initiate implementation efforts.

**The Exchange Team**

Glynwood Center draws upon its extensive international network to form teams consisting of six to eight experienced professionals. Each team is international and interdisciplinary in its makeup. Team members are selected by matching a candidate’s expertise with the issues identified by the community. In order to ensure that teams are objective, participants must have had no previous connection to the host community.

The team spends a very intense week in the community. A full itinerary of issue oriented roundtables, presentations, tours, panel discussions and community gatherings gives the team an opportunity to speak with many residents, officials and organizations. The week culminates with the team presenting its observations and ideas at a public forum. A summary report is also published to assist the community with implementation.

### **Implementation**

After the Exchange week, the team report is distributed throughout the community as a first step toward developing an implementation strategy. Most Exchange reports include some forty recommendations and determining priorities is one of the most important tasks facing the community. Glynwood Center and the Chester County 2020 Trust will continue to provide support during this period and offer a training workshop in early 2003 to help the communities develop a strategic action plan for implementation. Glynwood maintains contact with its “Family of Exchange Communities” through its web site, [www.glynwood.org](http://www.glynwood.org), *Update* Newsletter, database and ongoing personal contact.

### **The Results**

Just as communities vary, so do the results of each Exchange. Some team recommendations may be broad, others very specific. Some may be small-scale projects that can be implemented quickly. Others may be larger, requiring a policy change, a significant philosophical shift – and time. In some cases, the Exchange may trigger a change that the community widely acknowledged was needed. The report may articulate an issue that leads to community discussion and an alternate solution. What most Exchange communities share in common is that the new and strengthened partnerships, expanded leadership base and collaborative action cultivated through the Exchange pay dividends long into the future.

# THE EXCHANGE IN COATESVILLE, PENNSYLVANIA

## COMMUNITY DESCRIPTION

By the 1950's, the City of Coatesville had grown to become the economic center of western Chester County with nearly 6,000 jobs associated with the steel industry. As the end of the 1960's approached, five events spiraled the City into 30 years of deterioration, blight and urban decay:

- The construction of the US 30 Bypass around the City routed thru-traffic, the life-blood of the commercial district, away from the City.
- The nearby Exton Square Mall opened, depleting local merchants of their ability to compete...a trend recognized throughout small communities across the nation.
- Oak Street, a federal public tenement housing project was introduced to the City. As with the vast majority of public housing around the country, the projects quickly introduced a pipeline of drugs and crime to the community.
- With the development of electric furnaces, the steel industry evolved from labor to technology. Lukens Steel declined from an employer of 6,000 to just over 1,100 jobs.
- Lukens relocated the remaining clerical and administrative offices out of downtown Coatesville to a new self-contained administrative building called the ARC building in South Coatesville, thus removing all associated jobs from the downtown and the remaining restaurants and shops.

Over the next 20 years the City struggled financially with a near bankruptcy in 1988 and the second highest tax rate in southeast Pennsylvania. Business and political leadership faced the effects of deterioration, blight, and decay. Turnover ran rampant with almost no City Council members being re-elected to office. Further, the City was a revolving door for City Managers and Police Chiefs.

Today the City has every form of modern transportation available within its municipal boundaries or nearby. But none of the highway, bus, train or airport transportation networks is integrated with the other. This dysfunctional relationship exists in virtually every community in Chester County, but Coatesville is the only community where all the "pieces" still exist. This disconnect in public transportation has repeatedly led to further sprawl and development. Why not, in a bold and creative process, integrate and enhance the assets of inter-modal access and focus integrating the multiple forms of transportation that already exist in this developed urban environment?

## COMMUNITY ISSUES

- 1. How will the region's current transportation system be affected by the following developments:**

- a. A growing region—7,000 new building permits in area?
- b. The creation of a regional recreation center north of the downtown area?
- c. Increased tourist traffic due to promotion of the historic district?
- d. Comprehensive renovation of the Central Business District (CBD)?

**2. How can we address the following concerns regarding auto access?**

- a. Accommodate easy access to the CBD area from surrounding communities?
- b. Minimize safety problems and congestion on the US 30 Bypass?
- c. Satisfy business partners regarding traffic congestion?
- d. Incorporate way-finding and traffic signals in the CBD and the entire community?
- e. Improve the capacity of the primary intersection (Lincoln Highway and First Avenue), and find local roadway options southwest of the inter-section?
- f. Create parking structures to fulfill the anticipated need for at least 3,000 additional parking spaces, without compromising green space?

**3. How can we integrate and improve the various forms of public transportation available in Coatesville?**

- a. Maintain and improve existing bus services, while expanding transit access to new markets?
- b. Provide a safe, comfortable, and convenient central point for bus transfers?
- c. Improve the safety, comfort, and convenience of the train station?
- d. Extend SEPTA R5 train service into Coatesville, and possibly points west?
- e. Encourage intra-county train service?
- f. Integrate the airport for commuter services?
- g. Integrate and connect these systems with auto, pedestrian, and bike access?

**4. How can we integrate existing and proposed recreational areas with expanded bikeways and improved pedestrian access?**

- a. Create a “Riverwalk” hiking trail along the Brandywine, and link it to other trails and recreational areas?
- b. Expand the local bikeway network, and connect it to a proposed regional network?
- c. Provide attractive, safe, and convenient pedestrian access to critical points such as neighborhoods, the train station, and the transit center?

**5. How can we resolve the perceived safety problem facing Coatesville?**

- a. What security measures are needed for protecting users of the transportation system?
- b. How can we integrate these measures with the local law enforcement system?
- c. What can we do to change the public impression that Coatesville is an unsafe place?

**A SAMPLE ITINERARY:  
TWO DAYS FROM THE COATESVILLE EXCHANGE**

*Thursday, October 17*

Breakfast Reception with Elected Officials and Business Community  
Tour of Coatesville and vicinity  
AID Team Meeting  
Collective Planning Commission Meeting

*Tuesday, October 22*

Meeting with the Business Development Committee and Chamber of Commerce  
Lunch with Thomas Comitta Associates, Town Planners and Landscape Architects  
Meeting with Buchart-Horn/DVRPC  
Caln Township Planning Commission Meeting

**COATESVILLE EXCHANGE TEAM**

**Michael Cramer** has served as the Bündnis 90/Die Grünen transport spokesman and a member of the Berlin parliament for the past 13 years. From 1989 to 1990, he was chairman of the transport and business committee. In addition to his parliamentary work, Michael teaches transportation and municipal policy at the Otto-Suhr-Institut of the Freie University Berlin. He has published several articles and books on the subject of transportation and has lectured about transportation issues in Boston (Harvard), Atlanta, Washington, Chicago, Portland, San Francisco, Los Angeles and New York.

**Clive Fletcher** is Historic Areas Adviser with English Heritage, the government's official adviser on the conservation of the built environment. His main work is with land use planning and the provision of funding for urban regeneration projects. In the course of this work, he provides advice to local government on architecture and urban design, not only in the context of the historic environment, but also relating to economic and social regeneration. Before joining English Heritage he worked in north-west England in an area including post industrial steel towns where he was involved in £1 million-plus economic regeneration schemes. He has a good understanding of urban design principles and knows how they can be applied to achieve both aesthetic and regenerative goals.

**Jeremy Gissop** is District Forest Environment Manager for Forest Enterprise, the U.K. national body that manages the nationally owned forests as a source of employment and recreation. He is currently responsible for the recreation, conservation and heritage policy for the ancient Forest of Dean in Gloucestershire. This involves the development and management of Forest visitor and interpretive facilities, and the development of recreational trails such as the Hopton Mountain Bike Trail.

**Mark Hadley** is a senior transport planner for a Dublin based consultancy firm. His skills include travel plans, public transport modeling, and the evaluation of road schemes. One of his more recent projects focused on rural transport provision including taxis, Dial-A-Ride services and traditional bus routes. His experience also covers wider strategies and studies, the latest project seeking to develop an integrated framework for land use

and transport within a small town of 10,000 about to undergo a dramatic increase in size. This strategy has to encompass all transport modes and the relationship with land use that shapes travel choice.

**Robin Hickman** is an urban and transport planner with a wide range of experience in land use and transport planning, policy research, master planning, urban design, economic development and regeneration. He currently works for Llewelyn-Davies, a U.K. planning firm and was previously a Senior Transportation Planning Officer within U.K. local government. He helped develop the “New Transport Plan for Surrey”, a densely populated area containing some of suburban London and is currently working on two multi-modal transport studies. His work on the South East Manchester Multi-Modal Study involved neighborhood and interchange assessments, local urban design and developing new public transport provision and walking and cycling routes, in addition to land use planning and economic input.

**David Webb** is Team Leader Conservation with the Environment Agency (the U.K. equivalent of the US EPA) and specializes in the sustainable management of river channels. This means often balancing competing uses, for instance allowing channels to aid in flood clearance while maintaining a natural appearance. His work also involves the restoration of river corridors that have been heavily altered due to industrial and other uses. He worked recently on the South London Strategy, a program of river restoration in a heavily urbanized area. He has helped to develop standard practice guidelines for river restoration to be incorporated into U.K. land use planning structures. His other skills include Environmental appraisal and ecology.

## **EXCHANGE TEAM REPORT**

### **OUR VISION FOR 2020 COATESVILLE: THE NEW COMMERCIAL CAPITAL OF CHESTER COUNTY**

When I returned to Coatesville in the spring of 2020, I met an old friend at the station. We went down to the crowded Main Street, sat down in a café, and chatted about the big changes in the City. This is what he told me:

#### **A LOSS OF DIRECTION**

“I was brought up in the City of Coatesville and remember the sense of identity the community showed; an example being the pride we took in our local football teams. But, what had once been a prosperous steel area had experienced a long period of economic decline. When I left it was difficult to get jobs in the City. Even if you did, they did not pay well. Most were located out in the suburban malls. I remember much of the housing was run down; the Main Street was drab and the shops struggling. There were abandoned buildings and areas of derelict land. My father reluctantly moved us to Philadelphia where he had found a better job. I went to University and embarked on a career of my own. Last week, after twenty years, I returned to what I still regard as home. They say you should never go back. I disagree. What a transformation.

#### **A NEW START**

People had come together and were working hard to address the city’s problems, to improve the Main Street, the rest of the town and the transport networks. They used to say that this was the part of Chester County that people simply drove past. They don’t now.

It must have something to do with how the area now looks and works. Streets and spaces have been designed and landscaped to become attractive places. The Main Street – Lincoln Highway, Blocks one to three – has been pedestrianized, and is now a tree-lined pedestrian zone, hosting an Amish farmers’ market each weekday morning. It is now a place to walk, relax and enjoy. It is a pleasure to walk around. It feels like the best of old towns; a mix of uses, a vitality and a cohesion as you move from one street to another. On the corner of Lincoln Highway/Third Avenue, there is a place with a fountain, which the local residents call “the living room”. In the summer, the tables are on the street, giving the City a real Italian character. There is a real sense of quality, and, yes, prosperity. A place at ease with itself. There has clearly been an increase in the number of good stable jobs and in incomes.

#### **INTEGRATED TRANSPORT**

Getting around is different too. A grid of avenues and streets provide easier access that is suitable for pedestrians, cyclists, buses, and cars. The car traffic moves at a gentle pace. Despite the greater economic activity, you can get around the City much easier than in previous days. Both Amtrak and Septa (South Eastern Pennsylvania Transit Authority) train services stop at the Coatesville station, as well as at Parksburg and Atglen. The station acts as a real welcome to the City. It has been restored and provides access for

handicapped people. Housed in a wonderful old building, like in Washington, there is a restaurant and café, which is not only used by those taking the train; it is also an attraction for the residents of the City. Modern hopper buses sit outside the station, waiting for the mainline trains to stop, and to ferry passengers around to adjacent areas. A free Coatesville bus service takes visitors and residents around town, to the new steel heritage museum and the regional recreation center. People do not have to drive all the way into the downtown; the bus connects the station and surrounding car parks to the Main Street. An expanded dial-a-ride bus service brings people from the more rural areas into the City. All these new services are great for the non-car users, like the children, “the golden agers”, others who do not have access to cars, and the people who have left their car at home, like me on my visit today.

### **STREETS FOR THE PEOPLE**

As we have seen, when people get off the train at Coatesville, there is a bus waiting at the station, synchronized to pick up passengers. However, many decide to walk around town first. The center always had real character with its fine old buildings and Main Street. It is now sparkling. The shops, cafés and pubs are attractive and busy. The shop frontages have been renovated. Greystone Mansion, the old Lukens Office Building and the Old City Hall have all been refurbished. There used to be vacant sites and buildings around the City center. Infill schemes of housing, small businesses and new shops (including new grocer), galleries, restaurants and cafés have created a lively lived-in feeling. There are street and public realm improvements, public art and new City steel walking trail – marked by a steel line along the footway – similar to the Boston freedom trail and Berlin wall trail. The pedestrian area is signed with old artifacts from the steel mill and new sculptures made from steel. The city trails link into new trails along the Brandywine River, used for recreational walking and cycling. The railway viaduct provides a gateway into town from Route 82. The viaduct has been restored and even has a bike and walking trail cantilevered to its side. This is the first structure of its type in the US, similar to the Hungerford Bridge over the River Thames in London, and the bridge provides a unique landmark for the City. Along the river and through the regional recreation park, people can walk and bike. The park includes a beautiful woodland 18-hole golf course. The trail alongside the creek connects with other trails around Chester County. It is used by people from Coatesville, with their families and children, and also by people from other parts of the region. Because the trains – as in San Francisco – are able to carry bikes, it is very easy to reach the auto-free trails from the City and beyond.

Bicycle tourism has increased and, as we know, these types of tourists spend more money per day than auto-tourists. Next to the station there is a bike shop, where people can buy, rent or repair a bike. More and more people come for a weekend trip to Coatesville, by train and bike, for a ride through the wonderful countryside park.

The prosperity in the City is visible. The hotels near the station are very popular and successful. Twenty percent of residents don't have a car because they don't need one. People appreciate the quality of life in the City center. New buildings, including the new museum, are made to the highest standards of ecological design, with solar panels on many roofs. The solar panel factory in town shows the future, oriented towards renewable and alternative energies.



## STEPPING UP TO THE PLATE

Activity and prosperity mean that the people of Coatesville can now stay in the City and have a good life, rather than leave and live in the suburbs, or even further away. Indeed, the City now attracts new residents. People can secure well-paying jobs, live in a lovely house and gain access to the beautiful countryside from the City. The change has been remarkable.”

**That is what I wanted to hear ...**

## INTRODUCTION

### MOVING BEYOND SPRAWL

Around the world, cities, towns and their surrounding suburbs are growing at an incredible rate. In the US, this development is rapidly leading to severe problems of downtown depopulation, traffic congestion, unmanageable sprawl and loss of valued countryside.

In recent years, frustration with these sprawling development patterns has led to an increase in innovative planning, transportation thinking and action across the US. This new thinking – generally labeled “smart growth” – contends that the shape and quality of such sprawling development is no longer desirable or sustainable.

Smart growth advocates land use practices that create more resource efficient and livable communities, with development patterns that reduce the amount of travel required to reach goods and services. Smart growth is an alternative to urban sprawl, and is similar in nature to developments in the U.K. (where they are known as urban renaissance). This new approach offers an alternative future, where urban and rural areas grow in radically different ways. They are, however, reliant on changed government policies on land use, infrastructure and taxation. The major differences between these two land use futures are compared in Table 1.

**Table 1: COMPARING SMART GROWTH AND SPRAWL**

	<b>Smart Growth</b>	<b>Sprawl</b>
Density	Higher-density.	Lower-density.
Growth pattern	Infill (Brownfield) development.	Urban periphery (Greenfield) development.
Land use mix	Mixed land use.	Homogeneous land uses.
Scale	Human scale. Smaller buildings, blocks and roads. Careful detail, since people experience the landscape up close, as pedestrians.	Large scale. Larger buildings, blocks, wide roads. Less detail, since people experience the landscape at a distance, as motorists.

Transportation	Multi-modal transportation and land use patterns that support walking, cycling and public transit.	Automobile-oriented transportation and land use patterns, poorly suited for walking, cycling and transit.
Street design	Streets designed to accommodate a variety of activities. Traffic calming.	Streets designed to maximize motor vehicle traffic and speed.
Planning process	Planned and coordinated between jurisdictions and stakeholders.	Unplanned, with little coordination between jurisdictions and stakeholders.
Public space	Emphasis on the public realm (streetscapes, pedestrian environment, public parks, public facilities).	Emphasis on the private realm (yards, shopping malls, gated communities, private clubs).

### **THE FUTURE FOR COATESVILLE**

Pennsylvania and Chester County are suffering from the effects of sprawl. The City of Coatesville has itself suffered from urban depopulation and decay. In the 1950's, the City was the economic center of Chester County with nearly 6,000 people employed at the Lukens Steel operations. The next 30 years, however, saw employment loss, downtown deterioration, blight and urban decay. This resulted from economic difficulties in the steel industry, the building of the suburban Exton Square Mall, the US 30 Bypass and a number of other factors. The City reached near bankruptcy in 1988. More recent years have seen great revitalization efforts, and the future for Coatesville can be very different from its past.

The City of Coatesville differs dramatically from the surrounding area. The City is compact, has a Main Street, and is served by rail. These attributes need to be developed, and the City made more attractive, more livable, and more convenient for residents and visitors alike. The future of Coatesville is its distinctiveness. It is not simply a reproduction of the surrounding sprawl. The residents of Coatesville are rightly proud of their City, and future revitalization efforts should build on this heritage.

### **There are five historic “jewels” to develop:**

- First, the delightful and very beautiful railway viaduct. This carries the first ever railway line crossing coast to coast in the US, linking the towns and cities between the Pacific and Atlantic Oceans. This bridge should be developed as the entrance to the City.
- Second, the Brandywine River, a beautiful resource, but currently under-used. This corridor should be developed to give the City a natural open space, a focus for activity, and a wonderful flair.
- Third, the steel heritage. The steel mill has for a long time dominated the area surrounding the Brandywine. Current operations, however, need less space. There is space to develop a new focus, possibly a working steel heritage museum, celebrating

the past, and looking forward to the future. Such renewal will provide a flagship development, a regional attraction, and also an opportunity to realize a friendly and hospitable entrance to the City. This can help bring together the people of the City, north and south.

- Fourth, the Main Street. There are not many successful downtowns left in Chester County, or indeed Pennsylvania. Lincoln Highway should be preserved and enhanced, to become the spine of the City, where work, leisure and living are all carried out.
- Finally, the railway station. In former times, Coatesville was a city on a railway cross. This tradition should be restored. The original building remains and should be refurbished to provide a second gateway into town.
- These five features are fine footprints for the City. They should be celebrated and provide the focus for future development, regeneration and renaissance.

## **KEY ISSUES : IMPROVED TRANSPORTATION NETWORKS**

### **DEVELOPMENT AND THE TRANSPORT SYSTEM**

#### **OBSERVATION:**

Transportation provides tremendous benefits to individuals and society. It also incurs significant costs. Transport expenditure represents 15-20% of average household income and Gross Domestic Product in the US. Transport activities impose non-monetary costs as well including accidents, environmental degradation and social impacts. Within Coatesville there are likely to be major developments in the next 10 to 20 years. The region as a whole is growing, with 7,000 new building permits, a new regional recreation center, increased tourist traffic associated with the historic district and comprehensive renovation of the central business district.

#### **RECOMMENDATIONS:**

The proposed developments are likely to place greater stress on the transport networks. It is critical that development is oriented around and related to an improved public transport network. Without this, the region will become ever-more car dependent. The City should carry out a rigorous transport assessment /cost analysis of the impact of these proposed developments<sup>1</sup>. This should include an assessment of:

- Vehicle costs
- Travel time
- Safety and health
- Parking
- Induced traffic
- Congestion

- Roadway facilities
- Transport diversity
- Air pollution
- Noise
- Resource consumption
- Barrier/severance effect
- Land use impact
- Water pollution and hydrological impact
- Contribution of traffic demand management measures

New transport networks should be based on a travel hierarchy – where modes are promoted in order of least environmental impact – walking first, followed by cycling, public transport, trucks and the private car. Quality in urban design will be critical to the future success and vitality of Coatesville.

## **IMPROVING AUTO ACCESS- TRAFFIC CIRCULATION**

### **OBSERVATIONS:**

Traffic growth and the resultant congestion is currently a significant problem in Coatesville and the surrounding area. Sprawling development has led to land use patterns that can only be effectively served by the car.

The Interstate Route 30 provides good access to Coatesville and other neighboring municipalities; however, the onramps are built to old standards that create dangerous driving conditions with current traffic levels. Trucks dominate the traffic flow along Routes 30 and 41, creating difficulties through Atglen and West Sadsbury in terms of pedestrian/vehicle conflicts and local resentment. Trucking is, however, an economic necessity for the region and Pennsylvania’s location means that truck flows will remain high.

Within Coatesville, traffic flows are currently low due to the lack of facilities and attractions in the City. The Intersection of Lincoln and First Avenue in Coatesville presents an unattractive entrance to the city and the availability of parking is a primary concern to businesses, both for staff and customers.

### **RECOMMENDATIONS:**

The prevailing transport policy thrust is to improve road capacity, and greater traffic volumes and faster journeys, but not through the construction of new highways. Road access is critical to US lifestyle and needs to be maintained, but opportunities for change must also be created. Any attempt to “build our way out of congestion” by creating more highways will ultimately fail. We therefore propose the following alternative approach:

- A new route network/hierarchy should be established that progressively returns Lincoln Avenue back to pedestrian use. This could be implemented in three stages:

- Phase 1 – closure of Lincoln Highway to all vehicular traffic, with two-way traffic diverted along Harmony Street.
- Phase 2 – expansion of the Main Street pedestrian area to include Lincoln Highway Bridge and First Avenue South around Gateway Park. This closure envisions a new link from Route 82, north of the City, along the west bank of the Brandywine, using the existing bridge alignment and ultimately connecting with Harmony Street. Third Avenue North to be open for pedestrian and bus traffic only.
- Access from surrounding areas will require that stations perform a role as park and ride stops. This should be promoted to reduce traffic congestion throughout other parts of Chester County and SE Pennsylvania. Ultimately passengers using these stations will arrive by alternative means i.e. by cycle and bus.
- Integrate and co-ordinate the existing network of traffic lights within the City to improve the circulation within the town and along the Lincoln Highway.
- Strike a balance between encouraging freight rail service and banning trucks in certain sensitive areas. Provide for truck movement by road wherever necessary. Local communities will need to work with the trucking industry on route management and decision making.
  - Municipalities must consider the needs of trucks when designing junctions e.g. location of street furniture.
  - Hard shoulder pavement widening improves road safety.
  - Support this philosophy across the County, in particular in areas of high truck flows.

## **IMPROVING AUTO ACCESS- CAR PARKING PROVISION**

### **OBSERVATIONS:**

An additional three thousand car parking spaces are planned for the downtown area. This will have positive and negative impacts on the urbanizing agenda of the City of Coatesville. The benefits of additional car parking include:

- Encouraging individuals to come into Coatesville to shop, work, enjoy leisure time and use public transport, i.e. the train.
- Taking car parking out of the public realm, thereby improving the amenity of streets and pedestrian areas.
- Developing vacant corner plots and re-establishing the integrity and cohesion of the streetscape.

The negative impacts may include:

- Making it easier to bring a car into the city.
- Discouraging people from moving into Coatesville because it's so easy to use a car in the city.

#### RECOMMENDATIONS:

In order to maximize the benefits and minimize the negative impacts, the following measures are advocated:

- Customer parking should be given priority.
- Parking should be located at gateways to the downtown area to minimize through traffic.
- Parking structures should be constructed in harmony with the existing pattern and form of development. Blank frontages should be avoided on deck parking structures, particularly at ground floor level, and office and residential use incorporated at street elevations.
- Gateway parking should direct visitors to parking areas suitable to their needs.
- Parking structures need to be created and formalized at Parkesburg and Coatesville stations in order to provide opportunities for patrons arriving from the hinterland and similarly at Atglen station if developed. In the future bus stops and connections should be promoted over provisions for private car use.

#### IMPROVING PUBLIC TRANSPORTATION

##### OBSERVATIONS:

Coatesville has the benefit of a variety of existing means of transportation. From the ever present highway network, through to cycle routes along the Lincoln Highway, and one of the most successful bus routes in the County, there are many examples of what can be built upon. These include:

- Stations at Coatesville and Parkesburg for Amtrak services (Philadelphia to Harrisburg line);
- Bus routes - Coatesville Link and Route A, the former currently planned for revision and increased service length;
- SEPTA station at Thorndale which acts as a Park and Ride station for residents within the Coatesville Region;

- A Paratransit service that offers transport booked on the previous day to senior citizens;
- Free bus travel to senior citizens supported by lottery funding; and
- Free but separate bus service for school children.

There are several recommendations and actions that would improve choice and increase accessibility to services, shopping and employment for local residents and potential visitors alike. Several that follow can be seen simply as cycle and pedestrian improvements, but these are also key to integrate all modes of transport and create seamless travel.

#### RECOMMENDATIONS:

- The proposed multi-modal interchange should be located adjacent to the train station to improve inter-modal transfer. This center should fulfill all handicapped accessibility criteria and should include:
  - A new bus depot;
  - Taxi stop and information;
  - Cycle parking and lockers;
  - Travel information center; and
  - Tourist information.

The interchange is a gateway to the City and should be treated accordingly. Efforts should be made to investigate the possibility of reintroducing Greyhound service through the City, while local routes all meet at the interchange. Clockface scheduling will improve the ease of use, and regular to the schedules of the trains as well as to those of the buses and are planned in a passenger-friendly way with only a few minutes difference for changing from bus to train or from train to bus.

- The station should serve as a stop for the long-distance Amtrak trains, as well as for the commuter trains. SEPTA services also call at Parkesburg and a brand new station at Atglen where a new electronic switch enables service to return to Philadelphia.
- All stations should be upgraded and provide information areas, lighting and seating. Platforms should incorporate handicapped access in line with legal requirements.
- To link attractions within the city, a new service is proposed that runs from the station through the pedestrian zone, over the bridge to the museum and beyond to the recreation center, with links to several parking spots, the city hall, and down-town shops. This is a free bus supported by the local businesses that makes it easy to move between destinations without using a vehicle.
- Bus shelters and schedule information should be provided at stops throughout the region.

- Integrate the school bus system with the public transport system to make best use of resources, with the possibility of future adaptation to a Dial-A-Ride system.
- Investigate the options for using community owned vehicles for other cross, known as a vehicle brokerage scheme.
- Station parking will be necessary to meet the demands of visitors and local residents. Some parking spots are located on the north side of the station and to the south.
- Cycle parking should also be available at the stations, with trains having the ability to carry cycles – as in San Francisco – where it is possible to take the bike on the train at any time. This will encourage cycle commuting. Passengers who only want to ride to the station can leave their bicycle at one of the numerous parking places or at the bike station, which is located nearby the station. Here you will also be able to rent, buy and repair a bicycle.
- New buses bought by SEPTA should have the capability to carry cycles and this should be a standard for new purchases. Older vehicles in the bus fleet should also be adapted as has been seen in Washington, California and Chicago. These vehicles should be able to carry cycles at all times of the day, and not impose restrictions that would discourage cycle use.
- Incorporated into the interchange should be a new taxi stand. Efforts should be made to review the current provision and methods of meeting this need. A combination of Paratransit and the taxi-cabs is a helpful combination to offer people, some of whom may prefer to take a taxi from the station to their destination.
- The Paratransit service should be reviewed to investigate any current shortfalls and problems. For example, shopping trips may be combined as a flexible timetabled service rather than as a single demand trip.
- Senior citizens travel for free but may be financially able to pay the fare. Conduct a study to identify those people who are in financial need and who at present may not have any access to transport or find the cost of public transport prohibitive.

## **IMPROVING WALKING AND CYCLING OPTIONS**

### **OBSERVATIONS:**

Coatesville is a traditionally planned city based upon a gridiron of streets, with Lincoln Highway running through the center. It differs from a number of American communities of its size in that its urban form is directly influenced by the surrounding topography. This has resulted in a street plan more linear and compact than is common, the city being confined laterally by the contours of the valley. This strong street plan is augmented by a generally high quality and intact stock of older traditional buildings and a number of individual buildings of particular architectural and/or historic interest.



Seen from the outside, dramatic and picturesque vistas of the city are possible from the roads on the surrounding hillsides. For the visitor this engenders a sense of anticipation of arrival.

The Brandywine River running through the center of the town, its valley and the attractive surrounding hinterland are valuable natural assets. These form the setting of the city, are visible from within it and in the case of the river, run right into its heart.

The city's natural setting and its built form has resulted in a townscape with a generally high level of spatial integrity and definable character, with the potential to possess a clear sense of place and a high level of amenity, for residents and visitors alike.

In order to fully realize the potential of the City, however, a number of factors that mitigate against it will have to be addressed.

The steelworks has historically been the economic backbone of the City and remains an important part of its economy and heritage. While the decline in the steel industry has had disastrous repercussions for the vitality of Coatesville, the redundancy of areas of the site could provide an unprecedented opportunity for regeneration. The site at present blights an area that includes a main entrance to the city and the riverside. It also severs the eastern end of the town from the western end, effectively creating two separate communities and occupying a site that could be turned into an important community and environmental asset. This prevents a significant opportunity for improvement to both the site and adjacent areas.

#### RECOMMENDATIONS:

- Relocate that part of the steelworks that occupies the land adjacent to Lincoln Highway and the river.
- Enhance the riverbank that runs through the town, opening it up to the public for their enjoyment, as an extension of public open space.
- Develop a clear vision for the redevelopment of the new site that complements the overarching objectives of the regeneration program, and guide developers in responding to this. This redevelopment will require careful consideration not only in terms of appearance but also the types of land use allowed to ensure that it stimulates rather than detracts from the regeneration of the existing business district. The overall aim must be to fit the new development into the existing townscape, creating an enlarged and revitalized central area that will span the Brandywine River. Particular attention must be paid to the view of the development framed by the arches of the railway viaduct.
- Use the opportunity created by the pedestrianization of Lincoln Highway to enhance the area of the present road/rail intersection, facilitate pedestrian access to the river and enhance overall visual amenity. Re-establish strong townscape through the

redevelopment of vacant corner lots and improvement of the grassed area adjacent to the railway tracks.

## **Pedestrian Amenity**

### OBSERVATIONS:

The potential for visitors and residents of Coatesville to enjoy the city on foot is compromised by a number of factors:

- Lack of pedestrian crossings making crossing the road a dangerous, stressful and time-consuming activity.
- Absence of defined routes through and around the town.
- An underutilized existing public realm, with an absence of pedestrianized public open space.
- A lack of clear and legible access to public transport links.
- Lack of clear access to the countryside via paths/trails.

### RECOMMENDATIONS:

- Introduce pedestrian crossings on all main routes throughout the city. Facilitate access to amenities and ease general circulation.
- Introduce clear signage to enhance pedestrian circulation throughout the city, providing directions to specific areas, public buildings and mass transport facilities.
- Introduce high quality bus shelters incorporating timetables to improve public awareness of mass transport and ease of use.
- Introduce a phased pedestrianization of the central business district. Such a measure will allow the public to enjoy the improvements made in the public realm and the buildings in this part of the downtown area. It will also foster pedestrian movement to and from the station and give emphasis to the main shopping street, generally improving the experience of the city. In areas not benefiting from full pedestrianization, use the principle of “defensible space” to instill a perception of refuge from traffic and existence of public domain.
- Create a vision for the public realm and realize it. Such a vision should encompass such elements as paving, signage, seating, lighting, cycle stands, bus shelters, litter bins, planting and public art. Designers and artists should work closely in the development and delivery of such a vision, and on no account should mass-produced solutions be employed. The overall aim of this will be to make the center of

Coatesville a special place that will capture the public's imagination in celebrating and building on the uniqueness of the City.

- Create a legible and attractive entrance to the new walking/biking trail along the Brandywine River.

## **Cycling**

### **OBSERVATIONS:**

The high potential for cycling to, from and around the city has so far been almost entirely neglected. While cycle paths do exist along Lincoln Highway, the experience of the cyclist is not dissimilar to that of the pedestrian. The problems include:

- Dominance of the motor vehicle.
- Absence of facilities in the public realm, i.e. bicycle stands.
- Lack of clear access to the countryside via paths/trails.
- No facilities to rent bicycles in the City.

### **RECOMMENDATIONS:**

There is an enormous opportunity to develop cycling as a mode of transport, as a leisure activity and a draw for tourists. Proposals to create cycle paths/trails are already being formulated by the City. In order to fully seize this opportunity, the following complementary measures are advocated:

- Investigate and improve cyclist safety at traffic intersections.
- Ensure that the vision for a new public realm accommodates cycle parking through an array of measures in strategic locations.
- Institute clear, legible links from the town cycle routes to the new countryside paths/trails through new dedicated cycle lanes and signage. Publicize new cycle routes in tourist and public information literature and as part of the public realm works through information boards, etc.
- Encourage the establishment of a cycle rental facility. This would ensure that people who need to rent a bicycle have to enter the City, enabling them to appreciate other elements of Coatesville at the same time.
- In order to promote cycling in Coatesville as an exciting, colorful sport and activity there is an opportunity to promote a series of evening cycle races or "Criteria's" around temporarily closed streets in the city. The officers responsible for sports and tourism should ascertain if there is a demand for this type of event, and if there is,

work with the community to gain acceptance for the proposal. The roads need to be closed for the evening. This sort of event, which is common in Europe, would bring the town to life in the evening and help local businesses at a time when there are few other people in the town.

- Following the pedestrianization of E Lincoln Highway, cycle lanes will allow access and traffic free routes. Investigate the possibility of using existing one way streets for contra-flow cycle lanes, common practice in many European towns and cities.

## **INITIATIVES CURRENTLY UNDERWAY**

### **REFURBISHMENT OF COMMERCIAL PROPERTIES**

#### **OBSERVATIONS:**

Measures currently underway include the comprehensive rehabilitation and restoration of six premises within the central business district to provide for a mixed use of rental accommodation and shops. This is beneficial for a number of reasons:

- It will provide much needed high quality rental accommodation in the town center, which will in turn give a secondary benefit of natural surveillance, improving public safety.
- It will serve as an example of good practice for landlords in the treatment of their own properties.
- It will add to the stock of attractive store fronts, thereby enhancing the street scene.
- It will instill confidence in the local community and in visitors that the City is generally “on the up”.

In addition to these measures, existing schemes provide funds for private owners to refurbish properties.

#### **RECOMMENDATIONS:**

The positive impacts of this funding could be maximized in the following way:

- Create an action plan targeting specific properties as part of a public/private partnership between the City and private owners. The plan would include detailed proposals for the restoration of each property with the aim of reinstating lost original architectural detailing and form.

### **BRANDYWINE RIVERWALK AND CYCLEPATH**

#### **OBSERVATIONS:**

There is an emerging proposal to create a dedicated “greenway” for cyclists of all abilities and walkers, which runs along the old railway line and through to the proposed regional recreation center and surrounding countryside. From the viaduct bridge northwards to Route 340, the Brandywine River is a high quality running water habitat. It should be protected from any development and not be compromised by inappropriate pressure. The River is a tremendous environmental and recreational asset, situated as it is adjacent to the City of Coatesville. With its unique traffic free environment, the creek will attract people to the city, generating revenues for the bike rental business and hospitality based businesses. This resource can clearly be a great asset to the people of Coatesville.

#### RECOMMENDATIONS:

- The intersection of the new golf course with parts of the trail must be mitigated through design. The sensitive riverside habitat should remain undisturbed and unaltered for a distance of at least 20 yards to protect the delicate natural habitat and uninterrupted riverside corridor.
- Dovetail the route into other planned and existing cycling and walking routes.
- The route should be 10-12 miles long with the target audience being family cyclists. To obtain the distance within present land ownership restrictions, it may be necessary to use a circuitous design.
- The running surface should be an all weather surface and be at least 3 yards wide.
- The route should be waymarked with high quality posts.
- The internal landscape along the trail should make the best use of natural features to create a visually stimulating experience without destroying the nature in the area. Avoid long straight runs to emphasize the feeling of exploration and excitement.
- So that the route can be used by both motorized and non-motorized wheelchairs, no incline should exceed 1:20. There is an opportunity for these wheelchairs to be financially sponsored.
- The cycle rental facility should offer a range of bicycles to suit males and females of all ages plus the provision of tandem bikes and towed carriers to allow parents to take small children.
- There is an opportunity in the future to extend the trail out to the Hibernia Country Park.
- The trail can also be used as a facility to promote other events such as running, triathlon or charity fundraising events.

- From the path, there is a great opportunity to use the greenway as a resource to deliver environmental and cultural education perhaps delivered by a ranger service.

### **Provision of a Single Track Mountain Bike Route**

#### **OBSERVATION:**

There is an opportunity to develop a single-track mountain bike route to serve both local youngsters and tourists. These trails are very popular and would add to the reputation of Coatesville as a bike friendly city. The trail can be built sensitively so that it has a minimum environmental impact to the Brandywine River corridor.

#### **RECOMMENDATIONS:**

- The route should be laid out within the existing tree cover and in a sinuous and undulating route with a footprint of only 18 inches. It should be one to two miles long and be designed so that speeds are kept very low for safety reasons with the emphasis being on bike control skills.
- The design and construction of the trail should be environmentally sustainable and laid out in a sensitive manner.

### **Cycle Tourism**

#### **OBSERVATION:**

The rural road network surrounding Coatesville is suitable for cycle tourism and would help to sustain local accommodation providers, shops and restaurants.

#### **RECOMMENDATIONS:**

- With the beautiful surrounding countryside and towns, together with the Amish experience, Coatesville is well situated to serve as a base for cycle tourism. The cycle rental facility that serves the family cycle route could provide bicycles and the proposed new hotel could provide accommodation.
- An experienced consultant should plan routes. The formula would be that each day the cyclists travel a prescribed route and their luggage is transported ahead by vehicle to pre-booked accommodation.
- The trail from Coatesville to Philadelphia should not only be signed, but a trail guide should be written that includes necessary maps, explanations, historical events etc.

### **IMPROVING SAFETY**

#### **OBSERVATION:**

People outside of Coatesville believe that the city is an unsafe environment, even though that is not the case. Coatesville is considered “the poor relation” of Chester County, with lower education standards and higher crime rates. Racial perceptions also were expressed. This is in part due to the history of the City, the quietness of the Main Street, especially after six o’clock in the evening, and the effective abandonment of key areas, such as the railway station. The railway station is key in this respect, since it is not only a focal point for public transport; it also represents one of the main gateways to the city. The general view of the people who know or live in Coatesville is that it is a safe city. To enhance the City’s reputation; people outside of the City must be educated.

#### RECOMMENDATIONS:

- The City must attract people into the downtown, by creating attractions, providing facilities and a unique experience.
- Increase the number of people on the streets, especially in the evenings by the encouragement of mixed use development. Mixed use development can create natural surveillance as passers by, residents and visitors keep a presence within the down town area.
- Improve urban design, especially with regard to open spaces and meeting places that can attract loitering and create a sense of unease amongst passers by.
- Develop a master plan for the train station, ensuring mixed use, and allow self-policing.
- Integrate schedules, to reduce passenger waiting times and increase the feeling of safety.
- Publish crime figures to help display the improvement within the City to the outside world.

#### INTEGRATED PLANNING

##### **Appropriate Planning Processes**

#### OBSERVATIONS:

It has become apparent that for the majority of the state, long-term planning is not a priority and is possibly seen as a hindrance to future economic growth. This perception has been strengthened by the need to encourage new industry to replace the declining steel and coal sectors. These problems are, however, less acute in Chester County than elsewhere in the state, with business confidence high and projection for growth good. The reasons for this are the presence of strategically important arterial routes, proximity to Philadelphia, outstanding natural resources, a rich heritage and perceived high quality of life, making it an ideal location for the expanding service sector. There is a general awareness that these resources will be diminished by unrestricted development and that this will affect the County’s long-term prosperity. Although there is a consensus that

development should be controlled in a manner that will protect these resources, at a case by case level the willingness or ability of the municipalities to do this is limited. This stymies any attempt at dealing with long-term planning issues.

The planning process within Pennsylvania is confusing and weak. It should enable local needs to be accommodated when shaping the future. However comprehensive plans that could deliver solutions to these needs are fatally undermined by an inconsistent approach to decision making. Therefore the potential benefits of the comprehensive plans to provide a clear vision for the future and then shape development, is lost. This is due partially to the relative inability of municipalities to sustain litigation brought about by application denials, and the fact that zoning ordinances often supercede and conflict with outdated comprehensive plans.

Municipal and county plans deal with pressures that come from beyond their administrative boundaries. To deal with these effectively, they must be understood and addressed in a coordinated and cohesive manner. At present there are positive signs that this is being done, but there also seems to be a fatalistic attitude among planners about their ability to influence future development. To overcome this, a series of measures to empower communities and officials needs to be established.

#### RECOMMENDATIONS:

- Raise the awareness of planning among the public and investigate measures to increase public participation.
- Produce widely available “state of the environment reports”, identifying trends on key indicators, to highlight the crucial issues such as sprawl.
- Develop quality of life indicators, at the County and municipal level.
- Promote existing long-term plans.

#### **Difficulty in Implementing Plans**

#### OBSERVATIONS:

It is apparent that even where a strong vision exists there are problems with implementing this vision. It was noted that the transposition of principles between plans was inconsistent both within a municipality and between municipalities. Though local interpretations and adjustments are important, the degree of fragmentation was such that any vision was diminished to such a degree that it was lost. It appeared to be the case that the approved developments, which were exceptions to a given plan, outnumbered those which conformed to its principles.

There is a lack of confidence in many of those whose role it is to implement plans. There is a chronic lack of resources available to deal with difficult issues, leading to a reactive



approach. There is also concern about the degree of political support given to planners and a lack of support on best practice to improve efficiencies.

There was also concern that plans were not used to inform other important decision making processes, such as those of transport providers. There is also a need for the plans to inform regional capital programs, but this can only be done if the municipal plans are cohesive enough to enable a regional view to be taken. Even at a local level, there is concern that the plans are not being used to identify partnerships and inform the integration of programs.

#### RECOMMENDATIONS:

- There needs to be strong political leadership at all levels.
- Comprehensive plans should be reviewed regularly.
- To deal with development proposals efficiently, plans should be consistent with each other and with legislation, and adhered to.
- Forums should be established with key partners such as transport providers to aid the integration of business plans.
- Utilize best practices especially in revising the ordinances.
- Institute a compulsory educational program for all planning officials at a municipal level.

#### **NEXT STEPS: THE ACTION PLAN**

#### OBSERVATION:

Throughout the visit, it was observed there was a great pride in the City and that through a range of both governmental and community initiatives its quality of life has improved. It was remarked that people now sit on their porches, and complain about children cycling on sidewalks, rather than about serious crime. There was also a consensus that the current state of the public transport system did not meet the needs of people who didn't have cars. There was also a great disparity in the views of the community and transport providers on transport needs. Examples included the difficulties people had getting to work in out of town developments, and the necessity for public workers having to drive individuals to West Chester. The result is that the effectiveness of community and social programs is compromised by the difficulties experienced by non car owners to participate, and additionally their ability to enjoy benefits of increased economic activity throughout the county is similarly constrained.

For those who use public transport regularly there was satisfaction with the service. Of particular note were the paratransit service and the ability for seniors to travel free on buses at certain times. The general view was that for those people who had a car, they

would avoid using alternative forms of transport. The exception being the train to commute, cycles for recreation and taxis when frequenting out of town bars and restaurants. A common view was that alternatives to the car were a choice of last resort, being difficult to use, not flexible to meet people's needs and indicative of a lack of status. The result being that even with an increased provision of alternative transport measures people would still not leave their cars, and that many of those presently using alternatives would use a car given the opportunity.

This perception is exacerbated by the lack of investment in alternative transport modes. It was seen as significant that in the world's most technologically advanced society, children's first introduction to mass transport is the school bus or "cheese wagon" as it is commonly called, which looked old fashioned in the 1970's. Additionally, features associated with public transport systems, such as bus stops appear to be hidden and purposefully made uncomfortable, lacking both shelters and benches. It was stated "If those responsible for public transport were as enthusiastic about selling their product as someone selling a burger is, we would be a whole lot better off."

Coatesville is a diverse community, the residents are proud of its City status and its heritage. There is a strong commitment from public bodies, community groups and local businesses to continue the improvements seen in recent years. The team was concerned, however, about the level of participation of the general public within the process.

The team was impressed by the high level of commitment to public and community service. There appears to be a broad agreement in many areas of what needs to be done. The difficulty appears to lie in bringing the various groups together and then facilitating discussions to develop an action plan.

Though there was general awareness on the issues of urban sprawl and the implications of out of town malls, generally people did not see that their own actions were a contributing factor and that they could make a difference.

#### RECOMMENDATIONS:

- Undertake a community transport needs study.
- Information on times and routes of services should be at the point of use, i.e. at stations or stops or on the vehicles in service.
- Signage to stations and trails should be improved.
- Invest in new technologies to aid the integration of systems, for example using one ticket for bus and train.
- Raise the profile of public transport within the streetscape, for example through the provision of bus shelters.
- Encourage new forms of community interactions to establish new community links:

- Develop community involvement in the Brandywine trail through the extension of the “adopt the park scheme”. Art and education initiatives could also be developed. This could be especially significant in uniting the communities east and west of the river.
- Continue and expand the festival and arts events to celebrate the diversity of the City and its surroundings.
- Involve the public in the design process by using active community consultation techniques (see appendix 1).
- Help community leaders encourage public participation through training and through the provision of facilitators.
- Engage the community in the debate about urban sprawl, so that implications of individual actions are understood.
- Instill the responsibility to use local services, and promote and support local service initiatives.

## KEY TASKS AND RESPONSIBILITIES : ACTION PLAN

### Objective 1: Develop transportation networks to cope with projected growth.

Recommendation	Priority	Lead	Partners
1. Conduct a transport assessment	High	PENN DoT	Municipality (Mun) SEPTA
2. Develop transport hierarchy	Medium	Mun	
3. Quality road design	Medium	PENN DoT	

### Objective 2: Managing Auto Access.

Recommendation	Priority	Lead	Partner
1. Returning Lincoln highway back to pedestrian use	High	Coates CC	Developers Community Business
2. Design deck car parking to follow new urbanism guidelines	Medium	Coates CC	Developers
3. Develop park and ride scheme	Medium	SEPTA	Mun Private coach companies,
4. Develop Truck route management plan	Low	Mun	Truck industry Community
5. Develop parking at fringes of downtown	Medium	Coates CC	Developers
6. Develop integrated signage system e.g. parking	Low	Coates CC	
7. Integrate traffic lights to improve circulation within the city and elsewhere in the region	Med	Coates CC	Penn DoT

### Objective 3: Improve Public Transport.

Recommendation	Priority	Lead	Partner
1. SEPTA stopping service at Coatesville, Parkesburg and Atglen	High	SEPTA	Mun TMACC
2. Refurbish Coatesville and Parkesburg stations	High	Mun	SEPTA Amtrak TMACC
3. Install new switch and station at Atglen	High	Mun	SEPTA Amtrak TMACC
4. Develop free city center hopper bus	Low	Coates CC	Developers
5. Review Para transit service	Low	TMACC	Mun Community
6. Create Coatesville inter-modal	High	Coates CC	SEPTA

interchange at railway station			Amtrak TMACC Business
7. Investigate re-introduction of Greyhound service	Low	Coates CC	Greyhound TMACC Business
8. Provide cycle parking at inter-modal interchanges	High	Mun	TMACC SEPTA Amtrak
9. Develop cycle friendly bus and train stops	Medium	SEPTA	Mun TMACC Amtrak
10. Review existing taxi provision	High	Penn DoT	Mun TMACC
11. Review free travel scheme	Medium	Penn DoT	TMACC Lottery

**Objective 4: Improving the Steelworks shatter zone.**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Relocate that part of the steelworks that occupies the land adjacent to Lincoln Highway and the river	Medium	Coates CC	Business Developer
2. Enhance the river through the town, creating a new public open space	Medium	Coates CC	Business Developer
3. Ensure that any new development fits into the existing townscape, creating an enlarged and revitalized central area that will span the Brandywine	High	Coates CC	Developers Business Community
4. Preserve and enhance buildings of historic importance within the zone	High	Coates CC	Developers Business Community
5. Re-establish strong townscape through the re-development of vacant corner plots	High	Coates CC	Developers Business Community
6. Visually improve grassed area adjacent to the railway tracks	High	Coates CC	Developers Business Community

**Objective 5: Improve Pedestrian Amenity.**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Introduce pedestrian crossings on all main routes at key points	High	Coates CC	Business Community
2. Introduce clear signage to	High	Coates CC	Community

complement objectives for pedestrian circulation			
3. Introduce high quality bus shelters with timetables	High	Coates CC	SEPTA Business
4. Introduce a phased pedestrianization of the central business district	High	Coates CC	Business Community PENN DoT
5. In areas not benefiting from pedestrianization use the principle of defensible space	High	Coates CC	Business Community PENN DoT

**Objective 6: Improve Cycling.**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Improve cyclist safety	High	PENN DoT	Coates CC Community
2. Incorporate cycling in the public realm	Medium	Coates CC	PENN DoT
3. Introduce cyclist network	Medium	PENN DoT	Muns
4. Encourage cycle hire facility	Medium	Coates CC	TMACC
5. Host cycling events	Low	Muns	Business
6. Retain cycle access through pedestrian zone	Medium	Coates CC	PENN DoT

**Objective 7: Establish Brandywine Trail**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Design to be sensitive to setting and golf course	High	Coates CC	Developers
2. Dovetail the route into other planned and existing cycling and walking routes	Medium	Muns	Community
3. Establish 10-12 mile long route targeted at family cyclists	High	Muns	Community
4. Running surface should be all weather and suitable width	Medium	Coates CC	Developers
5. Waymark route with high quality posts	Medium	Coates CC	Developers
6. Internal landscape along trail should make the best use of natural features	Medium	Coates CC	Developers
7. Do not exceed 1:20 on incline to facilitate the use of both motorized and non-motorized wheelchairs	Medium	Coates CC	Developers
8. Establish a cycle rental business and offer a range of	Medium	Coates CC	Developers

bicycles for all			
9. Extend trail to Hibernia Country Park designed to follow guidance from IMBA	Low	Coates CC	Developers
10. Exploit opportunities provided by Greenway for education	Medium	Coates CC	Education Authority
11. Provide a single track mountain bike route	Medium	Coates CC	Developers

#### **Objective 8: Encourage Cycle tourism**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Hire consultant to identify cycle routes	Medium	Coates CC	Developers
2. Produce signage on cycle trails and a guide	Medium	Coates CC	Developers

#### **Objective 9: Improving the perception and safety of Coatesville**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Draw people downtown by creating attractions, providing facilities and a unique experience	Medium	Coates CC	Business
2. Increase the number of people on the streets	High	Coates CC	Business
3. Improve urban design especially open spaces and meeting places	High	Coates CC	Developers PENN DoT
4. Develop master plan for station ensuring mixed use and allowing self-policing	High	Owners	AmTrak SEPTA Coates CC
5. Integrate schedules to reduce passenger waiting time	Medium	TMACC	SEPTA AmTrak Pvt Operators
6. Publish crime figures			

#### **Objective 10: Integration of planning**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Raise the awareness of planning amongst the public and investigate measures to increase public participation	Medium	County	Muns Community
2. Produce state of the environment reports identifying trends on key indicators such as the extent	High	County	Muns

of sprawl			
3. Develop quality of life indicators at County and municipal level	Medium	County	Muns
4. Promote existing long term plans	High	County	Muns
5. Strengthen political support for the planning process	High	County	Muns
6. Make plans consistent with each other and adhere to them	Medium	County	Muns
7. Establish forums with key partners to integrate business plans with proposal promoted in comprehensive plans	High	Muns	Business SEPTA AmTrak
8. Develop good practice especially in the provision of ordinances	High	County/ State?	Muns
9. Develop a compulsory training program for local planners	High	County	Muns

**Objective 11: Encouraging public use and involvement in transport issues**

<b>Recommendation</b>	<b>Priority</b>	<b>Lead</b>	<b>Partner</b>
1. Make public transport easy and convenient to use	High	TMACC	Muns Business SEPTA AmTrak
2. Provide time schedules and routes of services at points of use	High	TMACC	Muns Business SEPTA AmTrak
3. Improve signage to stations and trails	Medium	Muns	TMACC Business SEPTA AmTrak
4. Invest in new technologies to aid the integration of system e.g. cross ticketing	Low	SEPTA	TMACC Business AmTrak
5. Raise the profile of alternatives to the private car within the streetscape	Medium	Muns	TMACC Business SEPTA
6. Develop community involvement in the Brandywine Trail	High	Coates CC	Community
7. Continue and expand the festival and arts events	Medium	Coates CC	Community
8. Involve the public in the design and planning process	Medium	Muns	Community



9. Help community leaders to encourage public participation	Medium	Muns	Community
10. Engage the community in the debate about urban sprawl	Medium	Muns	Community
11. Instill the responsibility to use services provided	Medium	Muns	Community

## APPENDICES

### Appendix 1: Wider Issues

During the Exchange a number of detailed issues were captured and they are recorded here as observations.

- We were told that on discharge from prison some people were deprived of their driving licenses for a period of one year. In an area of limited public transport this measure would seem to compound the problem of these people being reintegrated into the community.
- We heard from many people who do not have personal transport that although work is available in the surrounding area often the shift work patterns do not allow people to take the jobs as the transport timetables do not integrate with the shift patterns.
- We heard frequently of people's dismay at the difficulty of the small size political units in Chester County to work together for the common planning good. To the Exchange Team, it seemed extremely important that some political mechanism is developed to address this problem.
- The regulatory system of taxis seems to deter a flexible, cost effective transport system, which is responsive to the needs of consumers. The system of regulation needs to be reviewed at a county level.
- People without a car told us that it was very difficult to go shopping at the malls, as it was virtually impossible to carry all the bags of shopping back home on public transport.
- Several retired people told us that they were entitled to free transport on public transport. They thought this was unnecessary as a universal provision as many retired people had sufficient financial resources to pay for their own fares, which would then generate more resources for the public transport system.
- We heard from several sources that there was a need for a grocery store within the City. It may be that an innovative economic model is necessary along the lines of a co-operative store. The 20% of people who do not have a car would find this store an invaluable asset and it would improve their quality of life.

## **Appendix 2: Useful Public Consultation Techniques**

Future development in Coatesville and the surrounding area must be developed in concert with the local community. Below we list a number of useful techniques.

### **Action Planning Event**

A carefully structured collaborative event at which all sections of the local community work closely with independent specialists from relevant disciplines to produce proposals for action.

### **Briefing Workshop**

Working participatory sessions held at an early stage of a project to establish a project agenda or brief.

### **Choices Method**

A visioning process based on four steps:

- Meetings throughout the community to brainstorm ideas for making life better.
- Consolidation of ideas into goals and vision statements.
- A “vision fair” where people vote on which visions they would like to pursue and make personal commitment pledges.
- Setting up action groups to carry out chosen ideas.

### **Citizen’s Jury**

Informal inquiry method where a group of around 16 people, selected to be representative of the community, spend a few days examining an issue, listening to witnesses and producing a report.

### **Design Charrette**

Intensive design session, often held in the evening.

### **Enquiry by Design**

Intensive action planning workshop process involving urban designers and local stakeholders.

### **Future Search Conference**

Highly structured two and a half day process allowing a community or organization to create a shared vision for its future. Ideally 64 people take part, with eight tables of eight.

### **Participatory Appraisal**

An approach to gaining a rapid in-depth understanding of a community or issue based on the participation of the community and a range of visual techniques. Allows people to share and record aspects of their own situation, conditions of life, knowledge, perceptions, aspirations, preferences and develop plans for action.

## **Planning for Real**

This is the registered brand name for a method of community involvement in planning and development focusing on the construction and use of flexible cardboard or wooden models.

## **Appendix 3: Useful References**

### **Background Literature**

Open Space, Recreation and Environmental Resources Plan-City of Coatesville  
Official Transportation and Tourism Map  
Chester County map  
Linking Landscapes –  
    A Plan for the Protected Open Space Network in Chester County, PA  
International Zoning Code 2000  
Pennsylvania Municipalities Planning Code  
Revitalization Plan 2002 (Tier 1) City of Coatesville  
City of Coatesville Weed and Seed Program-Pack  
Greater Coatesville Enterprise Zone-Pack  
Septa Official Suburban Transit and Street Map  
Delaware Valley Regional Planning Commission Regional Plan  
TMACC-pack of information

For innovative travel demand management measures, see [www.vtpi.org](http://www.vtpi.org)

For cycling provision see [www.imba.com](http://www.imba.com), [www.fodca.co.uk](http://www.fodca.co.uk), [www.cycling-for-softies](http://www.cycling-for-softies)

Design help for the cycle trail is available from [www.imba.com](http://www.imba.com)

Issues connected with management of this cycle trail are available from  
[Jeremy.gissop@forestry.gsi.gov.uk](mailto:Jeremy.gissop@forestry.gsi.gov.uk).

Guidelines and design standards for single track mountain bike route can be found on  
[www.imba.com](http://www.imba.com)

References to an existing single track mountain bike trail in the U.K. are available from  
[www.fodca.co.uk](http://www.fodca.co.uk).

For prescribed cycle route and luggage transported to accommodations see [www.cycling-for-softies.co.uk](http://www.cycling-for-softies.co.uk).

### **Coatesville team contacts:**

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[David.Webb@environment-agency.gov.uk](mailto:David.Webb@environment-agency.gov.uk)

For green issues in Berlin see [www.Parlament-Berlin.de](http://www.Parlament-Berlin.de)

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For more information on the problems associated with development sprawl and innovative transport techniques see [www.vtpi.org](http://www.vtpi.org).  
Table source: Ewing (1997).  
For more information on transport assessments see Llewelyn-Davies (2001) A Guide to Transport Assessments, [www.llewelyn-davies-ltd.com](http://www.llewelyn-davies-ltd.com), or [www.vtpi.org](http://www.vtpi.org)  
For more information on public consultation techniques, see Llewelyn-Davies (2002) Going to Town: Improving Town Center Access or [www.llewelyn-davies-ltd.com](http://www.llewelyn-davies-ltd.com)