

Chapter Four: Implementation Plan

INTRODUCTION

SECTION 4.1: INTRODUCTION

The Tredyffrin Township Comprehensive Plan provides an overall guide and framework for the future of the community. It both anticipates and accommodates opportunities for focused growth in the Township, while at the same time working to protect the area's sensitive natural features, open space, historic resources and community character. The Plan designates appropriate locations for all land uses expected to be in the Township over the next ten to twenty years. The Plan also sets the stage for the specific actions and collaborative work that will be required for the Township and all of its partners to implement the Plan's recommendations.

Coordinated planning efforts will make the most of opportunities to direct development, investment, and activity to specific areas and to ensure that initiatives occur in ways that support existing communities. Deliberate, cooperative steps to implement this plan's goals, objectives and policies will help work towards a bright future for Tredyffrin Township.

This Plan will be used as a primary reference for evaluating and influencing future change in Tredyffrin Township. The procedures and actions in this chapter provide guidance for the use of this Plan by the Board of Supervisors, Planning Commission, other Township Boards and Commissions, and staff of the municipality.

Chapter Four describes the Plan's implementation strategy.

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MUNICIPAL LAND DEVELOPMENT REGULATIONS

SECTION 4.2: MUNICIPAL LAND DEVELOPMENT REGULATIONS

The Tredyffrin Township Comprehensive Plan's recommendations with respect to land use, transportation, housing, community facilities, open space, historic and cultural resources, natural features, and other areas of concern provide a basis for changes to the development regulations for the municipality. Zoning ordinance and subdivision and land development ordinance changes are among the most significant implementing tools for the Plan, translating its sometimes broad concepts into specific regulations with which to guide future development.

Ordinance Changes

Zoning of land use is the single most important legal tool available to a municipality for management of growth and development. The Tredyffrin Township Zoning Ordinance will be updated and revised to reflect the goals, objectives, and policies of the Comprehensive Plan, and to effect its implementation. An updated Zoning Ordinance is the most efficient and effective device for ensuring that rezonings and subdivision and land development approvals are in conformance with the Comprehensive Plan. A number of revisions to the current zoning ordinance are recommended to contribute to the implementation of the Growth Management Plan.

The Land Use Plan, Section 2 of Chapter 3, makes specific recommendations about where to focus new development. The discussion of zoning changes is organized to correspond with the main concepts described in Chapter Three and then to provide additional recommendations about zoning changes that will support the Growth Management Plan.

Rail Station Mixed-Use Center

The Rail Station Mixed-Use Center is located in the vicinity of the Paoli R5 rail station . The Center is intended to be attractive, economically-viable, mixed-use settings for living, working, shopping, and recreating. It is intended to be a clearly identifiable and recognizable place that can act as a focus for community life, including locally oriented businesses and community institutions. Key to the success of the Center are regulations that explicitly endorse the mixing of retail, office, residential, community, and open space components and support a pedestrian-oriented physical structure. Bulk and setback standards, access conditions, on- and off-street parking provisions, and landscaping requirements will determine whether the vision endorsed by Growth Management Plan for these areas may be realized.

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The Paoli area has been the subject of several master planning efforts that led the Township to update its zoning in this area in 2007. The Special Paoli Development District (SPDD) was replaced by a new Transit District and a new Town Center District. The Transit District is located north of the train tracks surrounding the expected new location of the existing AMTRAK and Septa R5 Regional Rail station. The Town Center District surrounds the Transit District and includes land previously zoned C1 Commercial located to the north of Central Avenue from the Township line to North Valley Road. Land in the eastern section of the previous SPDD zone has been rezoned to SC Shopping Center and both C1 and C2 Commercial. The new SC area is located south of Lancaster Avenue, generally from Chestnut Street to PA 252. The new C1 area is located in a strip along Lancaster Avenue generally from PA 252 to Glenn Avenue, in the vicinity of the Daylesford Train Station.

Community Mixed-Use Center

A Community Mixed-Use Center is located at the Chesterbrook Shopping Center area. Similar to the Rail Station Mixed-Use Center, this Center will have their own identities and become mixed-use focal points for the surrounding communities, providing places to live, work and shop.

The Chesterbrook Shopping Center is zoned Commercial (C2) and Office Apartment. The Plan's recommendation is that the Center be rezoned to a new mixed-use zone and include moderate-sized retail, office, combined retail-office, residential, and community facilities with strong access from the surrounding communities. The Center is expected to include structured parking, public open space, and convenient access by cyclists, pedestrians and those using transit.

Office and Business Park Centers

These Centers include revitalized and intensified office and business park locations along the US Route 202 corridor in the vicinity of Devon Park Drive, adjacent to the US Route 202 and PA 252 intersection near Chesterbrook, and in the vicinity of Cedar Hollow Road along the western border of the Township, as well as the Atwater Corporate Center. These Centers will continue to be a primary location for office uses, though there may be opportunities for flex space that accommodates low impact light industrial development.

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Tredyffrin Township's current zoning ordinance shows five different zoning districts in the areas designated for Office and Business Park Centers. These include: Professional Office; Hotel Office; Limited Industrial; Office Apartment; Commercial (C2); and, Planned Industrial Park. An important issue to consider is the current blurring of the distinction that may once have existed between office parks and light industrial parks. For example, areas classified as *LI-Limited Industrial* are increasingly being used for office space. In fact, contemporary "business parks" frequently exhibit mixing of traditional light industrial uses (manufacturing, assembly, and warehousing) with office uses in one campus-like development. Since enclosed light manufacturing, assembly, and warehousing facilities present similar appearances to office structures, the distinctions between office parks and light industrial parks may not be substantive. Tredyffrin Township's neighbor to the west provides a clear example. East Whiteland's Great Valley Corporate Center was a mix of *GI-General Industrial*, *RIC-Restricted Industrial Commercial*, *LI-Limited Industrial*, and *PO-I-Professional & Office* districts, but on the ground these distinctions were hard to discern. East Whiteland consolidated this area to a reduced number of districts. Further consolidation of zoning district classifications for these Tredyffrin Township employment areas may be advisable to streamline the ordinance and its administration.

As identified in Chapter 3, a key element to control traffic growth in the Township may be the degree to which employees can be attracted to alternate modes of commuting such as car and van pools, shuttle buses, and transit. As these Office/Business Parks are developed and redeveloped, site planning and design features should require lighting, sidewalks, paths, crosswalks, areas for pedestrian refuge and transit stops in support of safe and convenient pedestrian mobility.

For example, road and driveway systems will need to provide the means for car and van pools, shuttle buses, and transit vehicles to reach the front doors of buildings, for quick and easy drop-off and pick-up of passengers. Buildings may need to be placed closer to roadways that have or may be expected to have SEPTA bus service, so that commuters arriving by transit must only walk a short distance from their transit vehicle to their building entrance. If the building entrance is not sited close to the transit route, then a safe and convenient walkway from the building to a shelter alongside the transit route may need to be provided.

These provisions also may be considered for incorporation into the new *mixed-use*

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zoning district, other districts along the Lancaster Avenue corridor, and other employment districts throughout the Township.

Clustering in Residential Districts

The Growth Management Plan makes the case that permanent protection of remaining open space areas in the Township can come about in a variety of ways, but that an essential technique is the use of cluster residential development.

The existing Tredyffrin Township Zoning Ordinance permits residential clustering by-right in the R1/2 and R1 Residential Districts using the Special Average Density Cluster provision (Section 208-107). This provision reduces the lot size by one half in the R1/2 District and by one third in the R1 District. However, there is no reference promoting this provision within the residential district descriptions. A basic change would be to insert explicit references in the R1/2 and R1 Residential District provisions to permit and encourage residential clustering in order to achieve set-asides of permanent open space for recreational and resource protection purposes.

While residential cluster subdivisions can produce important open space resources, the location of those open spaces is important. Another change to the existing ordinance would be to state within the cluster provisions that the open space areas of a subdivision will be located adjacent to other open space resources, where they exist. Inserting this requirement will help build a contiguous open space network, providing areas for habitat, natural resource conservation and passive recreation.

Protection of Environmental Features

The existing Zoning Ordinance of Tredyffrin Township contains provisions for the protection of environmentally-sensitive features, including Article V, Flood Hazard District, and Article XXIV 208-118, Steep Slope regulations. A strong stormwater management ordinance is currently located in the Subdivision and Land Development Ordinance but is planned to become its own stand-alone ordinance. The SALDO also contains the requirements for the environmental assessment of a property that is the subject of a subdivision.

A stand-alone Environmental Protection ordinance will be considered, containing provisions for the protection of natural resources. Basic contents would incorporate the existing flood hazard and steep slope regulations, and add new provisions to cover riparian buffers and tree protection that provides greater protection to trees during

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construction and greater regulation of tree removal.

Municipal Compliance with Local Zoning

Tredyffrin Township will continue to comply with its subdivision and land development regulations and zoning ordinance in order to be consistent with the Pennsylvania Municipalities Planning Code and to set an example for other property owners and developers in the Township to follow.

Zoning Ordinance Contents and Format

In general, planning and zoning regulations that may be relevant to applications for building or use permits will be found in one place — the Zoning Ordinance. An application may not qualify as a land development but may still need to be cognizant of, for example, floodplains and steep slopes. For this reason, the Zoning Ordinance will be highly inclusive of potentially-relevant regulations. An applicant for a building or use permit who reviews the Zoning Ordinance will be confident that all relevant planning and zoning regulations are contained in it.

Stormwater Ordinance

Pennsylvania Watershed Act 167 Stormwater Management Plans and similar studies by area counties and municipalities have been examining potential effects of land development upon discharge rates into the creeks and their tributary streams. Tredyffrin Township has a rigorous Erosion, Sedimentation and Stormwater Control Article within its Subdivision and Land Development Ordinance. The Township intends to amend the article to comply with the Darby Creek, Crum Creek, and Valley Creek Act 167 watershed plans and will adopt it as a freestanding ordinance.

Historic Preservation Ordinance

The existing Historic Preservation Ordinance was created in 1967 establishing the entire township as a historic district and designated the areas within 250 feet of thirty-one buildings and sites as being of historical significance. Currently no building permits may be issued for work on any of the thirty-one historically significant buildings or sites – or on any structure within 250 feet of those buildings and sites, unless the Board of Supervisors, following a recommendation from the HARB, has approved a Certificate of Appropriateness for the work.

The HARB will review the ordinance to ensure it remains consistent with State law and

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to update any outdated sections. They also will evaluate the 250 foot buffer area that triggers a review for a Certificate of Appropriateness.

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FURTHER PLANNING STUDIES AND COORDINATION

SECTION 4.3: FURTHER PLANNING STUDIES AND COORDINATION

Substantive planning issues raised by the Plan will need follow-up, including further studies, research, model ordinance preparation, and other types of professional planning activities. Plan amendments will need to be prepared for the Board of Supervisor's review and consideration for adoption.

Transportation Master Plan

Tredyffrin Township will seek funding to conduct a Transportation Master Plan as described in Chapter 3. This Master Plan would provide a comprehensive assessment of improvements needed for local roads and traffic calming.

Sidewalk and Trail Priorities

While the Township's Parks, Recreation, & Open Space Plan (2005) provided a solid foundation for non-motorized means of transportation throughout the Township, the Sidewalks, Trails, and Paths (STAP) Committee has a vision for expanding this network beyond the original plan. As the 2005 plan was being written, extensive public comment was taken to determine which routes would be the most heavily utilized. The STAP Committee will re-institute this process in analyzing the extension of the 2005 plan into the new Green Routes Network. The group will hold several advertised public meetings in various neighborhoods throughout the Township, during which residents will have the opportunity to voice their opinions on which modes of non-motorized transportation, if any, they would like to be able to use around their homes and places of business.

Transit Coordination

Tredyffrin Township also will reach out to local employers, the Transportation Management Association of Chester County, the Greater Valley Forge Transportation Management Association, and the Tredyffrin-Easttown School District to discuss and strategize ways to improve transit access to Township residents and employees. Topics may range from providing improved transit opportunities for lower income residents and employees to travel to and from work to promoting transit-use incentives such as the Delaware Valley Regional Planning Commission's *TransitChek* program.

Official Map

An Official Map for a Township is authorized by the Commonwealth's Municipalities

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Planning Code. An Official Map for Tredyffrin Township would establish the location of existing and proposed streets, waterways, parks, and other public lands and facilities in the municipality. Private and public lands in which the Township has a future need or interest, including parcels or easements associated with the Township's open space network recommended by the Park, Recreation and Open Space Plan and the Comprehensive Plan, would be identified on the map to give notification to land owners and potential developers concerning the location of future public improvements or special considerations. The Official Map would be derived from and be entirely consistent with the land use, historic and cultural resources, circulation, community facilities, open space and recreation, and environmental protection elements of the new Comprehensive Plan.

Multi-Municipal Planning

The Commonwealth of Pennsylvania enacted legislation in June 2000 that significantly expands opportunities for municipalities to jointly undertake planning activities. Tredyffrin Township will consider pursuing multi-municipal planning regarding the following important subjects, among others:

1. *Stormwater*: Since stormwater issues do not conform to municipal boundaries, the Township will continue to work with adjacent municipalities regarding watershed planning and stormwater management. The Township may consider establishing a stormwater authority and whether it makes sense to establish the authority on a watershed basis, municipal or multi-municipal basis. If multi-municipal, this could provide a mechanism for Tredyffrin to work with partners in adjacent municipalities to tangibly improve stormwater management.
2. *Sewer Authority*: Tredyffrin Township will continue to plan for future wastewater conveyance and disposal needs on a multi-municipal level because no sewage is treated within the boundaries of Tredyffrin Township.
3. *Berwyn Rail Station*: The Township will coordinate with and support Easttown Township throughout its process for determining the future of the area in the vicinity of the Berwyn R5 Regional Rail Station.
4. *Transportation Planning*: Tredyffrin is linked to its neighboring municipalities through its roadway network. By working together, the Township and its neighbors may be able to have a more consistent approach to the transportation resources that they have in common, including the Green Routes Network identified in this Plan. A unified approach is often what is required in order to gain funding from state and federal sources.
5. *Lancaster Avenue Corridor*: Tredyffrin will discuss with its neighbors the value of a

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Lancaster Avenue corridor study and implementation program. This comprehensive look at Lancaster Avenue could address multi-modal transportation, urban design and streetscape issues that necessarily extend beyond the Township’s municipal boundaries. The Township’s Lancaster Avenue Corridor Streetscape Design Requirements located in the Subdivision and Land Development Ordinance could provide some guidance for this effort.

6. *Large Scale Developments:* Large scale developments have potential effects that go beyond municipal borders. Tredyffrin Township will maintain and expand a collaborative working relationship with neighboring municipalities to provide a platform to discuss these developments and work out issues of interest to all concerned parties.
7. *Housing for All Incomes:* Although Tredyffrin Township has a “fair share” of housing types, the Township will consider engaging in a community conversation about strategies and best practices for providing additional housing options for people of all incomes. This conversation may engage the Township’s municipal neighbors and area employers.
8. *Education:* The Township will work with Easttown Township and the Tredyffrin-Easttown School District to plan for future school capacity, and address potential land acquisition and infrastructure issues and needs.

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ACTION PLAN

SECTION 4.4: ACTION PLAN

Plan Updates

The chief mechanism for reviewing progress and updating the Comprehensive Plan will be the preparation and discussion of an annual report. Township staff will work with the Planning Commission to review the Comprehensive Plan recommendations and provide a progress report to the Board of Supervisors Township staff will prepare for consideration any proposed amendments requiring action as updates to the Plan.

Capital Budget

The approved annual report will be completed in time so that any requirements may be included in updates to the Township's five-year budget. In addition, Township staff will review proposed capital improvement items for their consistency with the Plan. Inconsistencies will be discussed as they may either indicate a necessary change in the focus of expenditures or require an update in the Comprehensive Plan.

Timetable for Implementation

The following table describes critical actions needed to implement the Comprehensive Plan.

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TABLE 4.1
Timetable for Implementation of the Comprehensive Plan

<u>Action</u>	<u>Timing</u>	<u>Primary Responsible Parties</u>
Continue to implement the Paoli Community Master Plan	Ongoing	<ul style="list-style-type: none"> Supervisors, Planning Commission, Staff
Encourage preservation of open space containing environmentally sensitive lands	Ongoing	<ul style="list-style-type: none"> EAC, Park Board, Staff
Continue to implement the Park, Recreation and Open Space Plan	Ongoing	<ul style="list-style-type: none"> Park Board, EAC, STAP, Staff
Implement the Green Routes Network	Ongoing	<ul style="list-style-type: none"> STAP, Planning Commission, Staff
Public meetings to determine priorities and changes for the Green Routes Network	Within 1 year	<ul style="list-style-type: none"> STAP, Supervisors, Staff
Amend the ZO and SALDO to add or update environmental protection regulations and consolidate into a free standing ordinance	Within 1 year	<ul style="list-style-type: none"> Planning Commission, Staff
Amend the ZO and SALDO to encourage smaller subdivisions to cluster and require smaller developments to set aside recreational land or pay “fee in lieu”	Within 1 year	<ul style="list-style-type: none"> Planning Commission, Staff
Encourage historic preservation by explaining pros and cons and tracking use of various designations and tools	Within 1 year (then ongoing)	<ul style="list-style-type: none"> HARB, Staff
Review parking and coverage requirements in the ZO to ensure not requiring or permitting excessive impervious coverage	Within 2 years	<ul style="list-style-type: none"> Planning Commission, Staff

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<u>Action</u>	<u>Timing</u>	<u>Primary Responsible Parties</u>
Develop a stormwater master plan for Devon Park Drive to utilize BMP's incorporated into an improved streetscape.	Within 2 years	<ul style="list-style-type: none"> Township Engineer & Staff
Consolidate and update the five commercial zoning districts in the vicinity of the Office and Business Park Centers and develop transportation plan	Within 2 years	<ul style="list-style-type: none"> Planning Commission, Staff
Update the existing ordinance protecting historic structures, including consideration about whether to remove the 250' buffer area triggering review before issuance of building permit	Within 1-2 years	<ul style="list-style-type: none"> HARB, Supervisors, Staff
Determine whether any structures should be added to the existing list of protected historic structures, with opt-in procedure for property owners	Within 1-2 years	<ul style="list-style-type: none"> HARB, Supervisors, Staff
Develop Township-wide Transportation Master Plan for Local Roads	Within 3 years	<ul style="list-style-type: none"> Twp Engineer, Traffic Committee, Planning Commission
Develop functional classification list for all roads in township	Within 3 years	<ul style="list-style-type: none"> Staff, Traffic Committee
Complete Historic Resources Survey for entire Township	Within 3 years	<ul style="list-style-type: none"> HARB, Staff
Determine whether any additional structures should be added to list of protected historic sites, with opt-in procedure for property owners	Within 4 years	<ul style="list-style-type: none"> HARB, Supervisors, Staff
Update design guidelines in the SALDO for roads and sidewalks.	Within 4 years	<ul style="list-style-type: none"> Planning Commission, Staff
		<ul style="list-style-type: none">

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<u>Action</u>	<u>Timing</u>	<u>Primary Responsible Parties</u>
Develop Township-wide stormwater master plan for capital projects	Within 5 years	<ul style="list-style-type: none"> • Township Engineer, EAC, PC, Supervisors
Develop zoning regulations and transportation plan for the Community Mixed-Use Center.	Within 7 years	<ul style="list-style-type: none"> • Planning Commission, Staff
Initiate community conversation about workforce housing and develop strategy	Within 7 years	<ul style="list-style-type: none"> • Supervisors, Staff, Chester County
Consider whether to create an Historical Commission	Within 8 years	<ul style="list-style-type: none"> • HARB, Supervisors, PC, Staff
Prepare Lancaster Avenue Corridor Study	Within 8 years	<ul style="list-style-type: none"> • Planning Commission, Staff
Consider establishing a stormwater authority	Within 10 years	<ul style="list-style-type: none"> • Township Engineer & Staff
Work with employers and transportation organizations to encourage more use of transit	Within 10 years	<ul style="list-style-type: none"> • Supervisors, Staff
Prepare & Adopt Ultimate Right-of-Way Maps	Within 10 years	<ul style="list-style-type: none"> • Township Engineer & Staff
Prepare Official Map	Within 10 years	<ul style="list-style-type: none"> • Planning Commission, Staff