COATESVILLE GROWING GREATER

Neighborhood Revitalization Strategy

Prepared for:

Chester County Economic Development Council

Coatesville Area Partners for Progress

With Funding Support from:

Wells Fargo Regional Foundation

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Background

Coatesville is a historically significant Chester County community with significant challenges but, with some competitive advantages and special circumstances, the City is again poised for an economic resurgence. As part of a coordinated effort to stimulate investment into the city—and to ensure that these investments are carried out in an equitable and balanced fashion resulting in benefits to both new and existing residents—the Chester County Economic Development Foundation (CCEDF) and the Coatesville Area Partners for Progress (CAPP) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant.

Also participating in the planning process was the Coatesville 2nd Century Alliance, which was founded by CAPP in 2015 to "develop and execute a strategy to build the City of Coatesville's capacity to improve current conditions, stabilize the socio-economic stature of the City, to foster economic development, and bring resources and community partners together for these purposes." The grant was awarded in the spring of 2016 and the planning process kicked off in late August.

Dubbed "Coatesville Growing Greater," this resident-driven plan outlines a 10-year vision for the future of the Study Area and implementation goals for the first five years. This document identifies and prioritizes various neighborhood revitalization strategies and provides cost estimates and a timetable for implementation.

Figure 1: Coatesville welcome sign

The Study Area was determined in consultation with the Wells Fargo Regional Foundation, which recommends that neighborhood planning areas are compact in size to facilitate tracking of progress and outcomes after the plan starts being implemented. While the Study Area does not include all of Coatesville, all residents of the entire city were welcome to participate in the planning process. As illustrated in this report, many of the discussions will focus on issues that affect the entire city. Specifically, the Coatesville Growing Greater Study Area consists of Census Tracts 3055, 3056, and 3057—which is roughly two-thirds of the City of Coatesville that's located east of the Brandywine Creek (see the Study Area boundary in **Figure 2** on the following page)

Regional Context

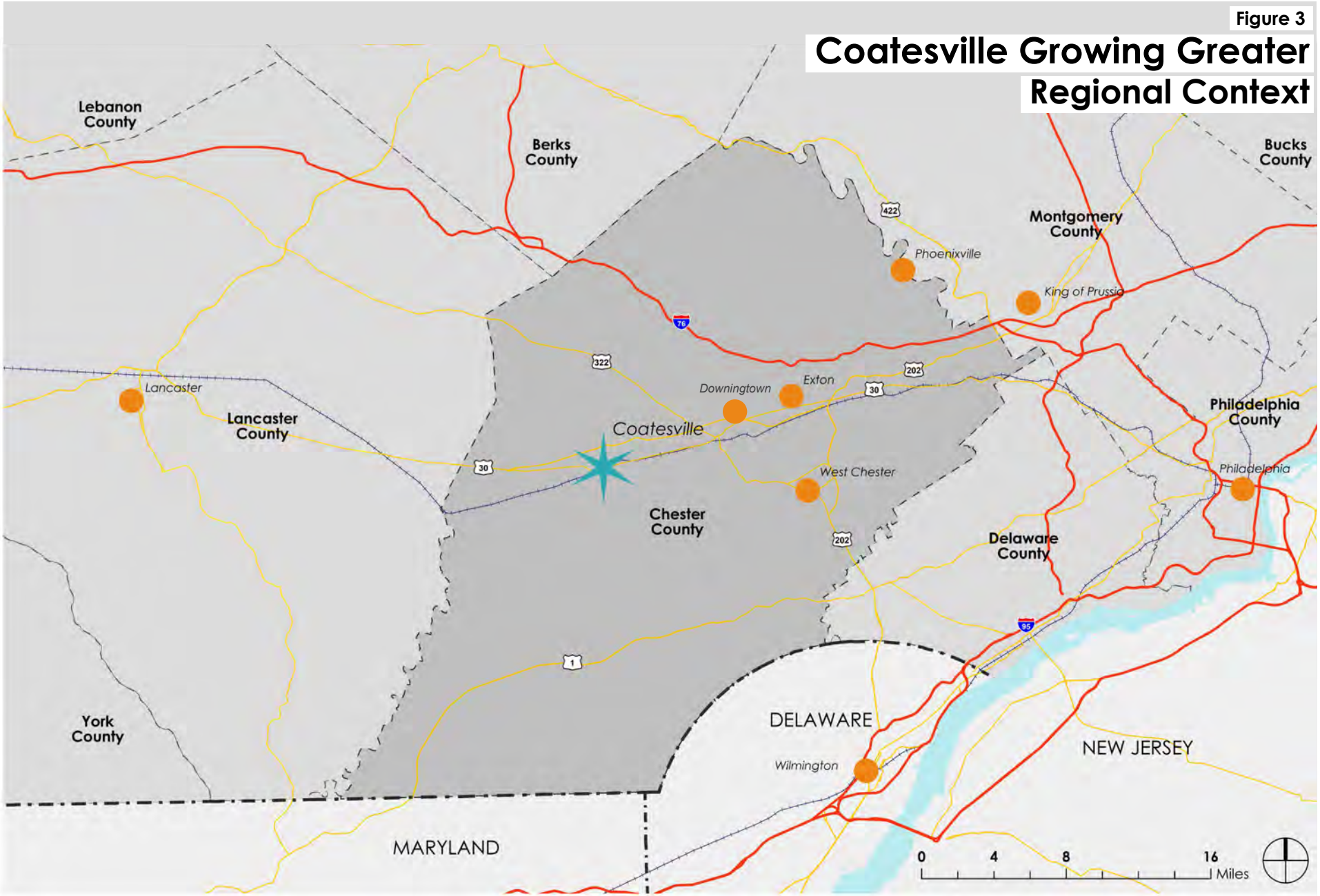
The Study Area's location provides a prime opportunity for growth and investment. Coatesville is the only urban center located in western Chester County, one of the five counties that make up the Pennsylvania portion of metropolitan Philadelphia. Coatesville sits approximately 100 miles, or a little over two hours from both New York City and Washington, D.C. It is approximately one hour driving time from Coatesville to Philadelphia, and less than an hour to Wilmington, DE, and Lancaster, PA.

Consistent with its prime geographic location, Coatesville is aligned with the "path of progress" through western Chester County. The Route 30 corridor, from its "Main Line" roots in Montgomery and Delaware counties, extends west through central Chester County. Over the last thirty years, development has followed this corridor to its intersection with Route 202. Development is now extending further west along Route 30, through Downingtown and heading towards the Coatesville area. According to the Delaware Valley Regional Planning Commission, Chester County is projected to add 146,344 residents from 2015 to 2045 and much of this growth is expected to occurr in western portion of the county. As of this report, 640 new homes within 10 mile drive from Coatesville are in the predevelopment phase (see regional context map in **Figure 3** on the Page 3).

Figure 2

Coatesville Growing Greater Study Area

Figure 3


Coatesville Growing Greater
Regional Context
Lebanon County
Berks County
Bucks County
Montgomery County
Phoenixville
King of Prussia
Lancaster
Lancaster County
Downingtown
Exton
Coatesville
West Chester
Chester County
Philadelphia County
Philadelphia
Delaware County
York County
DELAWARE
NEW JERSEY
Wilmington
MARYLAND
0 4 8 16 Miles

Project Sponsors

CCEDF was founded in 1988 when the Chester County Economic Development Council (CCEDC) formed a 501(c)(3) in order to provide charitable, educational, and scientific activities within Chester County. Both CCEDC and CCEDF share a common board of directors that currently consists of thirty-eight (38) members selected from the Chester County community.

Members of the CCEDF/CCEDC Board of Directors represent business, education and government. The business community is represented by numerous senior level representatives from companies such as Vanguard, QVC, and Sikorsky/Lockheed Martin. All three Chester County Commissioners are members of the board as are several key government staff members.

The CCEDF Mission is to engage in educational activities pertaining to economic development matters, including providing instruction, training and guidance to individuals to develop, improve and enhance their vocational, professional, employment and business capabilities; conducting research and providing information and instruction to the general public regarding vocational, professional, employment, business, financial, and economic matters; to improve economic conditions and opportunities in economically depressed areas; and to protect the natural environment for the benefit of present and future generations.

CCEDC and CCEDF have demonstrated successful experience in collaboration, fundraising, grant management and economic and community development. CCEDF married this experience with the local grass roots connections provided by CAPP to oversee a resident-driven, neighborhood focused planning process in the downtown area of the City of Coatesville.

CAPP is a local 501(c)(3) organization established to initiate, support, and influence activities and conditions that will improve the quality of life in the Coatesville area. Together, CCEDF and CAPP effectively utilized the planning process to develop sustainable resident involvement in the revitalization of the targeted neighborhood. Since 1994, CAPP has facilitated programs that are the result of cooperative initiatives led by community groups to improve the quality of life in the Study Area and beyond. CAPP's effectiveness lies within its community presence and relationships with: residents, city and county departments, local foundations and churches, social service providers, area non-profits, workforce agencies, economic development organizations and other stakeholders.

Figure 4: Project sponsors receiving grant from Wells Fargo Regional Foundation

One of the initial premises of CAPP was to bring a business perspective to the task of improving the quality of life in the Coatesville area. The partnership with CCEDC was built on what was already a well-established working relationships between Chester County's broad business community and businesses located and focused on the Coatesville community.

Over the years, CAPP and CCEDC have developed various initiatives together. CAPP assumed the role of administrator of the Coatesville Enterprise Zone, an important state sponsored tool used by CCEDC to enhance business development in the target area. Additionally, the CAPP Executive Director joined the CCEDC Board to further facilitate projects that served the area. As partners, the two organizations developed small business and entrepreneurial training opportunities.

Their strong working relationship continues today and their joint work toward completing the Coatesville Growing Greater Plan is yet another chapter of the partnership.

The Coatesville 2nd Century Alliance was founded by CAPP in partnership with community stakeholders to develop and execute a strategy to build the City of Coatesville's capacity to improve current conditions, stabilize the socio-economic stature of the city, to foster economic development, and bring resources and community partners together for these purposes (**Figure 5**).

Steering Committee and Planning Team

A steering committee—which includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—was formed to guide the planning process and plan development. Altogether, the steering committee met five (5) times from August 2016 to May 2017 to guide the planning process and to shape the final strategy document.

The members of the steering committee are:

- Ken Allen, Bridge Academy and Community Center (Neighborhood Resident)
- Bridgette Boyer, Department of Veterans Affairs (Neighborhood Resident)
- Melanie Crescenz, Coatesville Area School District
- Catherine DeShields (Neighborhood Resident)
- Dina Dorsey (Neighborhood Resident)
- Dyneco Gibson, Parent of a Student in Coatesville Area School District
- Denise James, Farmer's Insurance (Neighborhood Business Owner)
- Denise Jones (Neighborhood Resident)
- Linda Lavender, Coatesville City Council (Neighborhood Resident)
- Brenda Rosario, Hispanic Commission (Neighborhood Resident)
- Chaya Scott, Coatesville Youth Initiative (Neighborhood Resident)
- Latadra Shouse, New Life in Christ Fellowship (Neighborhood Resident)
- Paul Trizonis, Coatesville Historical Commission (Neighborhood Resident)
- Darrell Williams (Neighborhood Resident)

Planning team:

- Sonia Huntzinger, Coatesville 2nd Century Alliance
- Regina Lewis, Coatesville Area Partners for Progress
- James Logan, Chester County Economic Development Foundation
- Rick Loughery, Chester County Recorder of Deeds
- Davis Sciocchetti, Chester County

For the purpose of assisting the planning team, CCEDF has retained the consultant group consisting of Urban Partners (lead consultant), KSK Architects Planners Historians, Lamar Wilson Associates, and Jeremiah White & Associates.

Figure 5: Business recruitment campaign by the 2nd Century Alliance

Planning Process

At the heart of Coatesville Growing Greater's planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident and stakeholder feedback. The public outreach strategy included the use of public meetings and visioning workshops; focus group meetings; stakeholder interviews; a website (CoatesvilleGrowingGreater.org), and a social media campaign using Facebook.

Public Meetings

On November 9, 2016, the planning team facilitated a public meeting that was held at the newly opened Coatesville Area Senior Center on the 200 block of Harmony Street. Despite the inclement weather, concerned citizens and stakeholders gathered to discuss issues that are relevant to Coatesville.

Figure 6: Listening session during the first public meeting

At the second public meeting, which was held on April 20, 2017, a set of proposed action items were presented to the public based on input received to date. Participants were asked to vote on which ideas they thought were the highest priorities and which others were missing from the list (see **Appendix B** for resident comments and input from the community meetings).

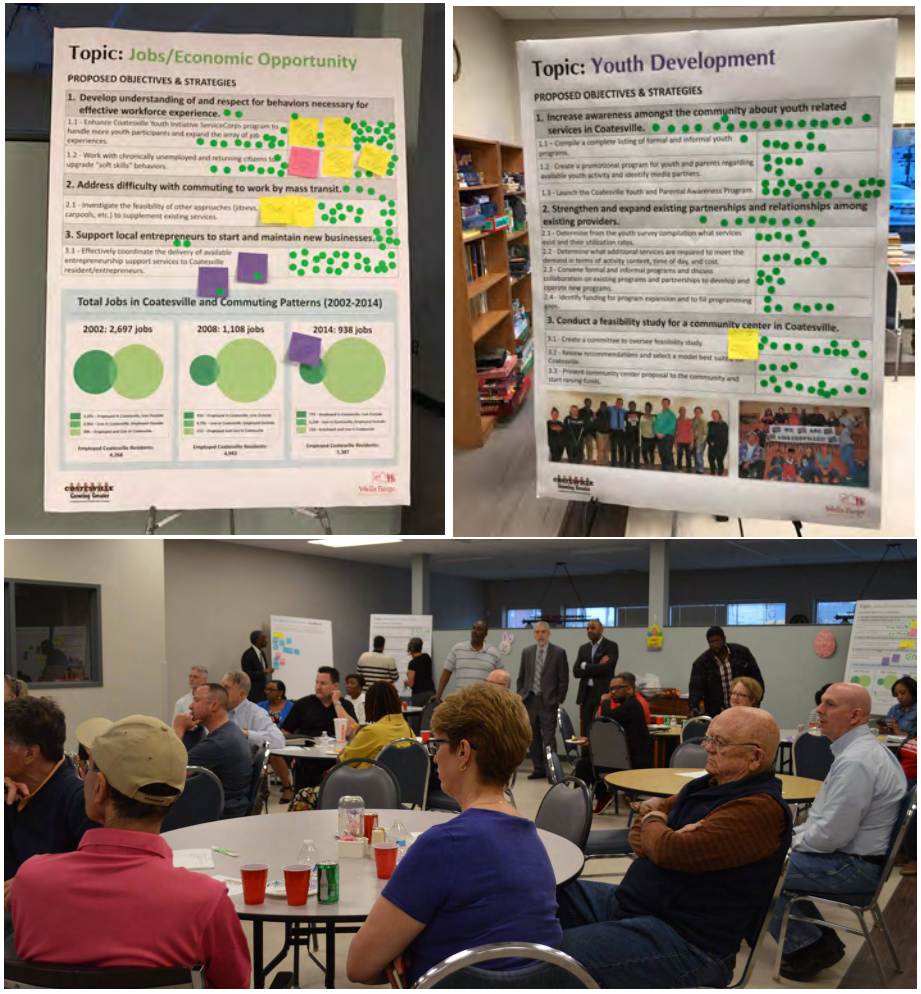


Figure 7: Feedback boards utilized at the April 20 public meeting (top). Discussion recap session (bottom).

Resident Survey

Working with NeighborWorks America—a community development organization that has been collaborating with the Wells Fargo Regional Foundation on community planning initiatives—2nd Century Alliance and CAPP staff members coordinated a team of surveyors to complete 308 resident surveys. In all, the survey team knocked on the doors of approximately 1,200 homes in the Study Area soliciting input.

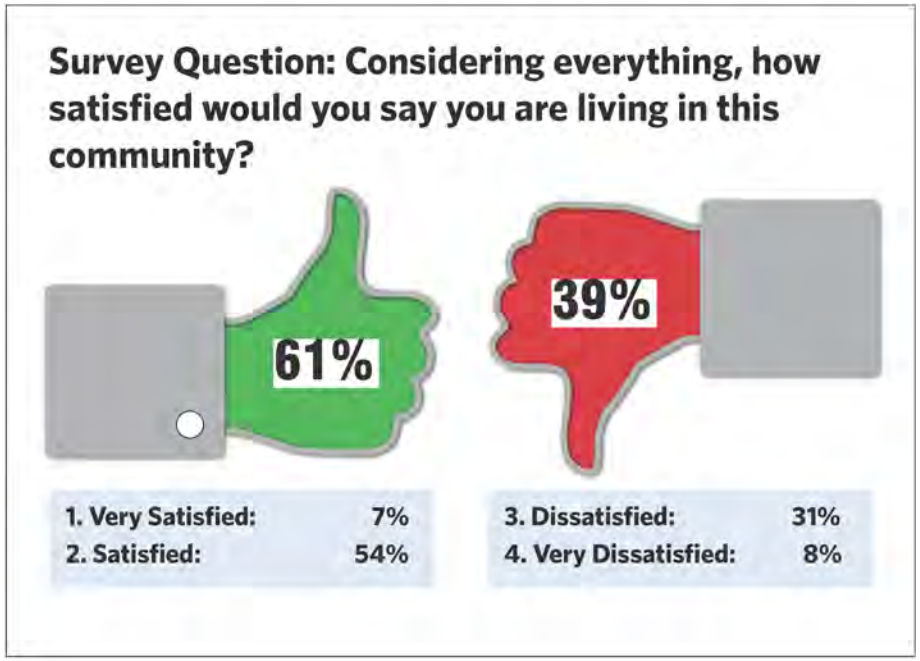


Figure 8: Response to survey question about residents' satisfaction about living in the Study Area

Overall, a majority of Study Area residents expressed satisfaction about living in this community (61% of the responses were "very satisfied, or satisfied" about living in the Study Area). Analyzed by the survey respondents' tenure status, homeowners are far less satisfied (50% "very satisfied, or satisfied") than renters (68% "very satisfied, or satisfied")(see **Figure 10** on Page 8). The survey also revealed that what residents liked the most about living in the Study Area were the friendliness of their neighbors and housing affordability (for detailed report of the Resident Survey responses, see **Appendix C**).

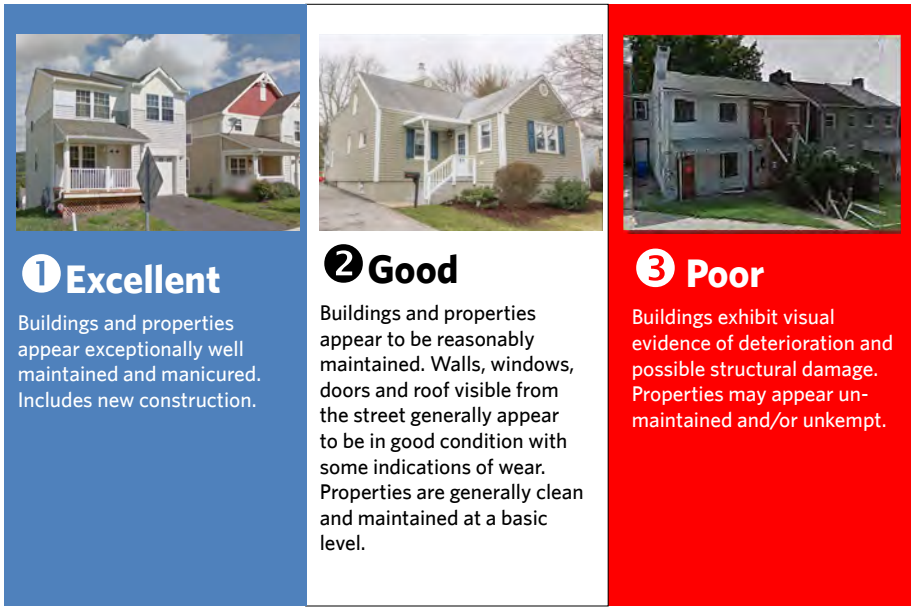
Physical Conditions Survey

As part of the Property Conditions Survey required by all neighborhood planning efforts supported by the Wells Fargo Regional Foundation, a team of volunteers from the Chester County Department of Community Development conducted an inventory of the physical conditions of all 2,841 properties within the Study Area, 81.7% of which are residential properties.

The criteria below were used to assess the exterior condition of each building and property. The physical conditions ratings, from 1 to 3, were determined solely through visual observation from the street or sidewalk and do not account for interior conditions (see **Figure 9**).

A majority of the properties (72%) fall in the "Good" category, while 13% are categorized as "Excellent." Fifteen percent (15%) of the properties in the Study Area are observed to be "Poor," and as shown in **Figure 11** on Page 9, the southwest section of the Study Area bounded by S. 4th Avenue, S. 1st Avenue, Walnut Street, and Oak Street is an area of concern from the exterior conditions perspective.

Figure 9: Examples of Exterior Building Condition Categories in Figure 11



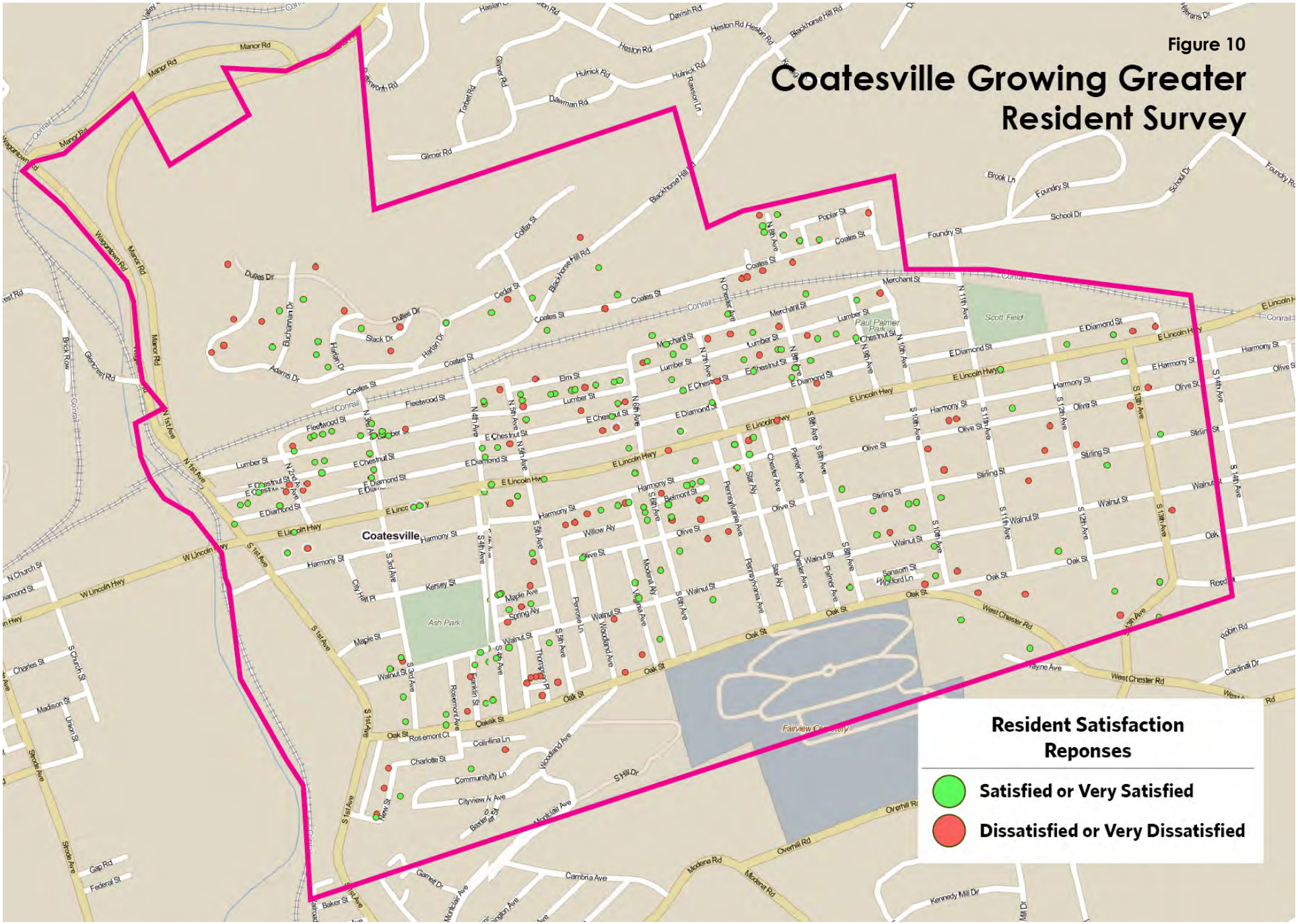
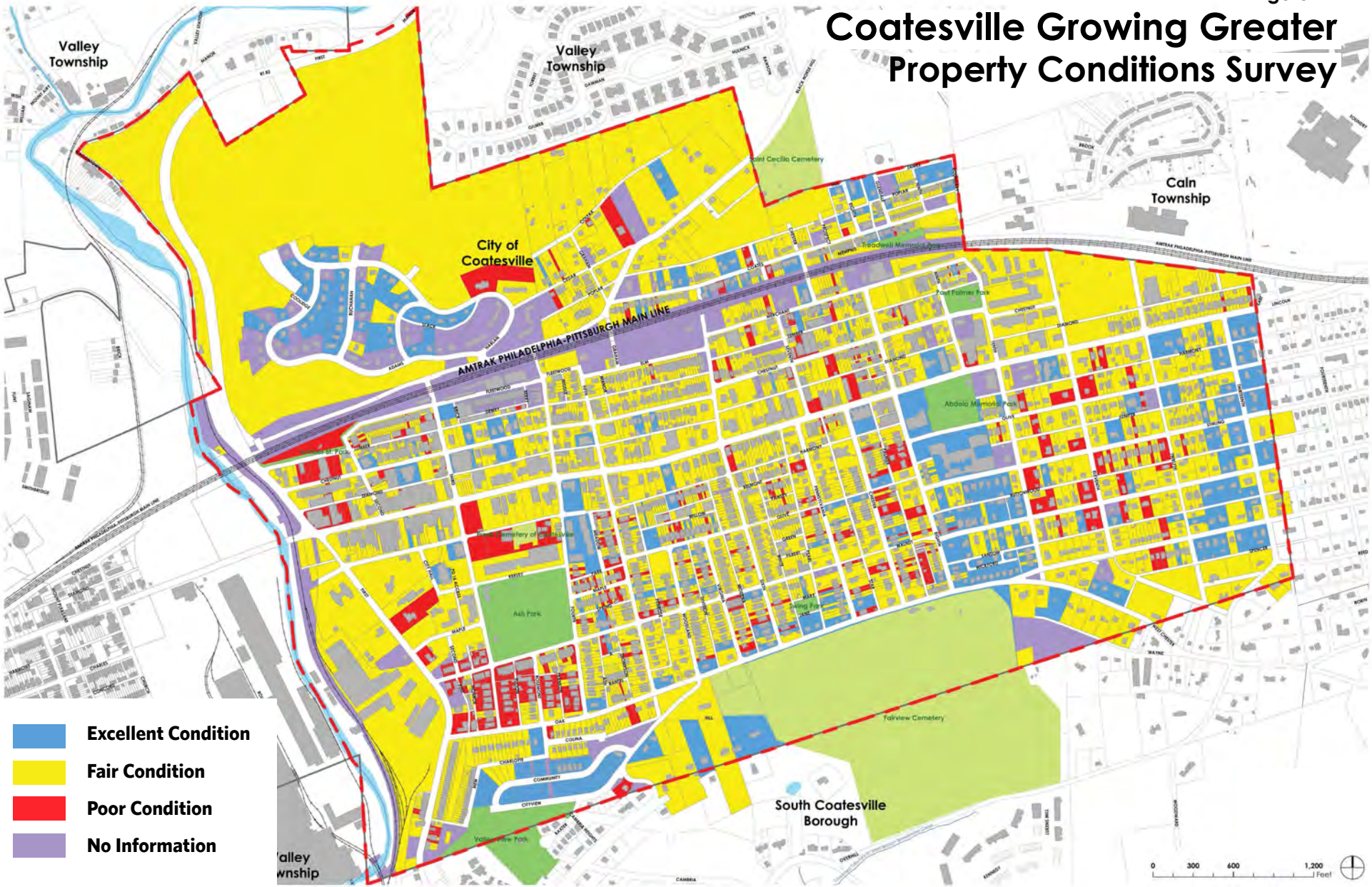


Figure 10
Coatesville Growing Greater
Resident Survey
Resident Satisfaction Reponses
Satisfied or Very Satisfied
Dissatisfied or Very Dissatisfied
Coatesville
Ash Park
Scott Field
Paul Palmer Park
Fairview Cemetery

Figure 11

Coatesville Growing Greater Property Conditions Survey



Relevant Planning Documents

The following plans and documents were reviewed:

- City of Coatesville Comprehensive Plan (2013)
- City of Coatesville Weed and Seed Revitalization Plan (2010)
- The City of Coatesville Parks 2021 (2016)
- Plan the Keystone, Coatesville Station Area Planning Presentation (2010)
- Coatesville Retail Market Analysis (2010)
- Coatesville Youth Initiative 2016-2019 Strategic Plan (2016)
- Assessment of Fair Housing for Coatesville (2017)

The Coatesville Comprehensive Plan is continuing to inform the economic development decisions in the city, but the primary challenge with these plans have been securing the resources necessary to implement the identified action strategies. With the exception of the Parks 2021 and the Coatesville Youth Initiative Strategic Plan, most plans have "sat on the shelf" for many years due to lack of funding.

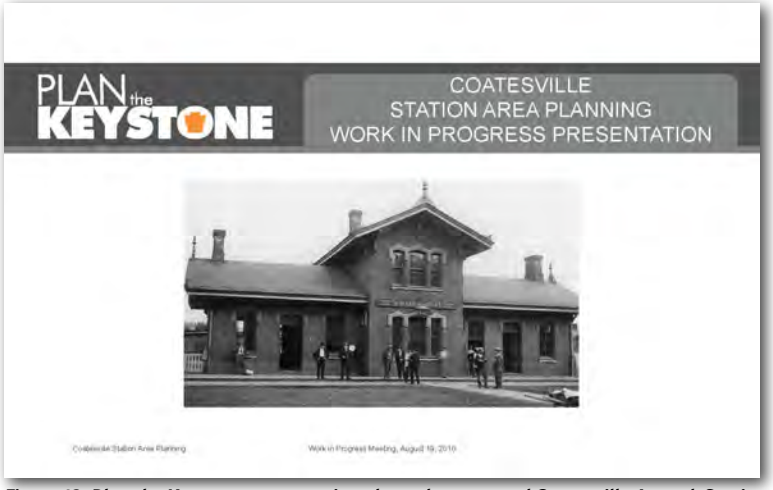


Figure 12: Plan the Keystone presentation about the proposed Coatesville Amtrak Station

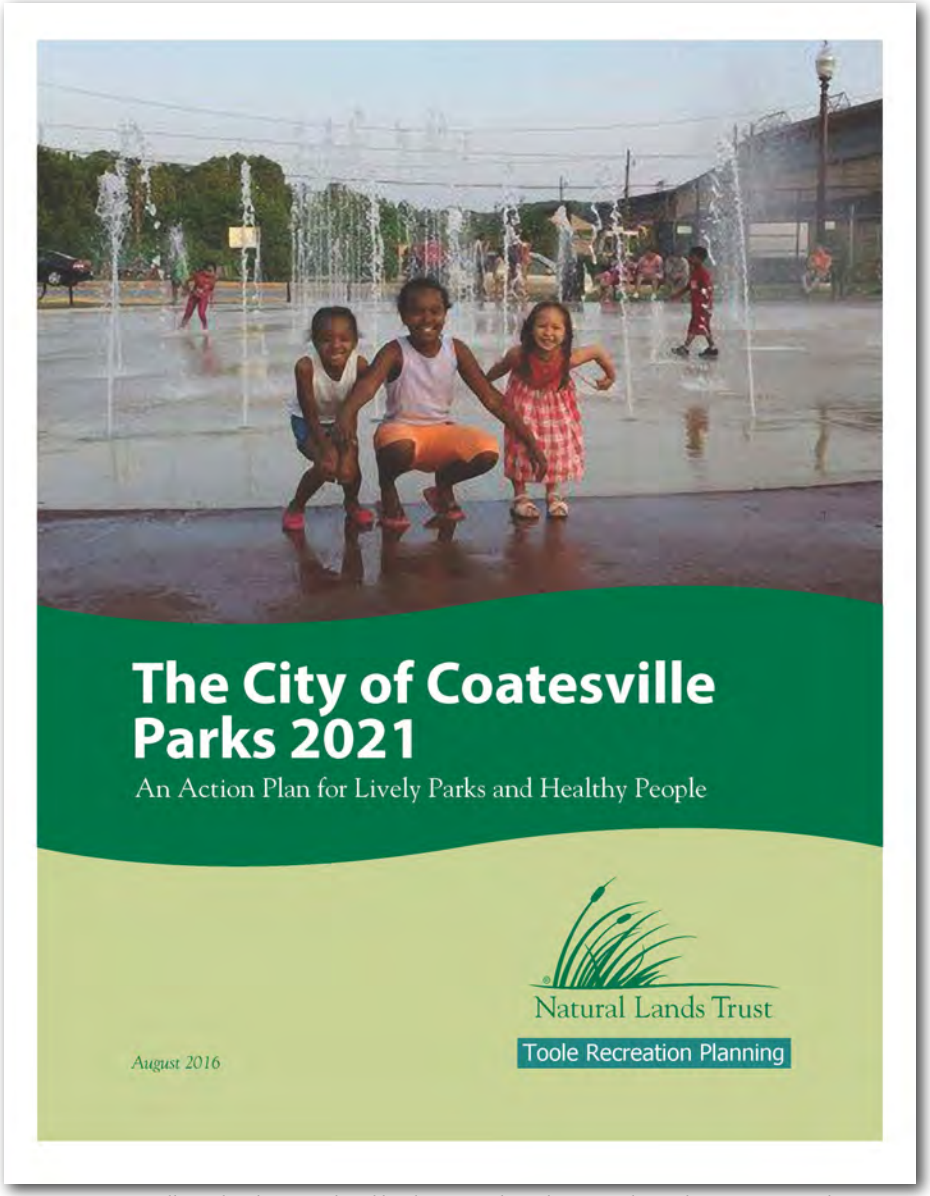


Figure 13: Coatesville Parks Plan completed by the Natural Lands Trust. This is the most recent planning effort completed in Coatesville prior to the Coatesville Growing Greater plan

Key Issues Task Forces

After assembling and analyzing notes from resident conversations, focus groups, stakeholder interviews, Resident Survey results, and public meeting discussions, four (4) key themes emerged as high priority issues for the Study Area. Task forces were created for each theme and community members and stakeholders met in February and March of 2017 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report.

Coatesville Growing Greater's Action Strategies are organized in four (4) major categories with these vision statements:

- **Resident Engagement:** Coatesville residents consistently interact with each other and seek out ways to become involved in the improvements to their neighborhoods and their community.

- **Jobs/Economic Opportunity**: Coatesville residents have access to the training and support they need to secure and retain sustainable, living wage employment in order to improve their personal and familial economic well-being.

- **Youth Empowerment**: Coatesville is committed to inspiring and empowering its youth to become thought leaders, decision makers, and partners in building a vibrant city.

- **Community Safety**: Coatesville's neighborhoods are safe environments due to a strong partnership between residents, police, administration, and elected officials all working together to mitigate criminal and vagrant activity.

Following a discussion of existing community conditions in the next section, each of the four strategy groupings will be discussed in greater detail in the ensuing narrative sections, as well as the Implementation Matrices in **Appendix A**.

Figure 14: City Clock Apartments, Formerly National Bank of Coatesville Building, which is listed on the National Register of Historic Places

Existing Conditions

Brief History of Coatesville[1]

The City of Coatesville is named after Moses Coates, who was a prosperous farmer who settled in the area in 1787. Shortly thereafter in 1794, rural life in the Chester Valley changed with the completion of the Philadelphia and Lancaster Turnpike, now U.S. Route 30. It was America's first turnpike.

Moses Coates' son-in-law, Jesse Kersey, a potter by trade and a Quaker missionary by vocation, conceived of an idea to develop the area by selling frontage properties on the turnpike. Kersey formed a partnership with ironmaster Isaac Pennock and, in 1810, purchased approximately 110 acres of Coates' farm that lay along both sides of the Brandywine River. The farm's sawmill was converted to an ironworks and named Brandywine Iron Works and Nail Factory, the forerunner of Lukens, Inc. The emerging village was called "Coates Villa" at that time.

Figure 15: The Philadelphia and Lancaster Turnpike, as depicted by artist Carl Rakeman

[1] *Parts of this narrative is provided by the City of Coatesville and the Stewart Huston Charitable Trust*

In 1813, Dr. Charles Lukens married Isaac Pennock's daughter, Rebecca. Pioneering the steel manufacturing industry in America, the mill produced one of the highest quality rolled iron plates in the world. Following her husband's death in 1825, Rebecca took over the operations of the mill, purchasing it from her mother and shepherding it through turmoil and market panic into a prosperous mill. Rebecca Lukens is recognized as one of the nation's first female executives of an industrial company.

Figure 16: Workers at the Brandywine Iron Works and Nail Factory

An important event in the history of Coatesville was the construction of a new train station by the Philadelphia and Columbia Railroad in 1834. Situated on the west side of the Brandywine River, the station was named "Midway" because it was located halfway between two terminals. The village that quickly formed around the terminal took the same name. It was in 1867 that the village of Coatesville and the Village of Midway joined to form the Borough of Coatesville. Subsequently in 1915, Coatesville residents voted to incorporate as a city, making it the first and only city in Chester County.

Coatesville's peak population occurred in 1930 when the U.S. Census Bureau reported a total of 14,582 residents. After World War II, the steel industry started to undergo major structural changes and "steel towns" like Coatesville that symbolized the fortitude of American steel began their slow economic decline. As manufacturing jobs started to disappear, middle class residents started leaving Coatesville, further eroding the tax base and putting strain on public resources—even for a City located in the wealthiest county in the Commonwealth.

Employing a fraction of its former workforce, Lukens Steel was sold to Bethlehem Steel Company in 1997. Shortly thereafter, Bethlehem Steel declared bankruptcy and was purchased by the Ohio-based International Steel Group (ISG)—which then merged with Arcelor Steel to form the ArcelorMittal company, the current ownership group of the former Lukens Steel Plant. According to company literature, ArcelorMittal's Coatesville Plant maintains a peak production capacity of 900,000 tons of raw steel but currently employs only 141 salaried and 629 hourly employees.

Figure 17: ArcelorMittal's Coatesville Plant in 2016

Recent Revitalization Efforts

Despite the significant decline in its manufacturing base, a number of major development projects were planned in the early 2000's, including a seven-story mixed-use building at the heart of the city that could have positioned Coatesville in a much more positive direction. Unfortunately, the arrival of the "Great Recession" left most of those opportunities unrealized.

Today, Coatesville is a community with on-going challenges, but the following economic development assets and recently completed projects have well positioned the city for a major revitalization:

- As part of a significant investment in the entire Amtrak Keystone Corridor, Pennsylvania Department of Transportation (PennDOT) has committed to the development of a new train station in Coatesville, to replace the existing station, which will significantly improve access to and from Coatesville for residents and workers. Amtrak's Keystone service runs between Harrisburg, PA and 30th Street Station in Philadelphia, and most trains continue to New York Penn Station. There are on-going conversations about the restorations of regional rail service by Southeastern Pennsylvania Transportation Authority (SEPTA) as well. There are four major phases to the project:

Figure 18: Amtrak's planned redevelopment of the Coatesville Station

Phase One will commence in the summer of 2017 and include streetscape improvements to Third Avenue, one of two north-south streets with direct access to the station area. These improvements will include new sidewalks, street trees, lighting, and paving.

Phase Two includes the same types of improvements to Fourth Avenue, the second north-south access to the station, and will take place immediately following completion of Phase One.

Phase Three of the project will focus on the relocation of Fleetwood Street, the primary east-west access to the station, and the construction of the new station platforms and accessibility.

The final Phase Four involves the private development of a 500-car parking garage and a 20,000 square foot commercial building located at the corner of Fleetwood Street and Fourth Avenue. The assembled private development team is working closely with the Coatesville Redevelopment Authority and the Pennsylvania Department of Transportation (PennDOT) to ensure the highest and best occupancy for the commercial space. Funding for this phase is fully committed by PennDOT.

ECONOMIC IMPACT OF A NEW TRAIN STATION: BRUNSWICK STATION

The new Coatesville Station will likely trigger economic benefit to the City of Coatesville and the surrounding areas. The success of the area adjacent to the newly renovated Brunswick Station may serve as a case study (also see **Appendix D**):

"Once a contaminated brownfield parcel, Brunswick Station is now an economically vibrant area whose businesses contribute property and sales tax revenue to the city and state. The new, attractive buildings also bolster local land values. During a 2011 property assessment, the town estimated that since 2008, the value of the Brunswick Station property had increased from $676,700 to $6,725,400— almost a tenfold gain. The existing businesses had also generated 97 new full-time jobs in the hospitality, retail, food service and medical industries." (from Amtrak's Case Study of Brunswick Station)

- The Coatesville Gateway is a real estate development project located at the corner of First Avenue and Lincoln Highway, a key gateway into the City, and an anchor corner of the City's downtown commercial corridor. The Coatesville Redevelopment Authority entered into an agreement with DEPG Coatesville Associates LP (an affiliate of Legend Properties) to redevelop a collection of deteriorated buildings that have been unoccupied for more than a decade (**Figure 19**).

  The development group intends to build 18,000 SF of retail on the northeast corner of the intersection, with commercial office space above. A combination of state and county grants have been secured to help finance the project. Demolition of the corner buildings will commence in August 2017.

Figure 19: Photo simulation of the Coatesville Gateway project scheduled to kick off in 2017

- Coatesville is recognized by Chester County's economic development strategy (VISTA 2025) as a unique opportunity to serve as the "downtown" destination for western Chester County and eastern Lancaster County, offering amenities typically found in urban areas such as food, entertainment, and unique retail attractions.

- The City of Coatesville is located a few miles east of the Chester County Airport and the emerging industrial and corporate office parks surrounding it. One of these companies is Sikorsky Aircraft which employs over 1,200 workers and has secured a $1.24 billion

federal contract in 2014 associated with the Presidential Helicopter Replacement Program. Downtown Coatesville has an opportunity to serve the workers and visitors from these locations with retail and restaurant uses.

- In 2012, a 125-room Courtyard by Marriott was built along Route 82, just south of Route 30 (**Figure 20**). Since opening, this facility has maintained a very low vacancy rate. The hotel is part of a 22-acre redevelopment project known as "30 West."

Figure 20: Courtyard by Marriott Coatesville located on Route 82

- In 2016, the Brandywine Health Foundation partnered with Philadelphia-based Natural Lands Trust and City representatives to embark on a Greening Coatesville initiative to evaluate the City's parks and public spaces, soliciting community input throughout the process.

  What resulted was a comprehensive plan for parks and recreation throughout the City "to get started on transforming the public parks and recreation system into a safe community treasure where residents can play, socialize, get fit, and connect with nature, and where businesses thrive because people want to live, work and visit here."

  Concurrent to the release of the plan, a playground project was scheduled, sponsored, and constructed by more than 200 volunteers in the west end of the City. Following the completion of the park improvements, a "Friends of Patton Park" neighborhood group organically developed to oversee the maintenance and security of the park and playground (**Figure 21**).

  The leadership team of the "Greening Coatesville" initiative then turned to the next park project in the east end of the City and a key location in the Study Area where a community park had deteriorated over the years. Through their efforts, a planning grant was secured through the County Vision Partnership Program and a community plan is currently being developed for the park. As of this writing, plans are underway and an implementation grant of $150,000 has also been secured through the American Water Foundation.

  Parks and public spaces are critical to the quality of life in a community and through partnerships such as this; Natural Lands Trust, Brandywine Health Foundation, the City of Coatesville, and local residents; it is clear there will be incremental and sustainable improvements to Coatesville's public areas and future programming within them. The last two projects have demonstrated the desire and capacity for residents to work together on improving public park spaces.

Figure 21: Greening Coatesville service event

- In 2013, Lincoln University opened a satellite campus at the former the Gordon Education Center on the 300 block of Kersey Street.

- In 2003, major funding from the Pennsylvania Housing Finance Agency was awarded to the Penn's Crossing development in Coatesville. This project was a joint venture of Housing Partnership of Chester County and Cansler Investment Group, Inc.

- Since 2001, the Oak Street Public Housing Project continues to be redeveloped as Cambria Heights, a new owner-occupied development by Habitat for Humanity of Chester County.

On-Going Community Conversations Regarding Economic Growth

In 2015, when the City of Coatesville celebrated its 100th anniversary as a third class city in Pennsylvania, a group of community stakeholders came together to form the Coatesville 2nd Century Alliance. Its mission: to ensure that the City's "second century" be economically prosperous.

The eighteen stakeholders representing local government, churches, schools, banks, real estate, and more, formed a formal partnership with Chester County to hire a seasoned economic development professional exclusively dedicated to community and economic development in the City of Coatesville. The position weaves community and economic development philosophies and efforts together with the understanding that in a small community like Coatesville, the challenges as well as the solutions are inextricably entwined.

With a realistic understanding of the economic realities of the region:

- The only city in the most affluent county in Pennsylvania.
- The city's location as the only urban center in the western part of the county.
- A high and deeply engrained concentration of poverty within the city limits.
- The unaffordable home prices outside the city and affordable purchase prices inside the city.
- The affluent demographics immediately surrounding the city.
- The pending train station development.
- Population growth estimates for Chester County.
- National trends toward walkable, urban neighborhoods for both residential and commercial growth.

It is clear that the economic pressures of the county bearing down on this small city could result in gentrification. Thus, the community conversation has evolved from driving economic development to managing growth and ensuring its benefits while avoiding its pitfalls. In short: building better neighborhoods and improving the quality of life without displacing deeply-rooted families.

To that end, the collective goal of CAPP, the 2nd Century Alliance and its partner agencies (CCEDF/CCEDC, the County, and others) is to ensure that Coatesville residents are poised to take advantage of the imminent growth. One of the major concerns is to ensure on-going housing affordability and the aforementioned partners have assembled a case study of programs from other cities to serve as models for Coatesville (**Appendix E**).

The Coatesville Growing Greater process has resulted in opportunities to better understand the challenges facing the residents and to develop creative strategies to address and overcome these challenges. It has also galvanized the community around a shared vision and the tactical steps required to achieve successful and sustainable economic progress.

Figure 22: Regina Lewis of CAPP engaging in conversation with residents

Demographics

According to the 2015 American Community Survey (ACS) from the U.S. Census Bureau, the total population of the Study Area is 9,098, which is 7.4% larger than what was indicated in the 2000 Decennial Census[2]. During the same time period, the population for the City of Coatesville and Chester County increased by 21.4% and 17.6%, respectively (see **Table 1**).

Table 1: Population Trends, 2000-2015

	Population 2000	Population 2015	Population Change (%)
Study Area	8,472	9,098	7.4%
City of Coatesville	10,838	13,152	21.4%
Chester County	433,501	509,797	17.6%

Source: U.S. Census Bureau

Within the Study Area, there are subsections that exhibit different socio-economic and physical characteristics. For the purpose of this analysis, three Subareas have been identified:

- **Subarea 1**: Generally, the northern section of the Study Area bounded by Lincoln Highway, N. 1st Avenue, and the municipal border on the east and north.
- **Subarea 2**: Generally, the southwest section of the Study Area bounded by Lincoln Highway, N. 1st Avenue, S. 6th Avenue, and the municipal border on the south.
- **Subarea 3**: Generally, the southeast section of the Study Area bounded by Lincoln Highway, S. 6th Avenue, and the municipal border on the east and south. (see **Figure 23**).

According to the 2015 ACS, the three Subareas experienced population change from 2000 to 2015 at varying rates. Subarea 1 experienced a population loss at 2.2% while Subarea 2's and Subarea 3's population increased by 21.8% and 4.8%, respectively (See **Table 2**).

Figure 23: Subareas within the Study Area

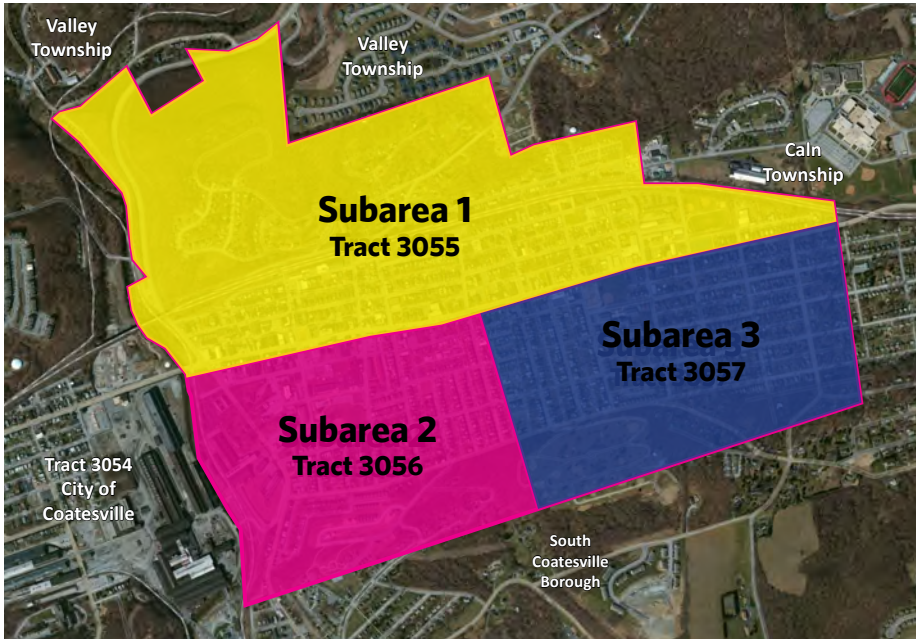


Table 2: Population Trends by Subarea, 2000-2015

	Population 2000	Population 2015	Population Change (%)
Subarea 1	3,507	3,431	-2.2%
Subarea 2	2,730	3,324	21.8%
Subarea 3	2,235	2,343	4.8%

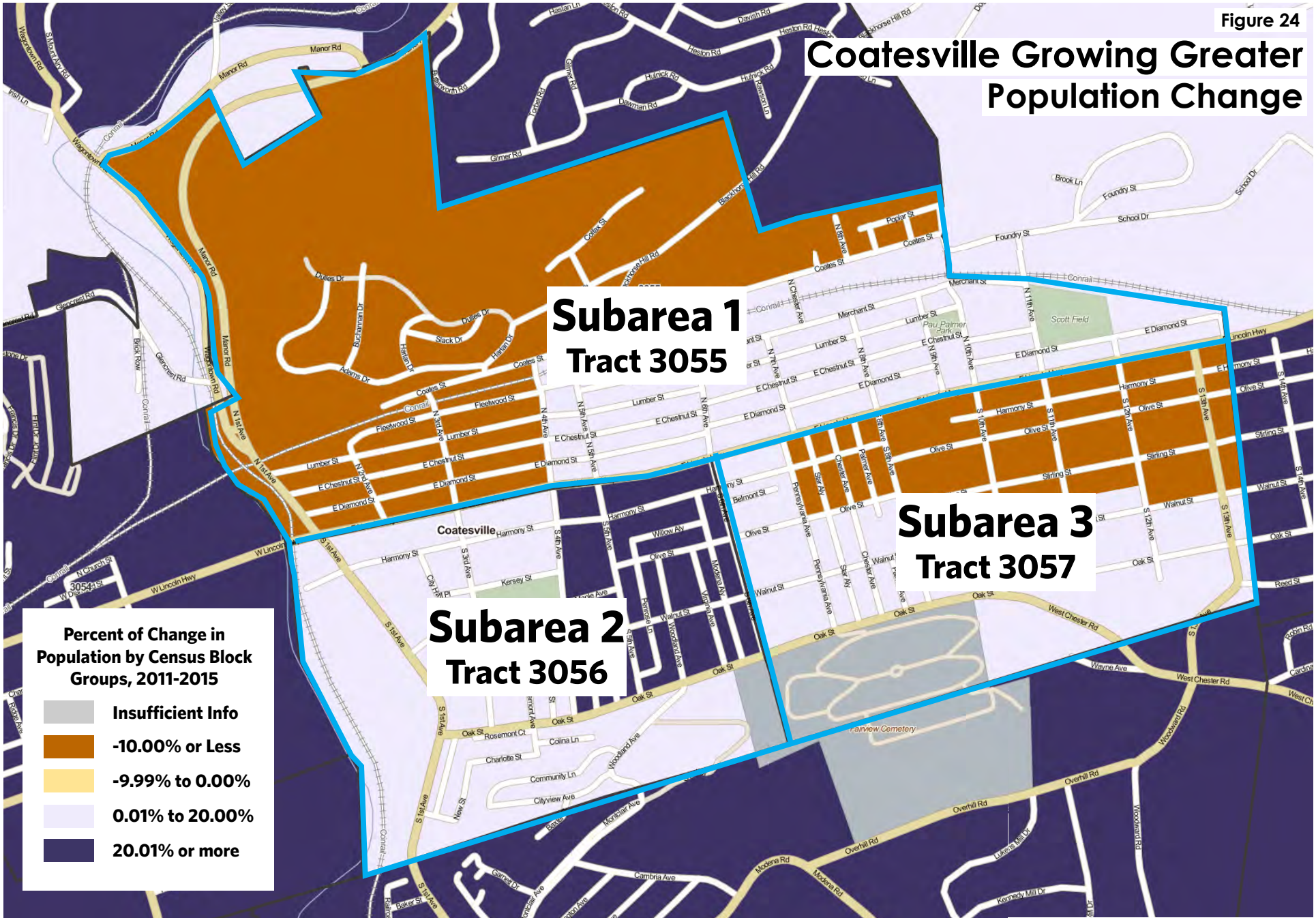
Source: U.S. Census Bureau

Figure 24 shown on the following page is a map that illustrates the degrees of population change. The shades of purple indicate population growth and the shades of yellow/brown indicate population loss. It should be noted that only one section of Subarea 2 experienced significant population growth (greater than 20%) from 2011 to 2015, while approximately half of Subareas 1 and 2 saw population decline.

[2] *The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2014 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses.*

Figure 24

Coatesville Growing Greater
Population Change



Source: U.S. Census Bureau, PolicyMap, Urban Partners

According to the 2015 ACS, the Study Area is one of the most racially and ethnically diverse areas in Chester County. Fifty-three percent (53%) of the residents in the Study Area are Black while another 38.8% are White (see **Table 3**).

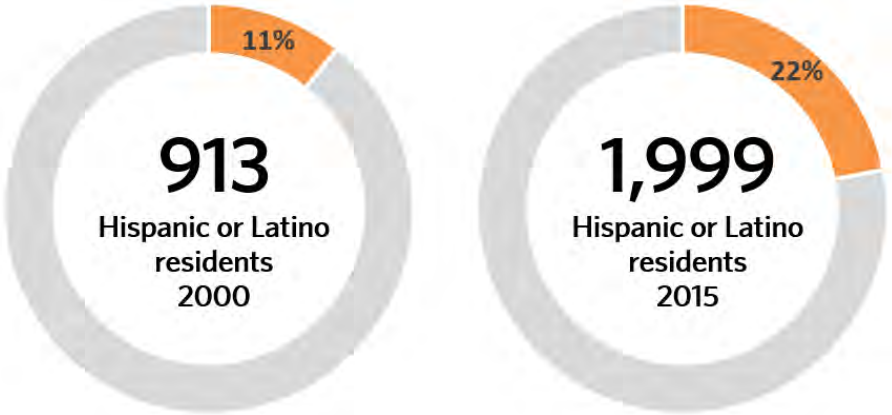
Table 3: Racial Composition, 2000-2015

	Study Area 2000	Study Area 2015	Study Area 2000-2015 △	% of Study Area 2015	% of Coatesville 2015	% of Chester Co. 2015
White Alone	3,239	3,533	294	38.8%	44.7%	86.4%
Black Alone	4,449	4,820	371	53.0%	47.2%	5.9%
All Others	784	745	-39	8.2%	8.1%	7.7%

Source: U.S. Census Bureau

The Hispanic or Latino population of any race totaled 1,999 residents in 2015 (or 22.0% of the Study Area population), which represents a 119% increase from 2000 (see **Figure 25**).

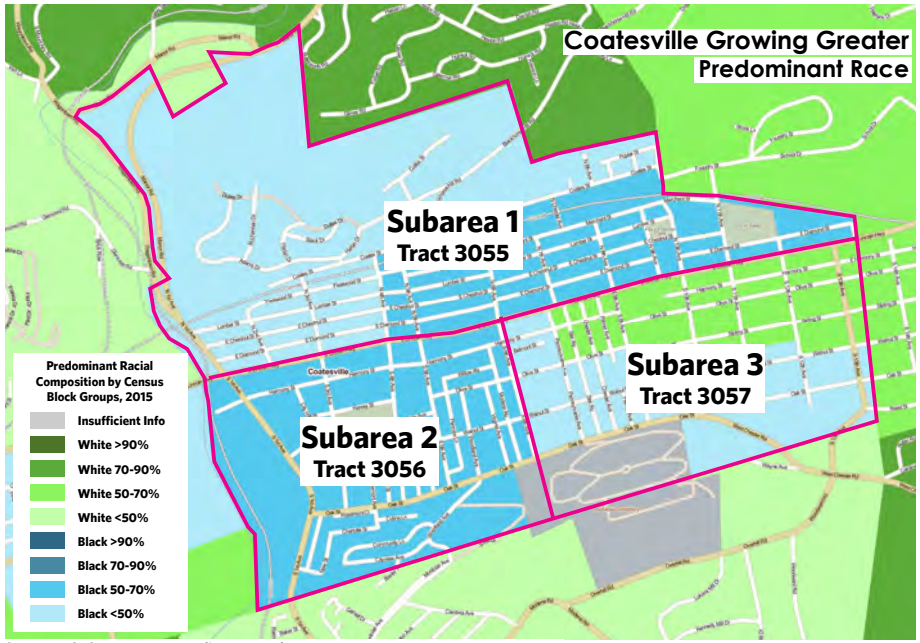
Figure 25: Hispanic or Latino Population, 2000-2015



Source: U.S. Census Bureau

The Reinvestment Fund's Predominant Race and Ethnicity Indicator illustrates the predominant racial or ethnic group in terms of the percentage of overall population at the Census Block Group level. The darker shaded areas represent higher percentages of White or Black residents (shades of green for Whites and shades of blue for Blacks). As illustrated in the Study Area's Predominant Race and Ethnicity Indicator map (**Figure 26**), Blacks are the predominant racial group in the Study Area block groups, with the exception of the northeast section of Subarea 3 where Whites represent between 50-70% of the population.

Figure 26: Predominant Racial Composition, 2015



Source: U.S. Census Bureau, PolicyMap, Urban Partners

Compared to Chester County, the Study Area has a younger population according to the 2015 ACS. Residents who are under 5 years-of-age account for 10.5% of the population, compared to 5.8% for the county as a whole. Residents who are under 18-years-of-age represent 31.3% of the Study Area, compared to 23.8% for the county as a whole. (see **Table 4**).

Table 4: Age Distribution, 2015

	Study Area Number of People in Age Group	Study Area % of People in Age Group	Chester Co % of People in Age Group
Under 5	956	10.5%	5.8%
Under 18	2,849	31.3%	23.8%
Working Age (18-64)	5,306	58.3%	62.1%
Seniors (65+)	943	10.4%	14.1%

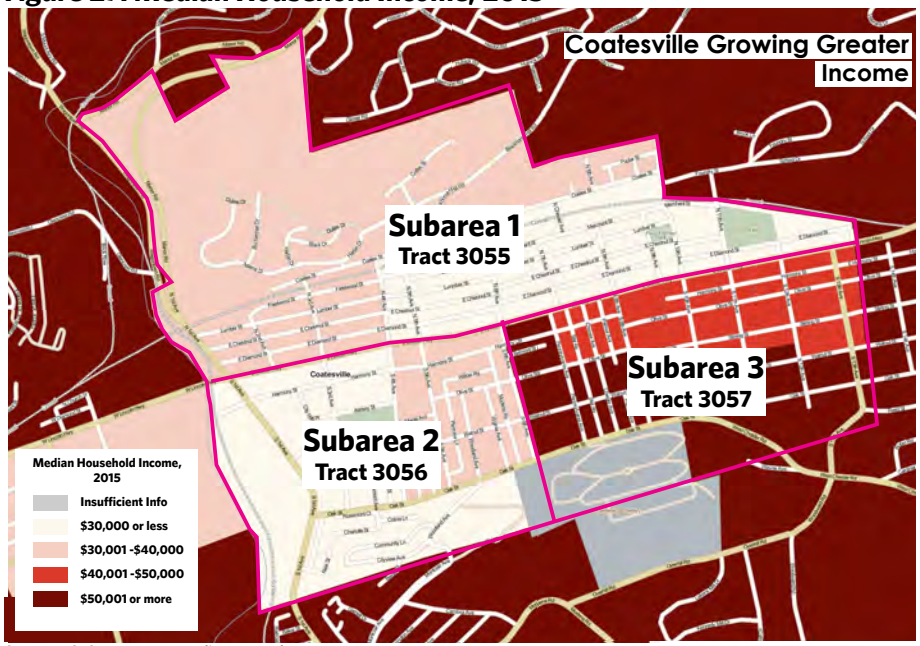
Source: U.S. Census Bureau

Income & Poverty Status

According to the 2015 ACS, the median household income levels for the Study Area range from $28,547 to $52,656, which is equivalent to 42% to 269% for the city as a whole ($34,716 in 2015). By comparison, Chester County has a median household income of $85,976, which is higher than any other county in the Commonwealth of Pennsylvania.

In **Figure 27**, median household incomes are illustrated by block groups in shades of red. The block groups with the highest household income levels are located in Subarea 3, and conversely, the block groups with the lowest household income levels are located in Subarea 2.

Figure 27: Median Household Income, 2015



Source: U.S. Census Bureau, PolicyMap, Urban Partners

The percentage of individuals under the poverty rate is 34.6% for the Study Area, compared to 7.1% for the county as a whole. The Study Area's population represents just 1.8% of the county's population, yet the number of residents living under the poverty line in the Study Area (3,145) represent nine times the proportionate share within the county. Furthermore, more than half of all Study Area residents under the age of 18 live under the poverty line, compared to 8.6% for Chester County (see **Table 5**).

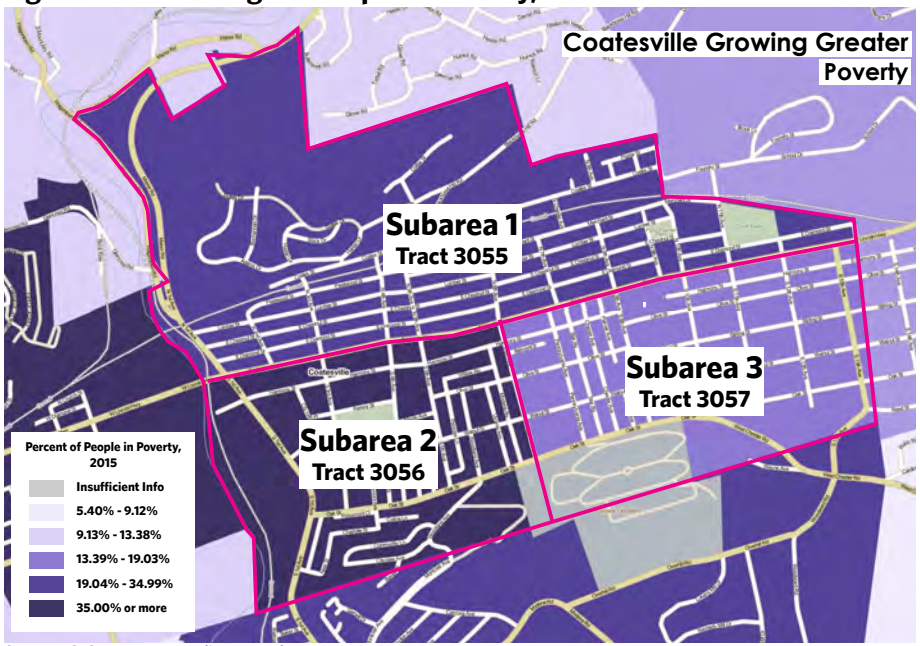
Table 5: Poverty Status, 2015

	Study Area Residents in Poverty	Study Area % Residents in Poverty	Chester Co Residents in Poverty	Chester Co % Residents in Poverty
Population	3,145	34.6%	35,053	7.1%
Under 18 years	1,449	50.9%	10,373	8.6%
Under 5 years	464	48.7%	3,226	11.0%
5-17 years	985	52.0%	7,147	7.9%

Source: U.S. Census Bureau

In **Figure 28**, poverty rates are illustrated by census tracts in shades of purple. The tract with the highest percentage of residents in poverty are located in Subarea 2, followed by subarea 1.

Figure 28: Percentage of People in Poverty, 2015



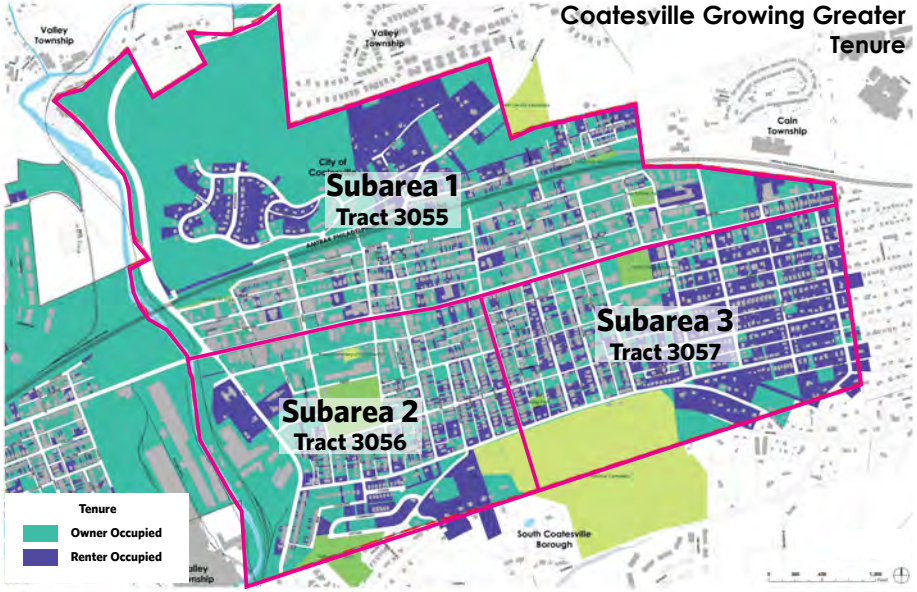
Source: U.S. Census Bureau, PolicyMap, Urban Partners

Tenure

According to the 2015 ACS, owner-occupied housing represented 36.1% of the housing market in the Study Area[3]. As shown in **Figure 29** below, the following sections of the Study Area are predominantly owner-occupied:

- Subarea 1 north of the railroad tracks;
- Southern section of Subarea 2, just north of Oak Street;
- The Cambria Heights development (former Oak Street Public Housing Project) by Habitat for Humanity located south of Oak Street; and
- Approximately half of Subarea 1 located east of S. 8th Avenue.

Figure 29: Housing Tenure, 2016



Source: Property Conditions Survey, Urban Partners

[3] *Renter-occupied homes are those that list different owner's mailing addresses from the property's physical location, while the owner-occupied homes list the same address for both.*

Owner-Occupied Housing

The Study Area's sales housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development. According to *Realquest*, which is a comprehensive real estate database service that was utilized for this report, there were 137 home sales in the Study Area from April 2015 to March 2017. In **Table 6** shown below, these sales are segmented into the following categories: Foreclosures; Investor/Developer Acquisitions; Homes Sold by Investors/ Developers to Owner Occupants; Clear Arm's Length Sales between Owner Occupants; ; and Homes Sold by Habitat for Humanity.

Figure 30: Townhomes in the Penn's Crossing development on Merchant Street

There were 23 foreclosures, 15 of which were homes purchased by investors/developers, with an average sale price of $43,427 (or $29.29/SF). Investors or developers acquiring non-foreclosure homes accounted for 39 transactions, with an average sale price of $93,163 ($49.57/SF); and homes sold by investors/developers to owner occupants totaled eight (8) transactions, with an average price of $73,488 (or $45.46/SF). Homes transferred between owner occupants totaled 61 transactions (44.5% of the total),

with an average sale price of $112,303 (or $71.64/SF). Finally, homes sold by Habitat for Humanity totaled six (6) transactions, with an average sale price of $146,183 (or $105.90/SF). Homes transferred between owner occupants had an average of 1,567 SF of living space, while the homes sold by Habitat for Humanity had an average of 1,380 SF of living space (**Table 6**).

Table 6: Home Sales in the Study Area, Apr. 2015 to Mar. 2017

	Total Sales	Median Sale Price	Average Sale Price	Average Sale Price/ SF	Average Living Space (SF)
Foreclosures	23	$78,000	$43,427	$29.29	1,483
Investor/ Developer Acquisitions	39	$80,000	$93,163	$49.57	1,879
Homes Sold by Investors/Developers	8	$65,000	$73,488	$45.46	1,616
Conventional Sales Between Owner Occupants	61	$81,250	$112,303	$71.64	1,567
Homes Sold by Habitat for Humanity	6	$144,000	$146,183	$105.90	1,380

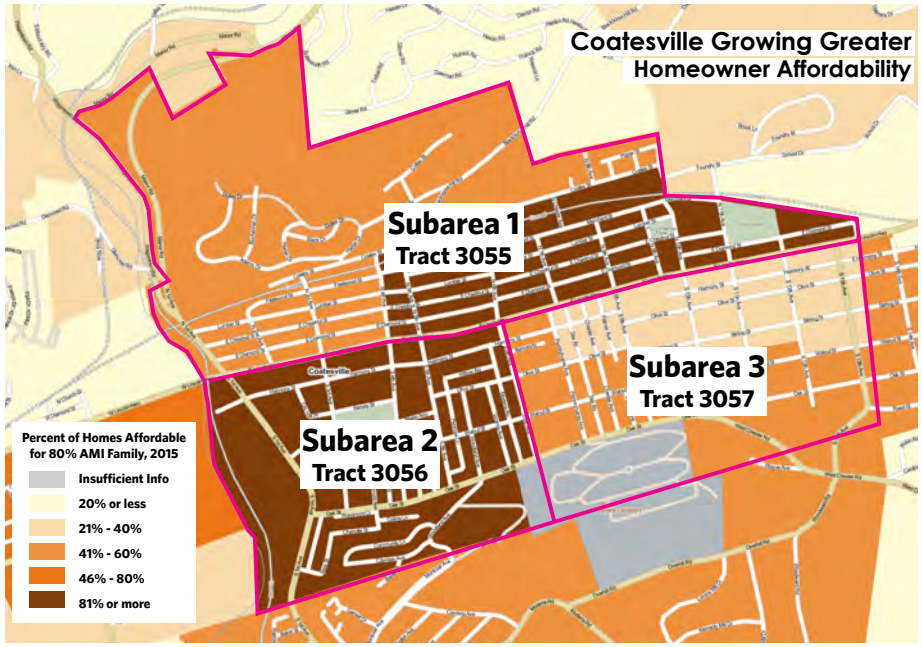
Source: Realquest, Urban Partners

As indicated above, sale prices for owner-occupied homes in the Study Area is relatively affordable when compared to other communities along the Route 30 corridor. **Figure 31** compares the median sale price of all single family homes sold in Coatesville in June 2017 to nearby communities.

Figure 31: Median Sale Price of Homes Sold in June 2017 (Zillow Data Service)

For a household earning less than 80% of the Area Median Income ($66,550 per year in 2015), most of the homes in the Study Area are affordable (see **Figure 32**).

Figure 32: Homeowner Affordability



Source: U.S. Census Bureau, PolicyMap, Urban Partners

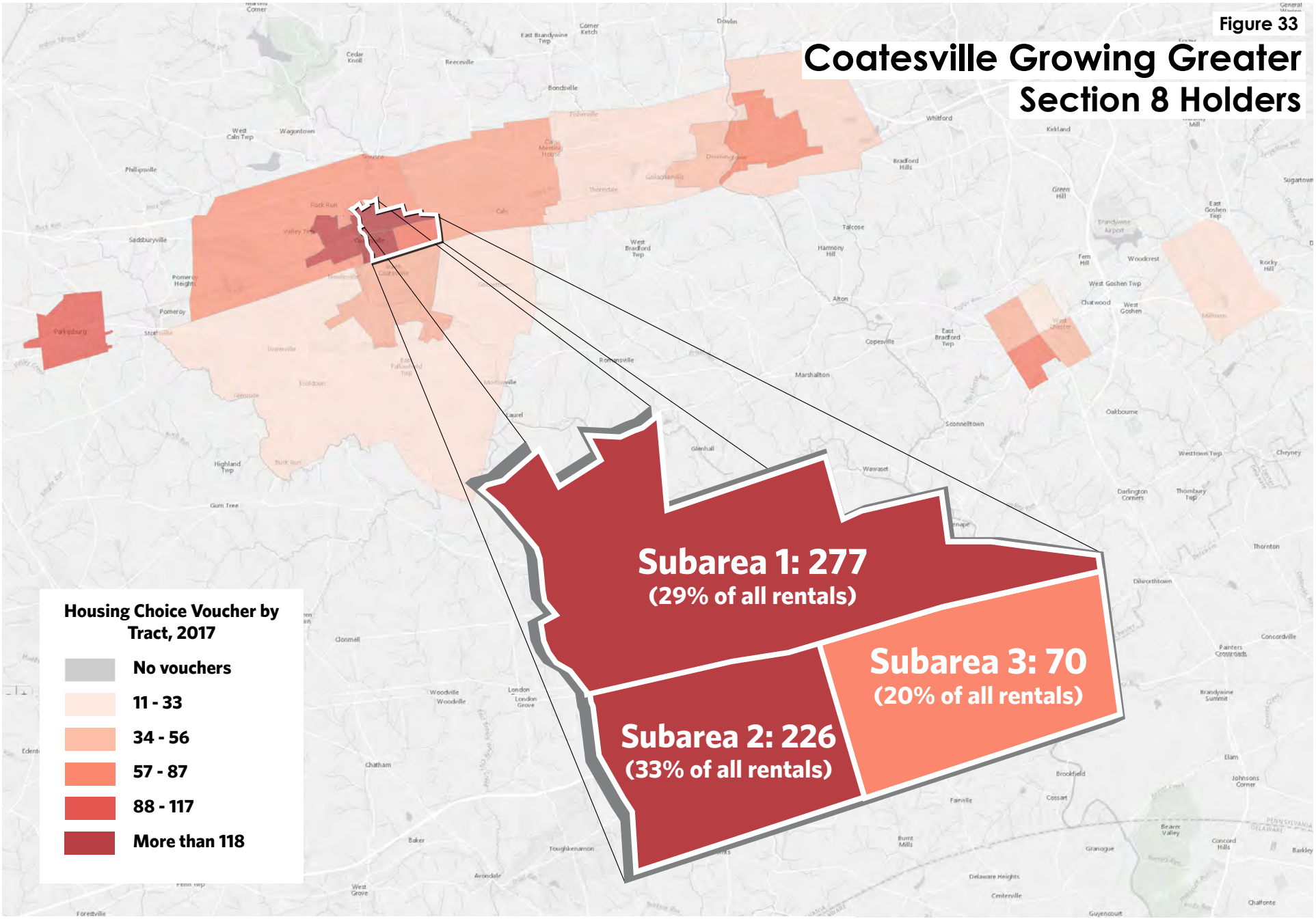
Renter-Occupied Housing

According to the 2015 ACS, renter-occupied housing represented nearly 64% of the housing market in the Study Area. The following are percentage of renter-occupied households by Subareas: Subarea 1: 71%; Subarea 2: 71%; and Subarea 3: 43%.

One of the issues that Study Area residents expressed as a concern was the disproportionate concentration of Housing Choice Vouchers (otherwise known as Section 8 Vouchers) in the Study Area. Despite the fact that the housing units in the Study Area account for less than 2% of the County's housing unit total, there are far greater ratio of Section 8 Vouchers in the community. According to U.S. Department of Housing and Urban Development, there are a total of 1,360 Section 8 Vouchers currently in use in Chester County. Of those, 573 vouchers are in use in the Study Area (or 42% of all vouchers in the county). In particular, 33% of all renter households in Subarea 2 are Section 8 residents (see **Figure 33** on the following page).

Figure 33

Coatesville Growing Greater Section 8 Holders

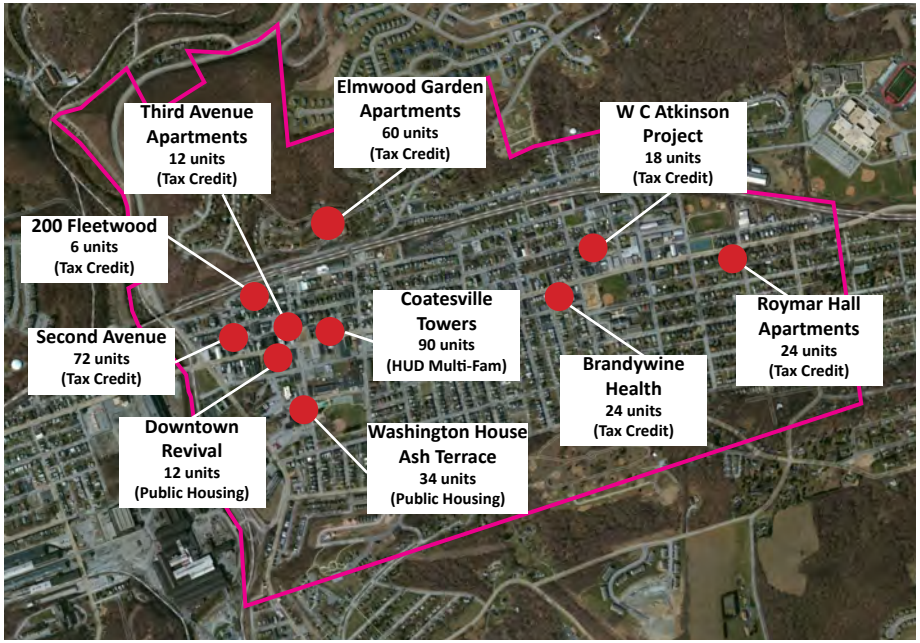


Source: U.S. Department of Housing and Urban Development, Urban Partners

Assisted Rental Housing

As of this report, there are a total of 352 units of assisted rental housing that are comprised of HUD Multifamily developments, HUD Public Housing communities, and Low Income Housing Tax Credit projects in the Study Area (see **Figure 34**).

Figure 34: Assisted Rental Housing Communities within the Study Area



Source: PolicyMap, Urban Partners

Homeless Shelters

There are three shelter facilities for homeless individuals located along the commercial corridor of the Study Area:

City Gate Shelter

Emergency shelter is provided for men who must be in shelter by 5 p.m. Religious services are conducted.

CYWA Gateway Shelter

Temporary shelter and refuge to homeless women and their children, 24 hours a day, 7 days a week. Women and their children, and single women, seeking help because of poverty, abandonment, abuse, mental health and addiction challenges, receive intensive case management.

W.C. Atkinson Shelter

Twenty-two (22) bed emergency and temporary shelter for men. The emergency shelter is a source of food, shelter, referral and supportive services for those who have lost most or all of their support systems. More than 200 men are sheltered annually.

Social Services

Coatesville is home to dozens of social service agencies operating within the city, or offering programs from locations within short distance from it. As part of the existing conditions analysis for this report, a total of 72 social service agencies offering 162 different programs have been identified.

The types of programs offered are:

- Clothing/Food/Personal Goods
- Education and Training; Employment
- Financial Services/Assistance
- Housing/Shelters/Transportation
- Mental Health Services
- Substance Abuse (Drug & Alcohol)
- Counseling/Crisis Services
- Family/Community Services
- Health/Health Education
- Legal Services/Immigration
- Seniors and Older Adults

See a complete list of agencies and programs in **Table 7**.

Table 7: Social Social Agencies in Coatesville

The following is a complete list of social service agencies operating in Coatesville and/or offering programs in the city from a nearby location.

	Clothing/Food/ Personal Goods	Counseling/ Crisis Services	Education and Training	Employment	Family/Community Services	Financial Services/Assistance	Health/Health Education	Housing/Shelters/ Transportation	Legal Services/Immigration	Mental Health Services	Seniors and Older Adults	Substance Abuse (Drug & Alcohol)
Affilia Home Health			●				●				●	
American African Youth Leadership Foundation					●							
ARC of Chester County				●								
Art Partners Studio			●									
ARTS Holding Hands & Hearts (AHHAH)					●							
B.O.Y.S. + G3			●									
Beyond Expectations Hair Salon	●											
Big Brothers, Big Sisters					●							
Birthright of Coatesville	●	●					●					
Brandywine Health Foundation					●							
Brandywine Hospital	●				●		●			●		●
Brandywine YMCA	●				●	●						
Bridge Academy and Community Center			●									
Bridge of Hope Lancaster and Chester Counties					●		●	●	●	●	●	●
Build a Band Music Education			●									
Career Corps				●								
CCIU Head Start Centers			●									
CCRN Educational and Behavioral Supports		●	●				●					
Chespenn Health Services					●		●					
Chester County & Delaware County Dental Society					●		●					
Chester County Careerlink				●								
Chester County Health Department, Wic office	●				●		●					
Chester County Housing Authority								●				
Chester County Intermediate Unit #24							●					
Chester County OIC				●								
Chester County Women's Services	●	●			●		●					
Child and Career Development Center		●	●									
Child Guidance Resource Centers		●			●		●	●	●	●		●
Citizens Who S.E.E.			●									
City Gate Mission	●	●										
Coatesville Area Senior Center	●		●		●		●				●	
Coatesville Community Food Co-Op	●											
Coatesville Kids To College					●							
Coatesville Library			●									
Coatesville Little League Basebass					●							
Coatesville Soup Kitchen	●											
Coatesville VA Medical Center		●	●		●		●			●	●	●

	Clothing/Food/ Personal Goods	Counseling/ Crisis Services	Education and Training	Employment	Family/Community Services	Financial Services/Assistance	Health/Health Education	Housing/Shelters/ Transportation	Legal Services/Immigration	Mental Health Services	Seniors and Older Adults	Substance Abuse (Drug & Alcohol)
Coatesville Youth Initiative			●	●	●							
Community, Youth & Women's Alliance (CYWA)	●	●		●	●		●	●	●	●		●
CRC Health Corporation												●
Crime Victims Center		●										
David's Drive 831, Inc.	●											
Domestic Violence Center of Chester County		●			●	●	●		●	●		●
Dream BIG Academy			●									
Family Service of Chester County		●			●		●	●	●	●		●
Gaudenzia Outpatient Coatesville		●										●
Glencrest Manor, Inc.											●	
Good Works, Inc								●				
Greater Deliverance Church			●									
Habitat For Humanity Restore (Caln Restore)	●											
Handi-Crafters, Inc.				●								
Harcum College In Coatesville			●									
Holy Tabernacle Church of God In Christ	●											
Human Services, Inc.				●						●		
IHM Family Literacy Center			●						●		●	
Jubilee Evangelistic Ministries	●											
Life Transforming Ministries						●						
Lincoln University			●									
Madanat Personal Care Home, Inc.								●		●		
Maternal and Child Health Consortium	●				●		●	●	●	●	●	●
New Life In Christ Fellowship			●									
Newlin Foundation			●									
Olivet United Methodist Church	●											
PA Association For The Blind & Visually Impaired			●		●		●					
Planned Parenthood					●		●					
Salvation Army	●					●						
The Brandywine Center						●						
The Network For Behavior Change		●					●					
Veterans Multi-Service Center				●	●		●	●	●		●	
W.C. Atkinson Memorial Community Services Center		●			●	●		●				
Western Chester County Chamber of Commerce									●			
Young Men & Women in Charge			●									
Total Number of Programs	**18**	**15**	**23**	**10**	**26**	**7**	**22**	**11**	**10**	**11**	**9**	**11**

Land Use

As shown below, the majority of the land use in the Study Area consists of single-family homes. Notable exceptions are: the commercial uses along Lincoln Highway; industrial/commercial uses at the ArcelorMittal plant; and the institutional uses along the Amtrak rail corridor and at the publicly owned facilities (e.g., schools, parks, city hall, etc.). The Edgewood Garden Apartments located just north of the railroad tracks is the largest multi-family parcel in the Study Area. Notable recreation spaces include Ash Park and Abdala Park (**Figure 35**).

Figure 35: Map of Current Land Use

Vacancy

According to the 2015 ACS, the Study Area's housing vacancy is 485 units (or 13.4%, compared to 4.5% for Chester County). Based on the Property Conditions Survey which recorded signs of vacancy for each property (which may be comprised of multiple units) only 91 of the 2,841 properties (or 3.2% of the total properties) showed visible signs of vacancy. These vacant parcels are scattered throughout the Study Area, but the most visible ones are located at the corner of Business Route 30/Route 82 intersection where the Coatesville Gateway project will be developed. (**Figure 36**).

Figure 36: Vacancy Status Based on Property Conditions Survey

Revitalization Strategies

1. Resident Engagement
2. Jobs/Economic Opportunity
3. Youth Empowerment
4. Community Safety

STRATEGIES: 1. RESIDENT ENGAGEMENT

The Resident Survey collected for this planning effort included a series of questions that asked about the respondents' participation in various community organizations and events. When asked, "Are you active with any groups, committees, or organizations within the city?"—only 18% of the residents responded that they are active. As for "organized community social event, such as a festival, block party, or other celebration?"—only half of the residents responded that they have participated (see **Figure 37**).

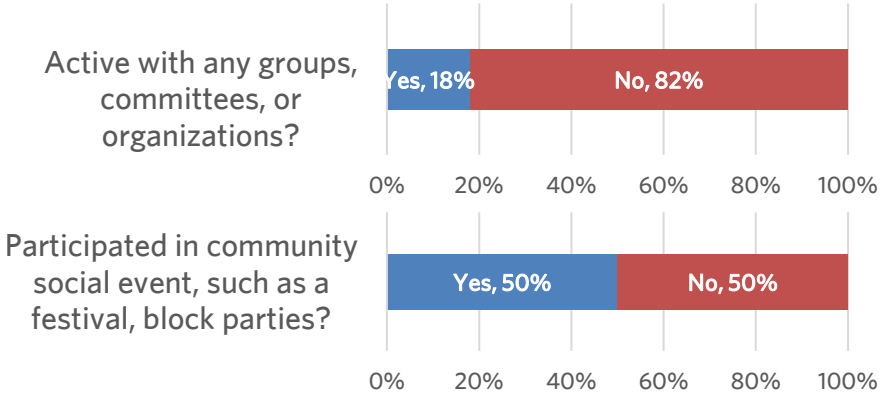


Figure 37: Resident Survey responses regarding community involvement.

Figure 38: Community members at a service event in Coatesville.

When asked, "How much of a positive difference do you feel that you, yourself, can make in your community?"—44% of the residents responded that it is "*some*" or "*little or none*." When asked to respond to this statement, "*If something is wrong in my neighborhood, I know that the people who live here will try to fix it*," 20% responded "*disagree*" or "*strongly disagree.*" (see **Figure 39**).

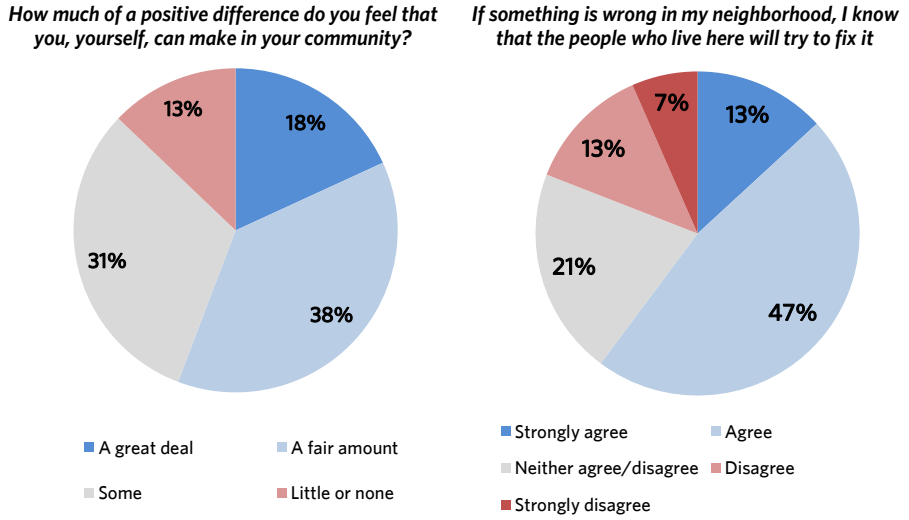


Figure 39: Survey responses regarding the likelihood of obtaining help from neighbors & making a positive difference.

Residents believe that in order for Coatesville to thrive, residents must take ownership of their community and be engaged in the welfare of their neighbors. The proposed implementation collaborative—staffed by new and existing members from CCEDF, CAPP, 2nd Century Alliance, and the City of Coatesville—will help mobilize the Study Area residents and stakeholders in implementing the five-year revitalization action items identified in this report. Key components of the Resident Engagement strategies include: planning/promoting festivals and events; coordinating effective communication within the various agencies and organizations operating in the city; organizing neighborhood associations within the Study Area; and expanding homeownership opportunities for Coatesville residents.

Vision Statement

Coatesville residents consistently interact with each other and seek out ways to become involved in the improvements to their neighborhoods and their community.

Revitalization Strategies

1. **Create a Neighborhood Coordinator position to serve as a point person for neighborhood revitalization strategies**

   For the express purpose of organizing the various stakeholders in implementing the action strategies identified in this report, a Neighborhood Coordinator position will be created.

2. **Plan positive/festive events to bring Coatesville residents together.**

   Festivals and events in and around Coatesville such as the Coatesville International Vintage Grand Prix, the Strawberry Festival, and the Summer Jazz Concert Series (**Figure 40**) have received very positive feedback from residents and visitors alike. Building on the success of these larger events, this strategy proposes to add smaller scale, family-oriented events intended to promote neighborhood cohesiveness.

3. **Provide effective communication and marketing of existing programs/services.**

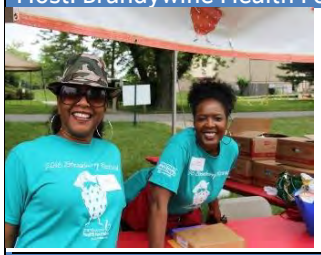
   Coatesville has many active organizations providing a variety of services and programs for residents—particularly for low-income households and individuals. As documented in the Existing Conditions section of this report, there are 72 social service agencies offering 162 different programs in Coatesville.

   Yet, residents have expressed frustration that there isn't a centralized system of communicating and marketing these programs and services, and many are under-utilized as a result. This strategy proposes to utilize emerging and existing community bulletins (such as *Coatesville.Today* currently being organized by the Brandywine Health Foundation) to promote existing resources and publicize upcoming events.

4. **Establish neighborhood associations.**
   The key missing piece of the Coatesville community is a network of neighborhood associations that typically serve vital functions in other urban communities, including: community organizing; resident advocacy; consensus building; event promotion and planning; and facilitating neighborhood improvement efforts.

   To continue the conversations initiated during this planning effort and to organize clusters of block groups into neighborhood associations, this strategy proposes to replicate the Chicago Community Trust's On the Table discussions in Coatesville (see **Figure 41** on the next page). In short, community leaders will be encouraged to host small group conversations with their neighbors and friends about neighborhood needs and how they can be involved. The relationships fostered in these conversations will be leveraged into identifying leadership teams for potential neighborhood associations.

Strawberry Festival
Host: Brandywine Health Foundation



Age: 45 Years

Attendance: 25,000+

Duration: 3 days

Strawberry Festival
Host: City of Coatesville

Age: 2 Years

Attendance: 5,000+

Duration: 1 days

Summer Jazz Series
Host: Coatesville Park and Recreation Committee

Age: 2 Years
Attendance: 100+
Duration: Every Friday in August

Figure 41

on the table
Your voice matters.

A working model from:
CHICAGO, ILLINOIS

The Chicago Community Trust's On the Table is an annual forum designed to elevate civic conversation, foster new relationships and inspire collaborative action across the region. These small group, mealtime conversations are an opportunity to discuss the challenges and opportunities our communities face, and aim to inspire new ways we can work together to make communities stronger, safer and more dynamic.

Meals can take place virtually anywhere – at a private residence, local restaurant, place of worship, library, office, backyard or other community location over breakfast, lunch, dinner and everything in between. It is entirely up to the host to decide where, when and how the mealtime conversation takes place. Discussion topics can be prearranged or left open-ended to solicit issues that are most important to those attending the meetings.

5. Expand homeownership opportunities for Coatesville residents.

As documented in the Existing Conditions section of this report, one of the competitive advantages that Coatesville possesses is its residential affordability. Compared to other communities located along the Route 30 corridor (e.g., Malvern, Exton, Downingtown), Coatesville offers affordable homeownership opportunities in an historic urban neighborhood setting.

According to the Resident Survey, the primary reason (82%) why renter households have not purchased a home is their personal finances, far exceeding concerns regarding convenience to work/school/shopping, physical conditions in the community, and crime or other safety issues. This strategy proposes to identify existing resources (see examples in **Figure 42**) to provide financial literacy and pre-purchase homebuyer counseling services to those interested in pursuing a path toward homeownership, as well as provide assistance to current homeowners to stay in their homes.

Figure 42

Chester County Housing Assistance Programs

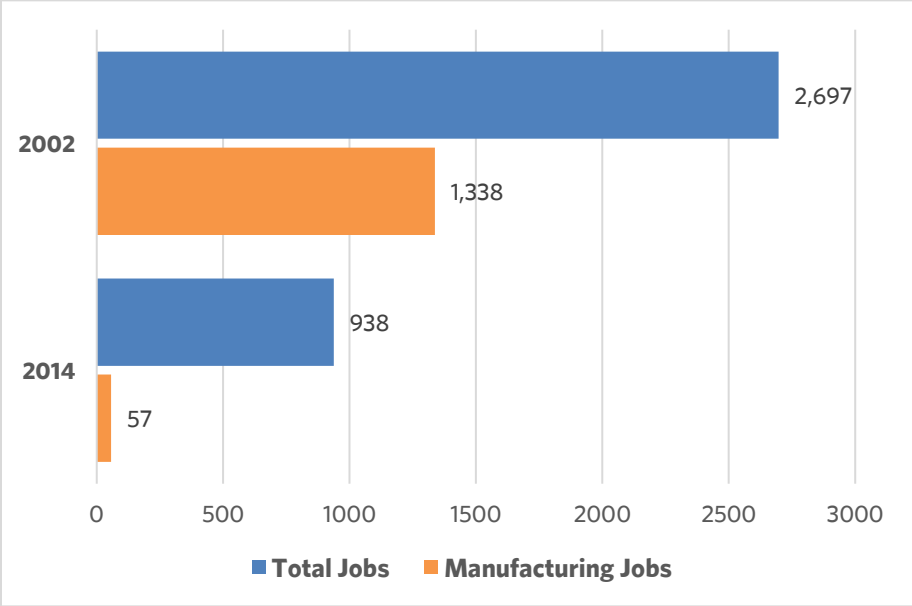
Chester County Department of Community Development (DCD) allocates Federal, State, and County funds to activities that create and maintain affordable housing opportunities in Chester County. The following are support programs are available for housing development, housing rehabilitation, and first-time homebuyer assistance:

- Housing Rehabilitation Program – Up to $25,000 available for low- to moderate-income homeowners correct local code violations in their homes.
- Senior Citizen Home Maintenance Program - provides assistance to low-income senior homeowners with moderate home repairs and modifications such as roof, minor plumbing, flooring repairs, and general repairs.
- Credit Counseling Program - provides, free of charge, counseling to people who are having credit problems.
- Home Repair Program - Good Works and Good Neighbors, non-profit parachurch ministries, use DCD funding to supplement volunteer efforts to make home repairs for homeowners who cannot afford to pay for the repairs themselves.
- Weatherization Assistance - Eligible households receive free energy use assessment, then trained construction teams will then make energy efficiency improvements.

STRATEGIES: 2. JOBS/ECONOMIC OPPORTUNITY

For generations, Coatesville's economy had been tied to steel industry and, despite the decades-long slide of the steel industry in the United States, the city was home to a sizeable number of manufacturing jobs as late as early 2000s. According to the U.S. Census Bureau's *OnTheMap* application, which uses employer payroll tax information to geo-locate jobs within a defined area, there were 1,338 manufacturing jobs and a total of 2,697 jobs in Coatesville in 2002. As of 2014, a total of 938 jobs were reported for Coatesville, including just 57 jobs in the manufacturing sector (**Figure 43**).

Figure 43: Coatesville Work Area Profile, 2002-2014

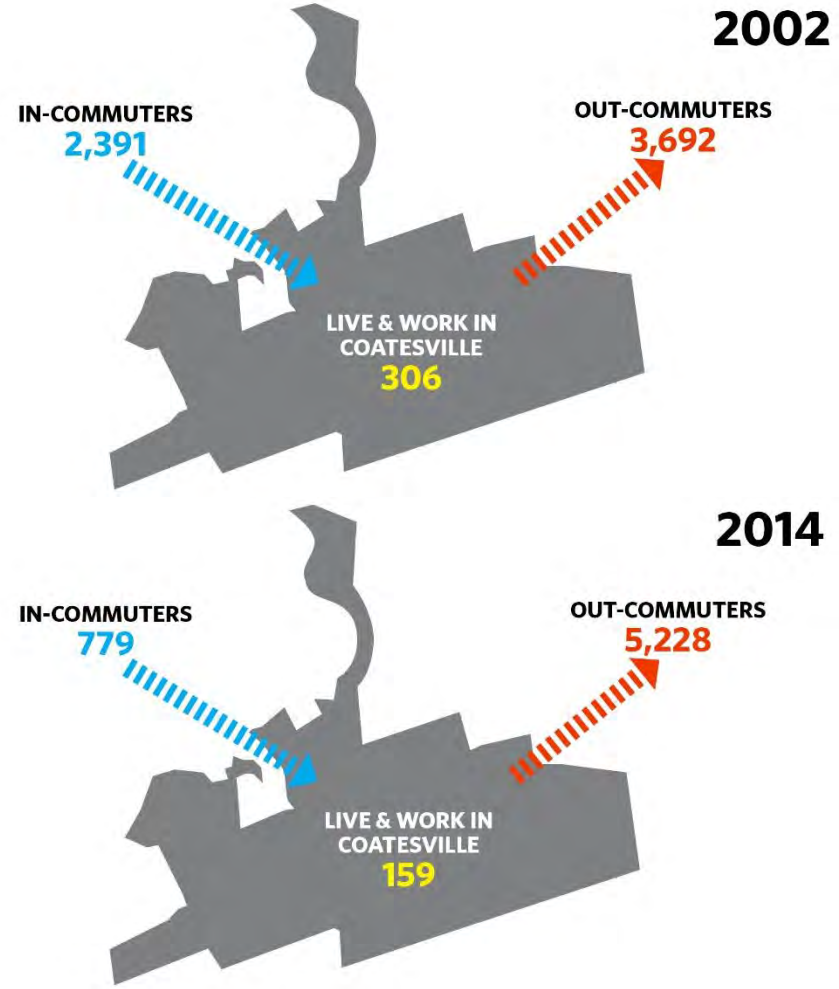


Source: U.S. Census Bureau

On the other hand, the number of employed individuals residing in Coatesville has increased from 4,268 in 2002 to 5,387 in 2014 (26.2% increase in that time period). The sectors with highest concentration of employment are *Health Care & Social Assistance* with 1,185 employed residents, *Retail Trade* with 606 employed residents, and *Manufacturing* with 547 employed residents. Employment in these three sectors represent 43.4% of all jobs for employed residents in Coatesville.

Shown below in **Figure 44** are commuting patterns for Coatesville in 2002 and in 2014. In 2002, a significant number of workers were commuting into the city (2,391 or 89% of the total workforce), but in 2014 that number had declined to just 779. Coatesville residents that also worked within the city went from 306 in 2002 to 159 in 2014.

Figure 44: Coatesville Commuting Patterns, 2002-2014



Source: U.S. Census Bureau

Once a major manufacturing employment center within the county, Coatesville has now evolved into an out-commuting bedroom community. Compared to the rest of Chester County, Coatesville residents are more dependent on public transit to commute to work. According to the Census Bureau, 8.9% of all employed Coatesville residents commute to work by public transit, compared to 2.8% of Chester County residents.

Figure 45 shows the transportation assets for Coatesville, which includes the Route 30 Bypass, the Amtrak Station, the SEPTA Thorndale Station, and the Coatesville Link Bus. During the planning process, residents and stakeholders expressed concerns over the quality of current public transit services from and to Coatesville.

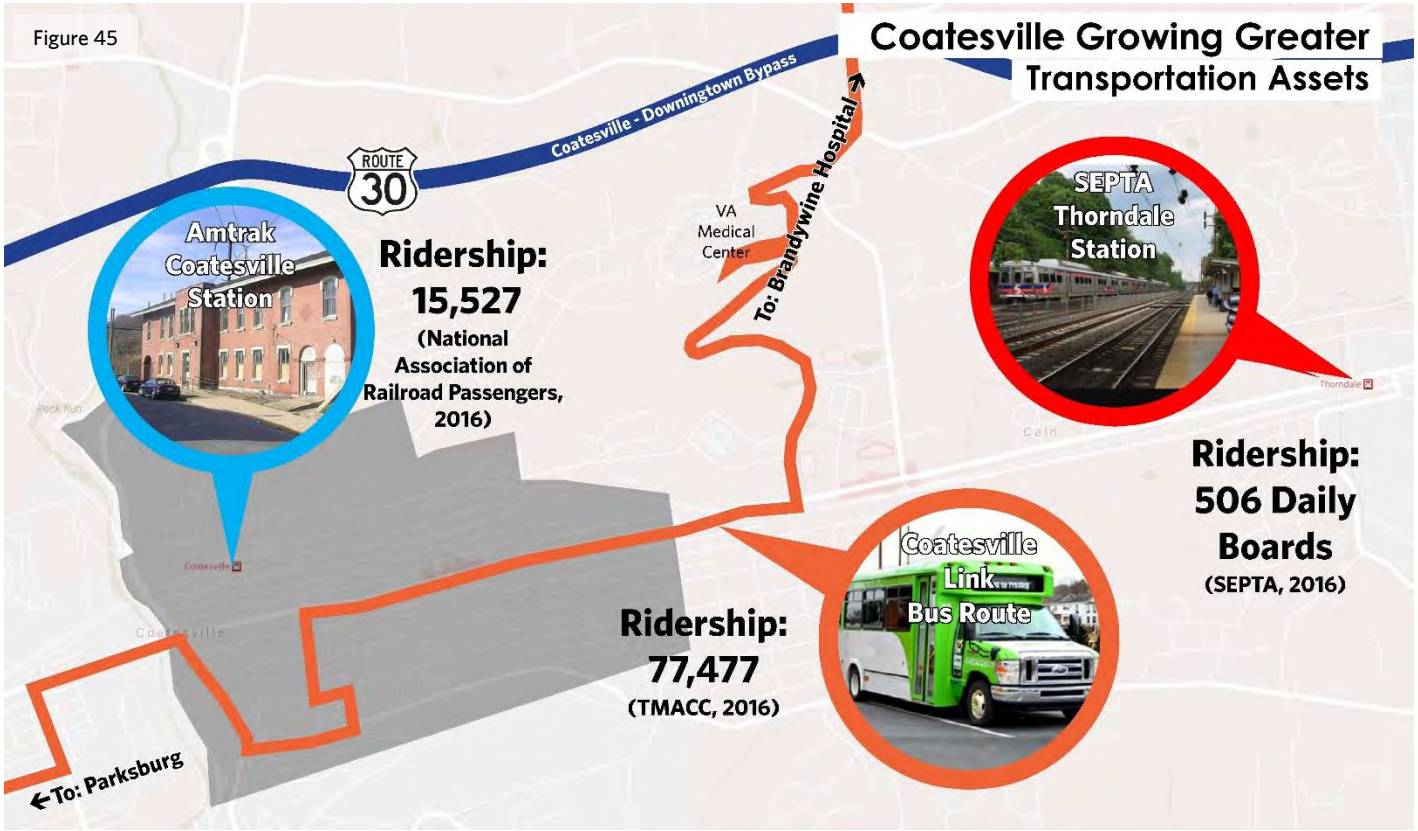
The Amtrak Station, which is scheduled to be renovated by 2021-2022, is a major asset that connects Coatesville to Harrisburg to the west and Philadelphia-New York City to the east. The Station is greatly underutilized but, once the renovations are completed, the station may trigger a positive transit-oriented redevelopment effort in the city.

As for SEPTA, the last stop on the Paoli/Thorndale line is the Thorndale Station located 2.6 miles from the center of the Study Area. There are no bus routes for shuttle services that connect Coatesville residents to the SEPTA Thorndale Station.[1]

Lastly, the bus line that primarily serve the residents of Coatesville (and Parkesburg to a lesser degree) is the Coatesville Link Bus, which is managed by the Transportation Management Association of Chester County (TMACC). This bus line runs from Brandywine Hospital to the Parkesburg Library starting from 5:30AM to 9:30PM, but it only operates approximately every hour with limited stops.

Other key discussion topics related to jobs and economic opportunity include: preparing workers for employment (especially soft skills issues, counseling for youth and young adults as well as citizens from prisons) and for supporting local entrepreneurs to start and maintain new businesses. Most of the workforce development services (such as Career Corps) are located 12 miles away in Exton and are difficult to access without a car.

Figure 45



[1] *SEPTA and Delaware Valley Regional Planning Commission are exploring SEPTA service to Coatesville possibly once the new Amtrak station is completed.*

VISION STATEMENT

Coatesville residents have access to the training and support they need to secure and retain sustainable, living wage employment so as to improve their personal and familial economic well-being.

REVITALIZATION STRATEGIES

1. **Develop understanding of and respect for behaviors necessary for effective workforce experience.**

   Area employers and workforce development specialists point to the general high availability of employment opportunities within reasonably easy access from Coatesville, including both opportunities for those with lesser skill levels as well as more career-advancing opportunities for employees with less than college level education, but acquiring specialized skills (either on-the-job or through customized training). One key identified barrier keeping unemployed Coatesville residents from these job opportunities is a failure to understand and implement effective job seeking and workplace behaviors such as promptness, appearance, communication, respect for co-workers, and on-line application skills.

   This Strategy focuses on two specific groups of potential workers for development of more effective "soft" employment skills: youth and returning citizens.

   - The Coatesville Youth Initiative's (CYI) ServiceCorps program currently supports 40 participants in an 8-week summer service and leadership development program for Coatesville youth between the ages of 14-18. Youth participants gain work experience, opportunities to serve and connect with their community, develop life and leadership skills, and earn a summer income. This program could be readily expanded to 60 youth annually, having a 50% increase in impact. Funds are available for 20 additional stipends, but CYI requires additional staff support to effectively implement this expansion.

   - Similarly, citizens returning from prison are significantly concentrated in the Coatesville area, with 11% of all Chester County parolees residing in Coatesville's zip code (about 600 parolees). Recently, these numbers have been increasing with 32% of persons added to the Chester County probation rolls residing in the Coatesville zip code. The Chester County Probation & Parole Department has been considering a more community-based approach to reconnecting returning citizens to employment opportunities in the Coatesville area, especially one that engages current workforce development resources and the faith-based community (see **Figure 46** for a case study to be studied further).

Figure 46

[READY4WORK]
REENTRY. RETRAIN. REINTEGRATE.

A working model:
JACKSONVILLE, FLORIDA

Operation New Hope's Ready4Work assists ex-offenders with re-entry into the community and workforce, effectively leading clients toward a productive life. Nationally, nearly 70 percent of offenders released from incarceration will re-enter the prison system within three years. However, Ready4Work has a recidivism rate of less than 15 percent.

Since 2003, Ready4Work has partnered with more than 300 businesses in Jacksonville and the surrounding area, and has successfully placed in the workforce more than 1,500 ex-offenders.

A key element is the use of a life coach, drawn from the faith-based community. The role of a life coach is that of a confidant, counselor and champion. A life coach helps build confidence and instill personal accountability/responsibility in people, as well as helps establish boundaries for those seeking assistance. Essentially, a life coach stands as a "role model for life." Ready4Work's Life Coaching program is intended to equip its life coaches with the skills required to support ex-offenders' reentry efforts. Ensuring support and success for clients, a life coach works in concert with the Life Coach Coordinator, as well as other Ready4Work staff.

In Chester County and Coatesville, replicating the Ready4Work model in a much smaller scale to start would integrate existing Probation supervision, available workforce development programs, and mentoring/life coaching support from the faith-based community into a pilot program.

2. **Address difficulty with commuting to work by mass transit. Investigate the feasibility of other approaches to supplement existing services.**

   The Coatesville Link Bus (managed by TMACC) serves the City of Coatesville and surrounding employment, healthcare, and shopping centers. These services could be enhanced with improved bus stop locations (**Figure 47**) and communication of available service. However, due to funding and volume constraints, this service does not provide adequate employment access for Coatesville residents who are 1) outside of the fixed route service area or 2) employed in a third shift or off-peak shifts or at more remote employment locations.

   With changes both in technology and the laws of the Commonwealth, these gaps could be bridged through opportunities such as van and carpool programs as well as ride hailing service like Uber and Lyft. These responses may include ridesharing (more than one person is paying for the ride). A pilot program would be designed in partnership with regional employers to add employment opportunities through transportation enhancements.

3. **Support local entrepreneurs to start and maintain new businesses.**

   The Kutztown State University Small Business Development Center currently provides consulting and technical assistance in Coatesville on a part-time basis. However, the perceived scale of outcomes is small. This strategy will attempt to re-invigorate this effort through the collaborative efforts of a task force of providers, including the Chamber of Commerce, the Kutztown SBDC, Chester and Delaware County SCORE, and others. The goal will be coordination of service delivery and simplification of the service provision (perhaps a one-stop shop). Improved marketing of services, additional technical assistance, and corporate sponsorship will be sought

Figure 47: Nondescript bus stop location on Lincoln Highway, indicated only by a small green and white sign

STRATEGIES: 3. YOUTH EMPOWERMENT

According to the Census Bureau, population under 18 years-of-age represent 31.3% of the Study Area, which is significantly higher than 23.8% for Chester County as a whole (**Figure 48-49**).

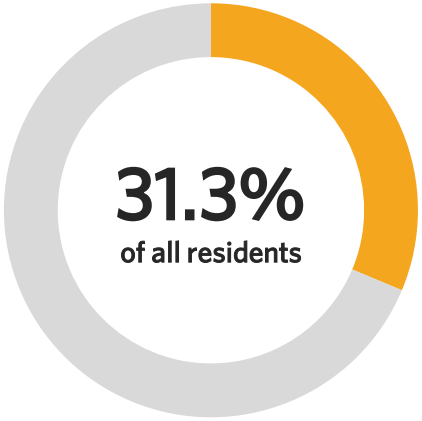


***Figure 48**: Percent of Study Area Residents under 18 yrs, 2015*

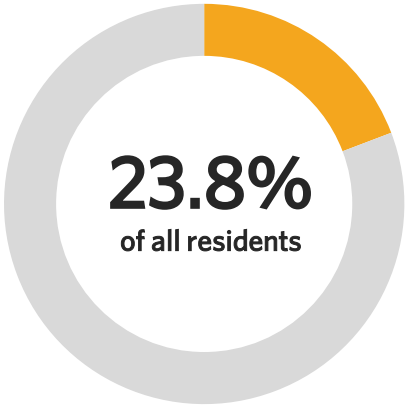


***Figure 49**: Percent of Chester County Residents under 18 yrs, 2015*

At various meetings, residents identified some of the assets available in the area for youth including sports and recreation, summer camps, summer employment programs, academies, youth councils, robotics, and kids to college to name a few, but noted that they were limited when compared to the growing need in the city. Furthermore, cooperation amongst providers is limited and infrequent at best, and many residents are unaware that these programs even exist.

The three central goals of the Youth Empowerment strategies are:

1) To quantify and understand the effectiveness of currently offered services and programs and to increase awareness to youth and parents at large;
2) To strengthen partnerships amongst providers and come to a consensus on optimal program delivery; and
3) work toward a consensus on establishing a multi-purpose community center in Coatesville.

Figure 50

"What hashtag would you like to see used to describe Coatesville 10 years from now? (from Feb 28, 2017 Youth Focus Group)

Figure 30

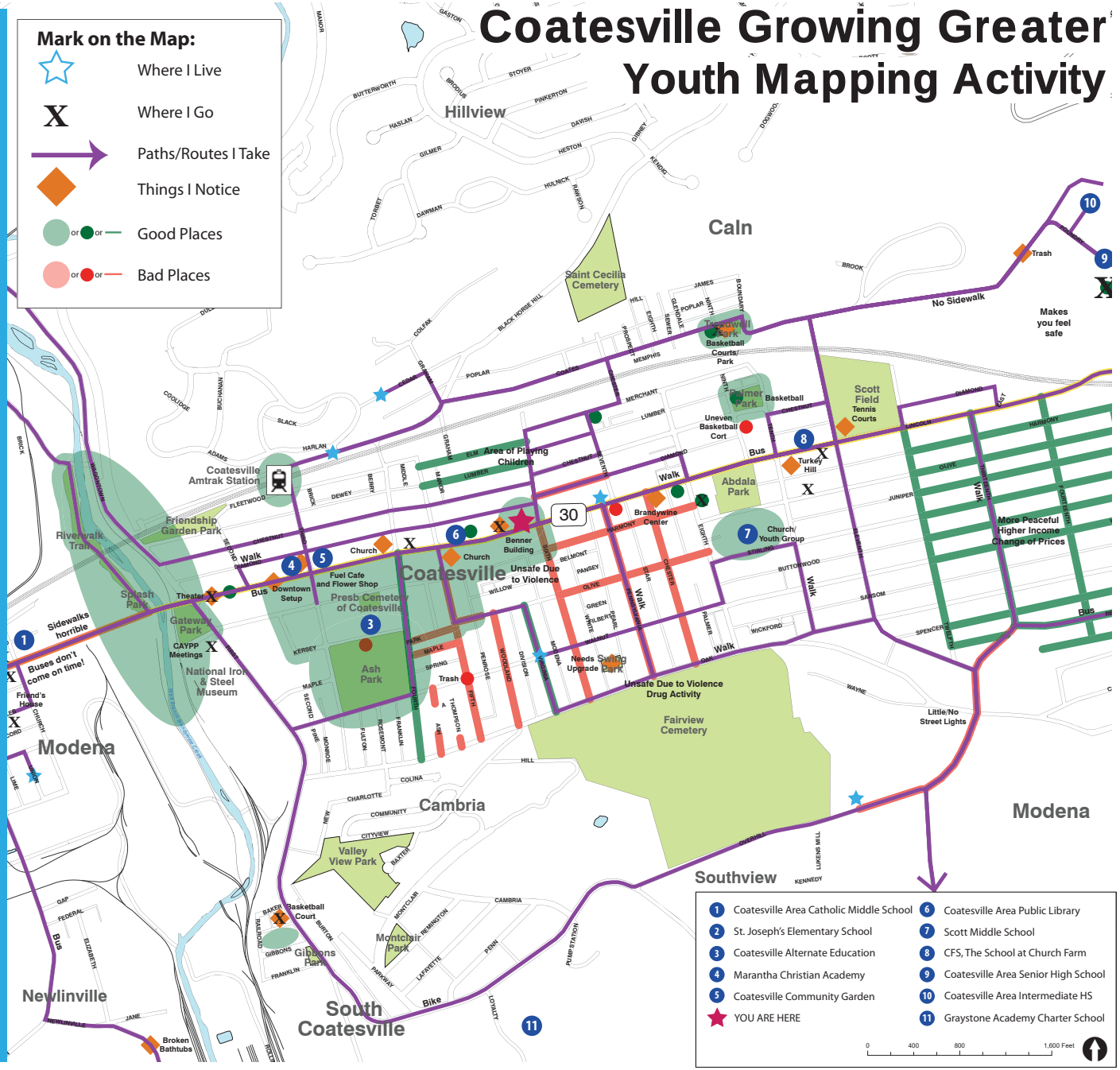
Figure 51

Coatesville Growing Greater Youth Mapping Activity

On February 28, 2017, a group of youths from the Coatesville area participated in a youth engagement activity as part of the planning process. The students were instructed to write down descriptions of their "good" and "bad" places – with "good" referring to their favorite places to go, hang out, where they feel safe, etc., while "bad" referring to places they do not want to go, where they feel unsafe, where there are poor conditions, etc.

Students cited open space and recreation offerings in Coatesville as their favorite and most used spaces. Except for references to the alleyways, most students did not specify areas in the community where they feel unsafe or are not allowed to go. Many recommended a community center, increased after school activities, and childcare as elements that would make Coatesville a better city.

The students were also asked to map elements of their neighborhood, including where they live, where they go, paths they take through the neighborhood, things they notice along the paths, good places, and bad places. A summary map of their responses is shown here. Areas of concern are shown in red on streets south of Lincoln Highway between Ash Park and Abdala Park. Positive are shown in green around the Splash Park/Riverwalk Trail/Gateway Park area, between Ash Park and downtown Coatesville, and around other open space areas and the train station. The blocks east of 12th Avenue were also identified as positive areas. The students noted areas where improvements are needed, including street lights on Overhill Street near Modena, upgrades for Swing Park, uneven basketball courts in Palmer Park, and no sidewalk on Coates Street heading to the Coatesville Area High School



Vision Statement

Coatesville is committed to inspiring and empowering its youth to become thought leaders, decision makers, and partners in building a vibrant city.

Revitalization Strategies

1. **Increase awareness amongst the community about youth related services in Coatesville.**

   The summer program guide that CYI publishes shows over 50 youth programs that are available for Coatesville's youth (**Appendix F**). This guide booklet is distributed to every elementary student (about 3,000 in total) in the Coatesville Area School District, and placed in various locations throughout the community. The information is also available on CYI's website and social media, and as a link on the websites of various community partners.

   Yet, there is sentiment in the community that there's nothing for young people to do in Coatesville.

   This strategy proposes CYI to take the lead role in compiling an in-depth roster of formal and informal youth programs operating in Coatesville, then creating marketing/promotional material for youth and parents to learn about what's available in Coatesville. This list will contain information on the providers, program locations, targeted age groups, and funding sources.

2. **Strengthen and expand existing partnerships and relationships among existing providers, expand existing quality services and launch new services to fill service gaps.**

   This strategy builds on the work completed above by determining utilization rates for the youth services/programs offered in Coatesville and working with the existing provider network to discuss what additional services are required to meet the demand (in terms of activity content, time of day, and cost). Major goals for this strategy are: 1) to build consensus among the numerous youth program providers that have operated for many years without significant collaboration and dialogue; 2) to adopt a shared vision for Coatesville's youth empowerment effort; and 3) to start discussing a collaborative strategy—working alongside the Coatesville Area School District—to fulfill jointly agreed objectives.

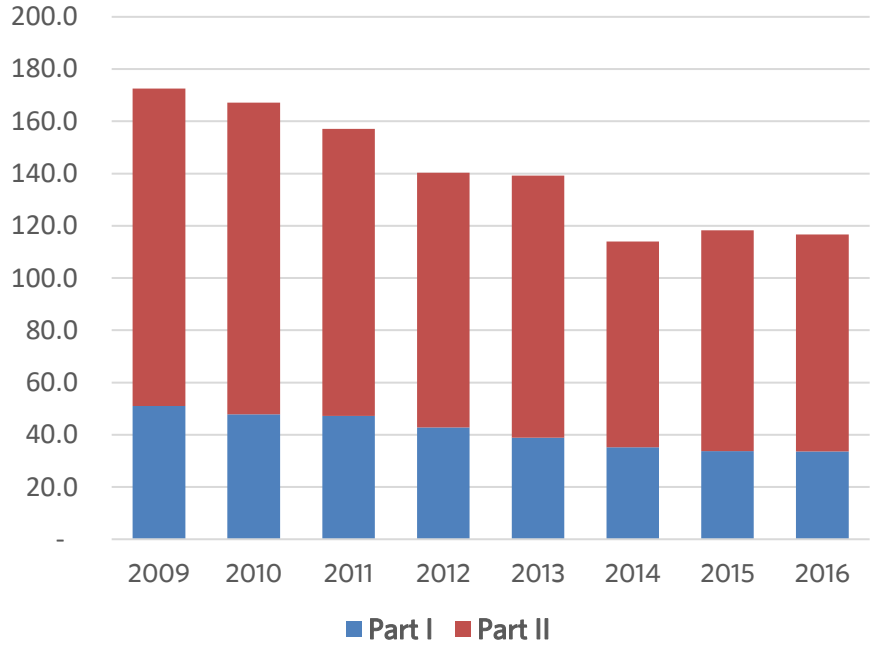
3. **Conduct a feasibility study for a community center in Coatesville.**

   The Youth Engagement Task Force and the Steering Committee embraced the idea that creating a community center could be an effective way to allow for existing organizations to collaborate, integrate, and provide a center of focus for new youth activity. The concept for this community center is a physical facility but some aspects of the operations may be virtual—meaning that activities could be online or at other locations. The end result would be a clearly definable youth service with multiple ways of accessing it and getting involved. The Youth Engagement Task Force decided to recommend conducting a feasibility study to create this community center.

STRATEGIES: 4. COMMUNITY SAFETY

According to Pennsylvania Uniform Crime Reporting System, City of Coatesville's known offense rate has been on a decline for several years. In 2009, there were 172.5 offenses per 1,000 residents (including 51 Part I offenses per 1,000 residents and 121.5 Part II offenses per 1,000 residents [2]). In 2016, there were 116.6 offenses per 1,000 residents (including 33.6 Part I offenses and 83.0 Part II offenses per 1,000 residents)(see **Figure 52**).

Figure 52: Coatesville Known Offenses Rate (per 1,000), 2009-2016

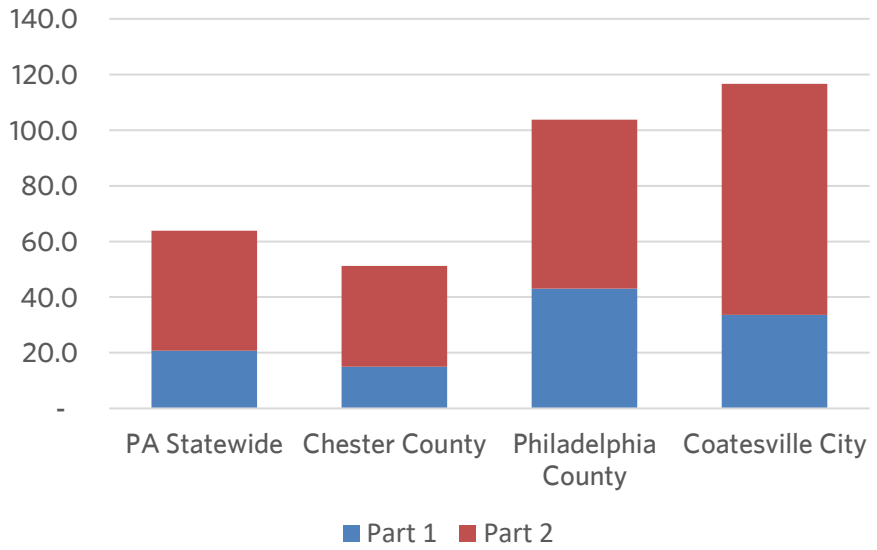


Source: Pennsylvania Uniform Crime Reporting System

Coatesville's crime incidence rate per 1,000 residents is more than twice the rate of Chester County's as a whole and higher than the City of Philadelphia's (see **Figure 53**).

[2] *Part I offenses are more serious category of crimes, including murder, rape, assault, etc. Part II offenses are less serious of the two, comprised of fraud, embezzlement, drug possession, drunkenness, etc.*

Figure 53: Comparison of Known Offenses Rate (per 1,000), 2009-2016



Source: Pennsylvania Uniform Crime Reporting System

The Resident Survey results indicated that nearly half of Study Area resident (45%) believe that the community is "*poor*" or "*very poor*" in terms of safety while only 27% believe it's "*good*" or "*very good.*" This sentiment was reinforced in public meetings and interviews as residents expressed concern over drug related crime and nuisance behaviors (such as loitering and loud noises at night).

Figure 54 shown on the following page is a map of showing the locations of survey respondents that indicated community safety is "*poor*" or "*very poor.*" **Figure 55** Page 42 shows the locations of reported crime superimposed on a map of poor building conditions. There seems to be some correlation between property vacancy and crime, but most of the crime in Coatesville is documented along Lincoln Highway and blocks just north and south.

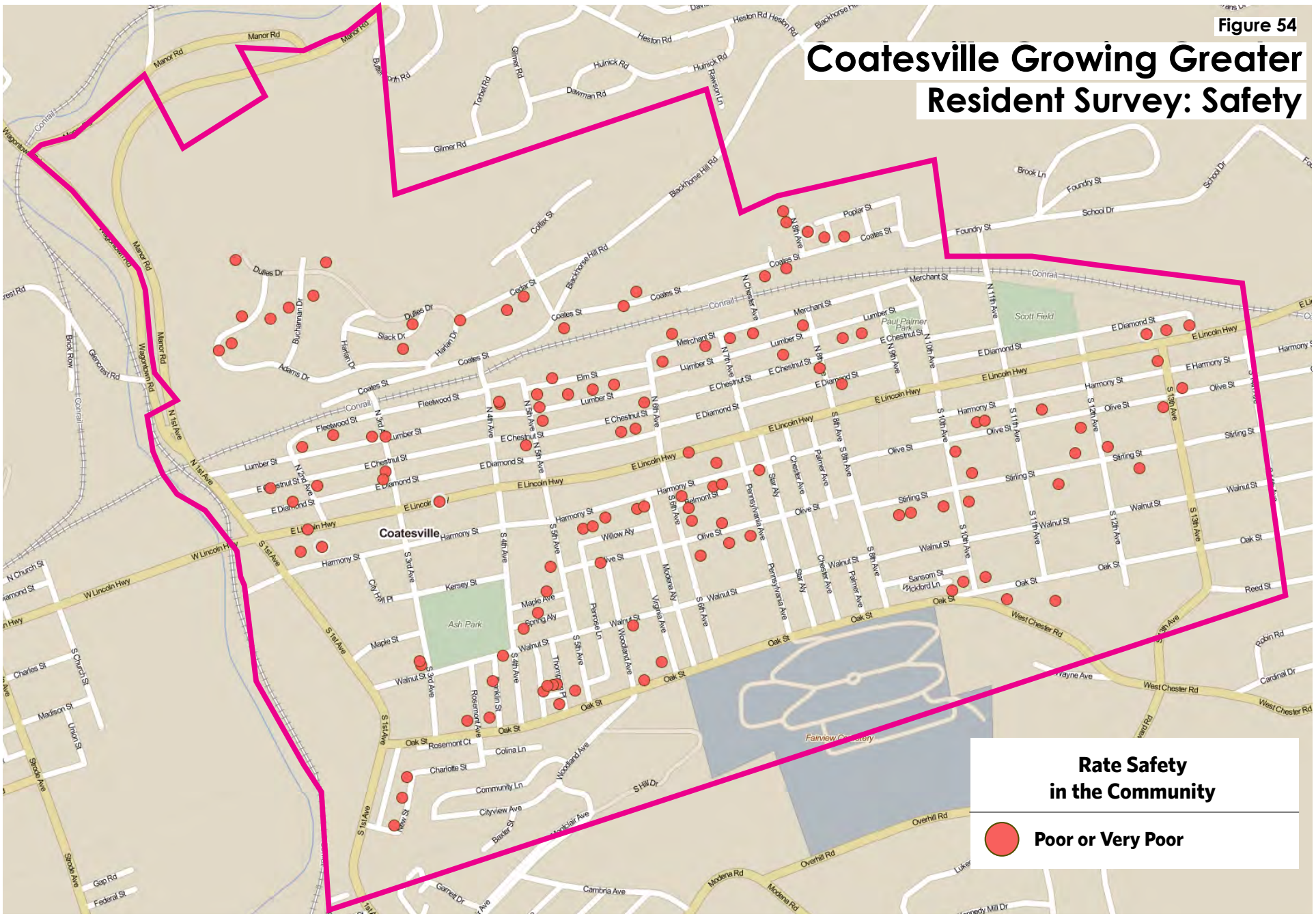


Figure 54
Coatesville Growing Greater
Resident Survey: Safety
Rate Safety
in the Community
Poor or Very Poor
Coatesville
Ash Park
Scott Field
Paul Palmer Park
Fairview Cemetery
Manor Rd
Conrail
E Lincoln Hwy
W Lincoln Hwy
Harmony St
Oak St
Walnut St
Olive St
Stirling St
E Diamond St
E Chestnut St
Lumber St
Merchant St
Coates St
Foundry St
School Dr
West Chester Rd
Overhill Rd
Modena Rd
Cambria Ave
Blackhorse Hill Rd
Heston Rd
Hulmick Rd
Glimer Rd
Dulles Dr
Fleetwood St
Elm St
Cedar St
Poplar St
Brook Ln
Reed St
Robin Rd
Cardinal Dr
Wayne Ave
Sansom St
Pickford Ln
Colina Ln
Community Ln
Cityview Ave
Charlotte St
Rosemont Ct
Rosemont Ave
Maple St
Maple Ave
Spring Aly
Willow Aly
Kersey St
City Hall Pl
Thomas Pl
Franklin St
Banks St
Woodland Ave
Modena Aly
Virginia Ave
Pennsylvania Ave
Star Aly
Chester Ave
Palmer Ave
Belmont St
Charles St
Madison St
Union St
Church St
Brick Row
Glencrest Rd
Strode Ave
Gap Rd
Federal St
Garnet Dr
Overhill Rd
S Hill Dr
Meadowlair Ave
Yeh St
Adams Dr
Buchanan Dr
Harlan Dr
Slack Dr
Coffax St
Cedar St
Trobet Rd
Dawman Rd
Hulmick Rd
Rawson Ln
Heston Rd
Blackhorse Hill Rd
Manor Rd
Wagontown Rd
N 1st Ave
S 1st Ave
N 2nd Ave
N 3rd Ave
N 4th Ave
N 5th Ave
N 6th Ave
N 7th Ave
N 8th Ave
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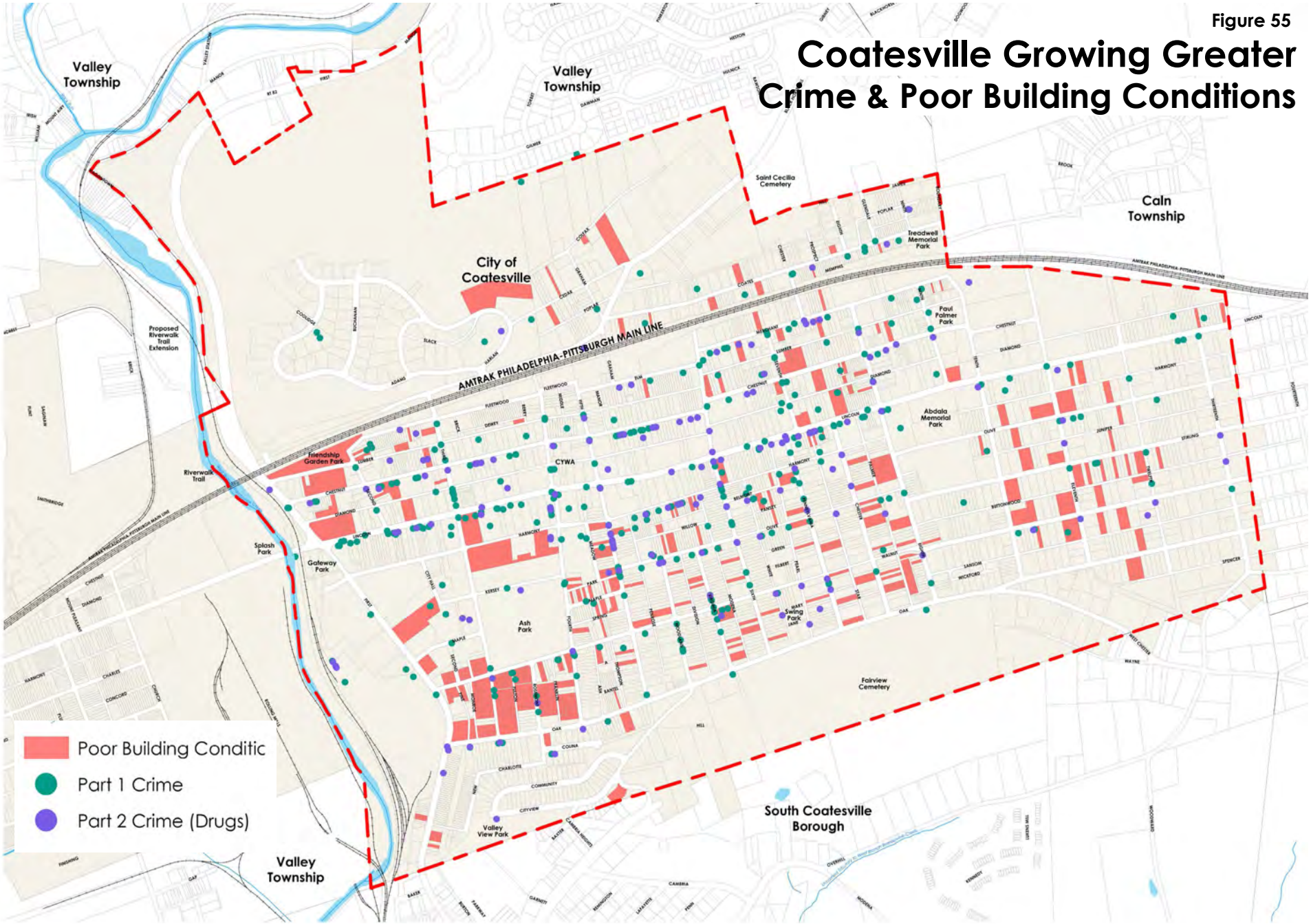
S 3rd Ave
S 4th Ave
S 5th Ave
S 6th Ave
S 8th Ave
S 10th Ave
S 11th Ave
S 12th Ave
S 13th Ave
N Chester Ave
E Harmony St
E N 9th Ave
E Chestnut St
E Diamond St
E Lincoln Hwy
Harmony St
Olive St
Stirling St
Walnut St
Oak St
Reed St
Robin Rd
Cardinal Dr
Wayne Ave
West Chester Rd

Figure 55

Coatesville Growing Greater
Crime & Poor Building Conditions



Vision Statement

Coatesville's neighborhoods are safe environments due to a strong partnership between residents, police, administration, and elected officials all working together to mitigate criminal and vagrant activity.

Revitalization Strategies

1. **Increase the number of eyes and ears that watch over the community.**

   Another key missing piece of the Coatesville community is a network of block watch groups. This strategy proposes to work with existing organizations, churches, and other groups to gauge interest in establishing a block watch network. A key participant will be a representative from the Coatesville Police Department who can serve as the communication liaison between the resident volunteers and the police department.

   Additionally, the possibility of launching a Coatesville Ambassador program will be investigated. The likely organization providing these services will be Block by Block, which is a turnkey operator for safety, cleaning, hospitality, and outreach services to downtown areas. Initial action steps include determining the potential service zones within the Study Area and obtaining a cost proposal from Block by Block. The cost proposal will then by evaluated by members of the proposed implementation collaborative and the community at large. If the proposal is favorably received by the community, the following steps are to secure grant funding for multi-year service.

2. **Increase community accountability for crime and nuisance behavior.**

   Throughout the planning process, residents expressed concern over poorly managed properties in the Study Area and the associated negative spillover effects. This strategy proposes to work with the City of Coatesville's Code Enforcement Department to limit negligent management practices from absentee landlords and to diligently enforce code violations. Working with the Coatesville Housing Association, this strategy proposes to encourage positive community involvement from all property owners, and provide the tools necessary to do so (e.g., tenant screening and proper maintenance tips, etc.)

3. **Promote positive relationships between police and residents.**

   Currently, Coatesville Police Department (CPD) is involved in a number of community engagement programs that are well received by the residents (including Coffee with the Chief, Shop with a Cop, etc.). Working alongside CPD, these opportunities for dialogue and communication between police officers and community residents will be increased.

   Additionally, the Community Safety Task Force discussed the idea of expanding coverage areas for surveillance cameras and assisting the CPD to secure funding to install *ShotSpotter*, which is a state-of-the-art gunfire locator system that many urban communities have deployed in their battle against gun violence.

4. **Help maintain a public environment that deters illicit activity and ensure resident safety.**

   This strategy involves regularly scheduled community beautification events—such as cleaning, gardening, graffiti removal, etc.—at key publicly visible locations/properties. Additionally, members of the proposed implementation collaborative will work with city officials to 1) identify areas within the Study Area in need of additional lighting and fresh roadway marking and 2) work with the City to allocate funding for additional street lighting and fresh streetscaping.

Appendix A

Implementation Matrices

Organizational Capacity of Lead Agency

The success of any business or organization lies in its human capital. Finding and developing human capital is especially critical in a global economy. CCEDC/CCEDF create human capital by addressing the workforce and economic development needs of both its industry and community partners in the region.

A key focus of CCEDF has been collaborating with the Chester County Workforce Development Board, and numerous other organizations, on the development and ongoing implementation of five industry partnerships (IPs) to serve workers and businesses in Chester County and the region. These IPs bring together business, education, economic development, and industry associations, around the common purpose of improving the competitiveness of a cluster of companies from the same economic sector, focusing primarily on development of their workforces. CCEDC and its sister organization CCEDF have a long history of working in the City of Coatesville. In addition, CCEDC staff have collaborated with the Western Chester County Chamber of Commerce on community building, business development and planning initiatives, continuing its active role in the community.

CCEDC/CCEDF has supported projects and activities that can begin the transition to a stronger economy with benefits for residents, youth, and local stakeholders. Efforts to educate developers and businesses of the potential benefits by investing in the city is an ongoing focus for CCEDC/CCEDF. Two examples illustrate the CCEDC/CCEDF role:

- CCEDC/CCEDF, under contract with the Chester County Department of Community Development, played a significant role in the process of moving a new train station serving downtown closer to reality. A new train station will make it easier to attract new residents, transportation relief for non-drivers, economic investment opportunities for local companies, and job opportunities resulting from the train connection from Harrisburg to Philadelphia.

- CCEDC/CCEDF have also worked to support the DPG Gateway development project at the intersection of business Route 30 and Route 82 in the heart of downtown Coatesville, supporting their efforts in a state grant application to begin the environmental assessment and remediation and the demolition needed to bring new businesses to the center of city. This project will be a true mixed-use opportunity providing of new retail, commercial and residential space, creating jobs and bring needed services to downtown Coatesville.

A critical next step for the City of Coatesville is to ensure that the residents understand how these new projects may impact them and have an opportunity to have a voice in the process. The Coatesville Growing Greater plan will provide the roadmap to energize the residents in the future of their city.

Implementation Partners

As described in the Resident Engagement section of this report, the proposed implementation collaborative—staffed by new and existing members from CCEDF, CAPP, 2nd Century Alliance, and the City of Coatesville—will manage the overall implementation of the Coatesville Growing Greater initiatives. At the outset, immediately upon reaching an agreement of roles and responsibilities of each organization, a new coordinator will be hired as the point person for neighborhood revitalization efforts.

In addition to CCEDF, CAPP, 2nd Century Alliance, and the City of Coatesville, there are two dozen community partners that will help the proposed collaborative implement the revitalization strategies. Previously, these organizations operated independently and without significant collaboration, which resulted in a fragmented and disjointed—and sometimes overlapping—delivery of programs and services to Study Area residents. The Coatesville Growing Greater planning process has served to bring these groups together, with some groups emerging as potential funding partners, while most others expressing desire to serve as implementation partners.

These organizations include, but are not limited to:

- Brandywine Health Foundation (BHF)

- Coatesville Area School District (CASD)
- Chester County CareerLink
- Chester County Economic Development Council (CCEDC)
- Chester County Department of Community Development (DCD)
- Chester County District Attorney's Office (DA)
- Chester County Planning Commission
- Chester County Probation & Parole Department (Parole Dept)
- Chester County Workforce Development Board (WDB)
- Chester and Delaware County SCORE (SCORE)
- Coatesville City Council Ward Representatives (Ward Reps)
- Coatesville City Council (City Council)
- Coatesville Code Enforcement (Code Enforcement)
- Coatesville Housing Association (CHA)
- Coatesville Police Department (CPD)
- Coatesville.Today, Brandywine Heath Foundation
- Coatesville Veterans Affairs Medical Center (VA Medical Center)
- Coatesville Youth Initiative (CYI)
- Housing Authority of Chester County (HACC)
- Kutztown U. Small Business Development Center (Kutztown SBDC)
- Natural Lands Trust (NLT)
- Neighborhood Churches
- Suburban West Realtors Assoc. (SWRA)
- Western Chester County Chamber of Commerce (WCCCC)
- Transportation Management Association of Chester County (TMACC)

All of these partnering organizations have been involved in the planning process, either through stakeholder interviews, focus groups discussions, task force meetings, or phone/email communication specifically about the Coatesville Growing Greater initiative.

RESIDENT ENGAGEMENT - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
1. Create a Neighborhood Coordinator position to serve as a point person for neighborhood revitalization strategies.						
1.1 - Produce job description, advertise the position, interview candidates, and decide among selected finalists.		CCEDF	CAPP, 2nd Century Alliance	Year 1	$70,000/ year	To be identified
2 Plan positive/festive events to bring Coatesville residents together.						
2.1 - Program small-scale, neighborhood festivals and mini-parades.	- Recruit residents, merchants and civic groups to plan and coordinate an equitable distribution of events. Recruit, engage, and empower one new resident from each of the sub areas to serve on the Parks and Recreation committee.	City of Coatesville	NLT	Year 1	$5,000/ year	Local businesses
2.2 - Sponsor family-oriented, block-level competitions.	- Ideas include: beautification projects (greening and environmental improvements, murals, yard ornamentations); decorative porch lighting; street banners; and etc. Identify two sub-area leaders to coordinate and collaborate with other sub-areas and Parks & Recreation committee. - Engage budding/aspiring artists from the neighborhood and team-up with practicing artists/art students as mentors. Collaborate with existing art programs.	CAPP, 2nd Century Alliance	CPD, Neighborhood Churches	Year 2	$2,000/ year	To be identified
3 Provide effective communication and marketing of existing programs/services.						
3.1 - Develop and maintain a community calendar/bulletin board (the proposed Coatesville.Today or similar publication) to promote existing resources and publicize events.	- Utilizing the community bulletin, promote existing resources, and how they can and have improved lives (e.g., testimonials from a representative sample of beneficiaries). Monitor social media growth/engagement, and number of organizations posting special events.	BHF, Coatesville.Today	CAPP, 2nd Century Alliance, CYI, City of Coatesville	Year 1	$10,000	CCEDF
3.2 - Sponsor Public Service Announcements (PSAs) that include statistics and stories that illustrate program success.	- Capitalize on Community Access Channel to run the PSAs. Establish monthly editorial calendar to include the "Best of The Ville" for consistency in communications.	City of Coatesville, CAPP	Coatesville.Today, CASD	Year 2	Staff Time Only	City of Coatesville
4 Establish neighborhood associations.						
4.1 - Identify block level leadership in different parts of the Study Area.	- Meet with existing organizations, churches, and other groups to identify key community influencers. Host bi-annual town hall meetings in each sub-area continuously engaging more residents and cultivating leadership positions. - Replicating the On the Table model of the Chicago Community Trust, encourage community leaders to host quarterly small group conversations with their neighbors and friends about neighborhood needs and how they can be involved to advance the goals and action strategies developed herein.	2nd Century Alliance	Neighborhood Churches	Year 1	$10,000	To be identified
4.2 - Organize the clusters of block groups into neighborhood associations.	- Identify leadership teams and budgetary requirements for each association. Establish formal leadership structure in one neighborhood sub-area each year. - Identify grants and other sources of funds to support neighborhood association level initiatives. Apply for County grants annually to support the desires of each neighborhood association. - Assist groups obtain 501(c)(3) designation from the IRS.	CAPP, 2nd Century Alliance	Ward Reps	Year 3	$90,000	To be identified

5 Expand homeownership opportunities for Coatesville residents.

5.1 - Fuel a marketing campaign promoting Coatesville to prospective homebuyers living in Coatestille now and those renting elsewhere.	- Create and implement a "city savvy" realtors program where local real estate agents are educated in specific city issues and how to overcome negative comments from clients. Develop publications and collateral to support the branding concept.	CAPP	DCD, SWRA, WCCCC, CASD	Year 2	$10,000	To be identified
5.2 - Provide financial literacy/counseling tools to Study Area residents.	- Collaborate with existing organizations providing counseling focused on budgeting, money management, and credit repair. Identify all existing programs and host quarterly resident educational workshops. - Offer Home Buyers Workshops on a regular basis. Include in quarterly workshops. Strive for a minimum of twenty residents per workshop.	CAPP	DCD	Year 2	Staff Time Only	2nd Century Alliance
5.3 - Create/expand/use existing financial incentives (subsidized mortgage rates, tax abatements for acquisition/rehabilitation, etc.) and target strategic blocks/block-groups for “homesteading”.	- Inventory all existing programs available and identify overlap and gaps. Coordinate marketing effort with County Department of Community Development. Work with one target block group per year.	DCD	2nd Century Alliance, City of Coatesville	Year 3	$150,000	DCD
5.4 - Work with the Coatesville Housing Association to develop creative rent to own programs.	- Explore five best-practic models for rent-to-own. Request CHA leadership to review models and market top choice to their membership. Strive to increase homeownership by 20% in ten years.	DCD, 2nd Century Alliance	CHA	Year 5	Staff Time Only	DCD

RESIDENT ENGAGEMENT - OUTPUTS

Strategies	Outputs	Outcomes/Metrics
1. Create a Neighborhood Coordinator position to serve as a point person for neighborhood revitalization strategies.		
1.1 - Produce job description, advertise the position, interview candidates, and decide among selected finalists.	- Memorandum of understanding between collaborative partners on employment relationship. - Job Description. - Advertise/Promote position. - Hire/Train/Set Up.	**Outcome** - Community confidence in effectiveness of WFRF Implementation and hope for the future. Metrics - Resources to secure staff person for five years.
2 Plan positive/festive events to bring Coatesville residents together.		
2.1 - Program small-scale, neighborhood festivals and mini-parades.	- Comprehensive listing of existing annual events, coordinators, audience, locations. - Identification of gaps in calendar or geography. - Increased promotion of existing events to improve attendance and resident engagement. - One new special event per year in each zone of the target neighborhood.	**Outcome** - Residents become more engaged and connected to their neighbors. - Resident volunteers are recruited to assist with planning and execution of events. **Metrics** - Number of existing events, number of additional events, event attendance
2.2 - Sponsor family-oriented, block-level competitions.	- Expansion of National Night Out program. - Establish neighborhood Church Challenge empowering churches to host block parties.	Outcome - Community police and elected officials further engage with residents at the block level. - Churches become more familiar to residents in their immediate area and act as an anchor in their neighborhoods. Metrics - Number of existing events, number of additional events, event attendance, neighbor satisfaction surveys.
3 Provide effective communication and marketing of existing programs/services.		
3.1 - Develop and maintain a community calendar/bulletin board (the proposed Coatesville.Today or similar publication) to promote existing resources and publicize events.	- Coatesville Today events calendar is the online resource for all special events in the City. - All City/City Council Social Media point to the comprehensive event calendar. - Community Coordinator survey residents for optimal channel of information/communication. -Strategy developed to reach most residents –churches, bodegas, library.	Outcome - Coatesville Today is seen as the go-to repository for event information in the City. - Residents not online will receive tailored forms of communication. Metrics - Number of residents subscribers to Coatesville Today/views of community calendar, event attendance.
3.2 - Sponsor Public Service Announcements (PSAs) that include statistics and stories that illustrate program success.	- City Council regular agenda item: upcoming community event announcement. - City Parks and Recreation Commission has a member assigned to and is connected to Channel 66 community billboard to ensure each event is publicized. - Community Coordinator ensures all neighborhood events are on Coatesville Today.	**Outcome** - Residents can count on accurate and current information through multiple channels. **Metrics** - Event attendance, attendee surveys.

4 Establish neighborhood associations.

4.1 - Identify block level leadership in different parts of the Study Area.	- Zone-specific town-hall meetings each month beginning. - All key stakeholders in zone attend town hall meetings – churches, police, businesses, institutions, non-profits, etc. - Leadership encouraged at the block group level through volunteer opportunities and special events.	**Outcome** - Regular meetings provide opportunity for neighbors to meet neighbors, and share ideas and vision for the future of their neighborhoods. **Metrics** - number of meetings held, meeting attendance numbers.
4.2 - Organize the clusters of block groups into neighborhood associations.	- Consistently recurring block group meetings lead to established formalization of neighborhood associations. - Establish formal committee structure within each block group. - Future visions, goals, budgets established by residents with assistance from Community Coordinator.	Outcome - Residents feel more ownership and empowerment over the future of their respective neighborhoods. - Associations/groups/regular meetings provide a channel for communication of relevant information on projects and programs. Metrics - Block group leaders established, budgets/goals set, meeting attendance.

5 Establish neighborhood associations.

5.1 - Fuel a marketing campaign promoting Coatesville to prospective homebuyers living in Coatestille now and those renting elsewhere.	- Connections made with regional realtors to collaborate on the development of a promotional campaign. - Establish a “city-savvy” program for realtors providing tools for them to market the City in a positive light. Marketing and branding campaign developed and implemented.	**Outcome** - Realtors become ambassadors for homeownership in the City with a better understanding and appreciation for the assets in the community. **Metrics** - Number of realtors engaged in formal program with ongoing
5.2 - Provide financial literacy/counseling tools to Study Area residents.	- An inventory of all providers of literacy services. - Comprehensive resource guide prepared for delivery through churches, neighborhood groups, etc. - Quarterly introductory events “learn more” hosted at Coatesville Library. - Serial Home Ownership classes held bi-annually.	**Outcome** - Residents educated and engaged in taking control of their own financial future. **Metrics** - Number of workshops/classes, program attendance.
5.3 - Create/expand/use existing financial incentives (subsidized mortgage rates, tax abatements for acquisition/rehabilitation, etc.) and target strategic blocks/block-groups for “homesteading”.	- Identification of all existing home ownership/down-payment assistance, closing cost assistance programs. - Comprehensive resource guide prepared for deliver through churches, neighborhood groups, etc. - Expansion of LERTA program to residential neighborhoods throughout the target area. - Promotion/Marketing of LERTA abatement program et al to realtors and residents in the region.	Outcome - Rental resident informed about the possibilities of home ownership. Regional residents thinking differently about living in the City. - Millennials being introduced to opportunities otherwise unavailable in Chester County. Metrics - Rent/Own ratios, number of program participants.
5.4 - Work with the Coatesville Housing Association to develop creative rent to own programs.	- Identification of existing informal programs for modeling. - Coatesville Housing Association membership willing to entertain discussions about creative rent-to-own programs. - Select two/three willing landlords to test sample program. - Evaluate results/refine.	**Outcome** - Increase in homeownership, better relationship with CHA, landowners see new value in more owners in the community. **Metrics** - Rent/own ratios, number of program participants.

JOBS/ECONOMIC OPP - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
1 Develop understanding of and respect for behaviors necessary for effective workforce experience.						
1.1 - Enhance Coatesville Youth Initiative's ServiceCorps program to handle more youth participants and expand the array of job experiences.	- Add 10 to 15 ServiceCorps slots to the current 40. Add staff position to supervise expanded numbers of participating youth. Collaborate with local foundations encourage funding support for added positions.	CYI	WDB	Year 2	$70,000/ year	To be identified
1.2 - Work with chronically unemployed and returning citizens to upgrade "soft skills" behaviors.	- Supplement current "soft skills" development training for returning citizens with post-release coaching. Where appropriate, include entreprenuership training both pre- and post-release. Implement a quarterly workshop entitled "how to succeed" to deliver soft skills education. Collaborate with local employers to bundle soft skills in their technical training programs. More intensively research Operation New Hope model in Jacksonville, FL;	DCD, Parole Department	CAPP, Neighborhood Churches, VA Medical Center	Year 3	$40,000	To be identified
2 Address difficulty with commuting to work by mass transit. Investigate the feasibility of other approaches to supplement existing services.						
2.1 - Increase work access for Coatesville residents to nearby employers by expanding available public transportation service beyond the current routes/times of service of the Coatesville Link bus service.	- Collaborate with neighboring municipalities on a multi-municipal economic development strategy that includes public transportation as a component.	Chester County Planning Commision	CAPP	Year 1	$40,000	—
	- Initiate Coatesville home-to-work "Ride Hailing" (structured Uber) service to access more remote employment sites (off the current routes of Coatesville Link); late shifts; emergency needs; etc.	TMACC	CAPP	Year 4	$10,000	Participating Businesses, Bus Fares, Private Grants
3 Support local entrepreneurs to start and maintain new businesses.						
3.1 - Effectively coordinate the delivery of available entrepreneurship support services to Coatesville resident/entrepreneurs.	- Expand accessible entrepreneurship training classes and technical assistance in Coatesville. Conduct two business support classes per year for existing small businesses. Conduct two start-up class series for budding entrepreneurs annually. Source insurance/law/banks to sponsor programming.	Chester County CareerLink, Kutztown SBDC	2nd Century Alliance	Year 2	$40,000	—
	- Use "Ride Hailing" effort to create a full-time Uber business for a Coatesville resident.	TMACC	2nd Century Alliance	Year 4	Staff Time Only	—

JOBS/ECONOMIC OPP - OUTPUTS

Strategies	Outputs	Outcomes/Metrics
1 Develop understanding of and respect for behaviors necessary for effective workforce experience.		
1.1 - Enhance Coatesville Youth Initiative's ServiceCorps program to handle more youth participants and expand the array of job experiences.	- Connections made with more corporate partners. - Added sponsors and financial support to serve more youth. - Additional youth receiving quality life skills training and mentoring.	Outcome - Commercial and corporate connections to community revitalization efforts. - Expansion of existing successful programs. - Youth exposed to career paths and soft skills training. Metrics - Number of youth placed. - Number of additional corporate partners. - Number of additional youth served.
1.2 Work with chronically unemployed and returning citizens to upgrate "soft skills" behaviors.	- Inventory of existing programs, clients, and locations. - Deeper connection with VA Hospital and the Parole Office. - Soft skills training programs created and delivered through existing providers. - Overlay of placement connections with local companies and corporations.	Outcome - Cohesion among providers. - Less vagrancy. - Stronger connections between County and State programs and the community that needs them. - Regular and consistent communication and collaboration among providers Metrics - Number of existing programs and clientele. - Number of placement connections made. - Length of job sustainability.
2 Address difficulty with commuting to work by mass transit. Investigate the feasibility of other approaches to supplement existing services.		
2.1 - Increase work access for Coatesville residents to nearby employers by expanding available public transportation service beyond the current routes/times of service of the Coatesville Link bus service.	- Clear understanding of existing services - timing/stops in and around the City. - Regular and consistent shuttles to key employment centers. - Funding secured to underwrite additional routes/stops. - Construction of bus stops at key locations on Lincoln Highway.	**Outcome** - Consistent, reliable, and predictable transportation to local job centers. - Connecting more workers with stable employment. **Metrics** - Number of routes, times added. - Ridership/usage. - Public/private financial support.
3 Support local entrepreneurs to start and maintain new businesses.		
3.1 - Effectively coordinate the delivery of available entrepreneurship support services to Coatesville resident/entrepreneurs.	- Creation of a task force comprised of providers; Chamber, SBDC, SCORE, etc. - Establish a one-stop shop for delivery of all programs and service; ie: Library/CoShare. - Expanded marketing of existing programs. - Creation of added classes/curriculums. - Corporate sponsors to underwrite classes for startup and existing businesses.	Outcome - Cohesion among providers. - Consistent and efficient delivery of start up support. - Expanded support for existing businesses. Metrics - Local sponsorships for classes and programs. - Number of classes/series held. - Number of graduates. - Number of businesses started.

YOUTH- MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
1 Increase awareness amongst the community about youth related services in Coatesville.						
1.1 - Compile a complete listing of formal and informal youth programs.	- Develop and conduct a survey. Inventory comprehensive list with contact data of all available	CYI	CAPP	Year 1	Staff Time Only	CYI
	- Review exisiting compilations of youth programs. Understand geography, age, demographics of program participants.					
	- Collect exisitng literature, internet and socials media promotional materials. Strive to cull materials from at least 60% of programs including websites and Facebook promtional information.					
	- Compile updated list of youth service organizations. Establish a listing of providers with complete contact information.					
1.2 - Create a promotional program for youth and parents regarding available youth activity and identify media partners.	- Create a committee to develop marketing and public outreach materials. Recruit representatives from five program providers in addition to two marketing and communications professionals. Survey all existing providers for input on planned marketing strategies.	CAPP	CYI	Year 2	$20,000	To be identified
	- Pilot test the materials with a select group of parents and students. Coordinate test market with churches, schools, programs.					
	- Create a budget for the program. Identify key promotional and communication channels and associated costs. Partner with local companies to design, print, and distribute at discounted rates. Establish sustainable annual budget and source grant funding.					
	- Establish sustainable annual budget and source grands and inkind support to fund the program.					
2 Strengthen and expand existing partnerships and relationships among existing providers, expand existing quality services and launch new services to fill service gaps.						
2.1 - Determine from the youth survey compilation what services exist and their utilization rates.	- Use compilation developed in 1.1 and determine utilization rates. Obtain program usage rates from at least 60% of the providers.	CYI, CAPP	2nd Century Alliance	Year 3	Staff Time Only	CYI
2.2 - Determine what additional services are required to meet the demand in terms of activity content, time of day, and cost.	- Program planning. Review all programs and identify gaps and redundancies.	CYI, CAPP	2nd Century Alliance	Year 4	Staff Time Only	To be identified
2.3 - Convene formal and informal programs and discuss collaboration on existing programs and partnerships to develop and operate new programs.	- Establish informal MOU to strengthen youth programming. Achieve adoption from 50% of program providers.	CYI, CAPP	2nd Century Alliance	Year 4	Staff Time Only	To be identified
2.4 - Identify funding for program expansion and to fill programming gaps.	Explore grant opportunities at County, State, and Federal levels. Once new programs are developed, make application for funding support.	CYI, CAPP	2nd Century Alliance	Year 4	$10,000	To be identified
3 Conduct a feasibility study for a community center in Coatesville.						
3.1 - Create a committee to oversee feasibility study.	- Prepare an RFP and hire a consultant to study feasibility. Strategically identify eight to twelve committee members to serve. Include representatives from all age/geographic/demographic groups.	CYI, CAPP	City of Coatesvile, BHF	Year 5	$40,000	To be identified
3.2 - Review recommendations from the feasiblity study and select a model best suited for Coatesville.	- Consistently include residents and City Administration in the process.					
3.3 - Present community center proposal to the community and start raising funds.	- Create a proposal and budget for the community center.					

YOUTH- OUTPUTS

Strategies	Outputs	Outcomes/Metrics
1 Increase awareness amongst the community about youth related services in Coatesville.		
1.1 - Compile a complete listing of formal and informal youth programs.	- Standardized language for a public call for all programs benefitting the youth of Coatesville. - Compilation of all existing programs, providers, locations, audiences, funding sources. - Records of program attendance and utilization rates.	**Outcome** - Comprehensive understanding of reality in regards to what is being offered to the youth of Coatesville and use thereof. - Understanding of gaps in geography, time of day, ages served, etc. **Metrics** - Number of programs serving Coatesville youth. - Numbers of youth using these programs.
1.2 - Create a promotional program for youth and parents regarding available youth activity and identify media partners.	- Establishment of a marketing committee charged with promotion of all programs. - Marketing plan to reach Coatesville youth and parents. - Development and creation of collateral. - Identification of outlets/channels/distribution. - Identification of revenue sources to support and sustain the marketing program.	**Outcome** - Enhanced communication promoting existing programs. - Increased delivery of programs to underserved youth. -Community realization that there are indeed programs for the youth in the City. **Metrics** - Collateral created/distributed. - Numbers of youth engaging in existing programs. - Survey results of parent awareness.
2 Strengthen and expand existing partnerships and relationships among existing providers, expand existing quality services and launch new services to fill service gaps.		
2.1 - Determine from the youth survey compilation what services exist and their utilization rates.	- Precise knowledge of what programs are being efficiently delivered and those that are underutilized. - Exhaustive listing of existing programs. - Evaluation of fees charged for programs. - Clear understanding of gaps relating to time of day/time of year/age groups/geography/etc.	**Outcomes:** - Comprehensive understanding of what exists and what doesn't. - Knowledge of funding sources for each program will unearth duplication or dilution of community resources. **Metrics** - Number of programs serving Coatesville youth. - Numbers of youth using these programs.
2.2 - Determine what additional services are required to meet the demand in terms of activity content, time of day, and cost. 2.3 - Convene formal and informal programs and discuss collaboration on existing programs and partnerships to develop and operate new programs.	- Memorandum of understanding to strengthen youth programs. - Pledged/signed by all providers to overcome turf wars. - New programs developed and implemented to address gaps in programs.	**Outcomes:** - Collective understanding among providers of other programs that exist. - More efficient delivery of programming throughout the community. - Less dilution of resources and services. **Metrics** - Number of program facilitators attending meetings. - Number of partnerships created between and among providers. - Gaps identified and filled

2.4 - Identify funding for program expansion and to fill programming gaps.	- Establishment of an overall fundraising strategy for youth programming in the City. - Communication strategy to source grants and philanthropic donations. - Identification of leadership team to solicit financial support.	**Outcomes:** - More efficient use of donor dollars. - Meaningful connections between donors and programs. **Metrics** - Number of programs funded. - Dollars dedicated to programs. - Grants sourced/received. - Programs combined to deliver services and utilize financial resources more efficiently.

3 Conduct a feasibility study for a community center in Coatesville.

3.1 - Create a committee to oversee feasibility study. 3.2 - Review recommendations from the feasibility study and select a model best suited for Coatesville. 3.3 - Present community center proposal to the community and start raising funds.	- Meeting roster/attendance reports. - Preliminary Needs Assessment. - Request for Proposals for Consultant. - Feasibility study conducted. - Determination of if/when/where.	**Outcomes:** - Further collaboration amongst providers. - Additional community project potential engages more stakeholders. - Ultimately potential for a one-stop shop for program delivery in the city of Coatesville

COMMUNITY SAFETY- MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
1 Increase the number of eyes and ears that watch over the community.						
1.1 - Initiate a network of block watch groups.	- Meet with the Coatesville Police Department to discuss the concept and obtain feedback. Recruit a police officer to serve on the planning committee.	CAPP	CPD, City Council	Year 2	$30,000	DA's Office, State and Federal Grants
	- Meet with existing organizations, churches, and other groups to gauge interest in participating. Engage a minimum of one church in each sub-area.					
	- Form a planning committee to discuss needs and challenges. Implement best model of choice and conduct monthly meetings to recruit a minimum of ten neighbors from each sub area to engage, train, support. Work with PD to identify at least three alternative models and best practices in other communities.					
	- Publicize and hold the initial general meeting that's open to the public. Communicate the establish purposes of the program and invite volunteers.					
	- Launch the program. Invite media coverage. Promote program success with monthly progress reports, citizen recognition through social media shares and media coverage.					
1.2 - Investigate the feasibility of launching the Coatesville Ambassadors program.	- Explore other community models and options, evaluate geographic and programmatic options, source funding opportunities to support a sustainable program.	2nd Century Alliance	CPD	Year 2	Staff Time Only	To be identified
	- Evaluate cost proposals from turnkey operators and reach community buy-in for the service.	2nd Century Alliance	CPD	Year 3	Staff Time Only	To be identified
2 Increase community accountability for crime and nuisance behavior.						
2.1 - Hold negligent landlords accountable and enforce existing nuisance property laws.	- Identify problem rental properties and monitor illegal activity, drugs, excessive noise, and other nuisance behaviors. Identify a listing of the top 50 most challenging properties in the target area.	2nd Century Alliance	Code Enforcement, HACC, CHA	Year 1	$25,000	To be identified
	- Work with Coatesville Code Enforcement officials to enforce violations on property maintenance and nuisance laws. Focus on one problem landlord per month.					
	- Monitor tenant abuse by landlords, particularly retaliation for reporting code violations. Create landlord report cards and regularly survey tenants reporting violations.					
2.2 - Encourage positive community involvement from all property owners.	- Provide training and technical support to landlords (e.g., tenant screening and proper maintenance of their properties). Provide tools and technical support through two training sessions per year to the CHA members.	CHA	DCD	Year 2	$25,000	To be identified

3 Promote positive relationships between police and residents.

3.1 Increase opportunities for dialogue and communication.	- Publicize Coffee with the Chief, Shop with a Cop, and other opportunities for the police to interact with residents. Increase social media promotion and engagement by 20% annually and pitch quarterly stories to media outlets. Host "National Night Out" in neighborhoods throughout the study area.	CPD	2nd Century Alliance	Year 1	Staff Time Only	Coatesville Police
	- Investigate the feasibility and the community interest in expanding the Ride Along program. Collaborate with CYI to encourage youth participation in program, monitor number of ride-along activities.					
	- Regularly communicate crime incident reports and community safety bulletins. Establish a monthly communication from Police Chief in shared communication networks.	CPD	BHF, 2nd Century Alliance	Year 2	Staff Time Only	Coatesville Police
3.2 Initiate cooperative fundraising campaign for enhanced policing technology.	- Determine inventory of surveillance cameras currently deployed in the Study Area. Work with the City and the Police Department to secure state/federal and private funding to install additional cameras. Identify study area subsections and inventory needs.	CPD	2nd Century Alliance	Year 2	$150,000/ Year	DA's Office, State and Federal Grants
	- Work with the Police Department to secure funding to acquire latest policing technology (i.e. ShotsSpotter system). Apply for a minimum of two funding opportunities per year. Meet with two large companies and two local philanthropists per year to encourage public/private partnerships.	CPD	—	Year 3	To be determined	DA's Office, State and Federal Grants

4 Help maintain a public environment that deters illicit activity and ensure resident safety.

4.1 - Help maintain a clean and safe public realm.	- Identify highly visible but neglected properties that have attracted crime and nuisance activities(see section 2.1). Identify 50 top trouble properties and focus on one negligent property per month.	City of Coatesville, 2nd Century Alliance	CPD, CYI	Year 1	Staff Time Only	To be identified
	- Using existing social networks and organizational connections, initiate regularly scheduled community beautification events. Host two city-wide cleanups per year in conjuction with Keep PA Beautiful.					
4.2 - Investigate the feasibility of installing additional street lighting and roadway marking (i.e., pedestrian crosswalks, centerlines, etc.).	- Identify areas with the Study Area in need of additional lighting and fresh roadway marking. In conjunction with section 3.2, inventory street lights and other streetscape ammenities on same schedule. Source grant opportunities and make application to fund incremental improvements.	City of Coatesville	2nd Century Alliance	Year 1	$150,000/ Year	City of Coatesville
	- Work with the City to allocate funding for additional street lighting and fresh roadway marking. Source and apply for a minimum of two grants per year.					

COMMUNITY SAFETY- OUTPUTS

Strategies	Outputs	Outcomes/Metrics
1 Increase the number of eyes and ears that watch over the community.		
1.1 - Initiate a network of block watch groups.	- Cluster groups foster leadership and include CPD in meetings. - Leaders identified in each cluster group. - Partnerships established with church groups and non-profits. - Schedules/routes/reporting plans established. - Signs installed.	Outcome - Neighbors regain control over their surroundings. - Residents empowered. - Youth curfews monitored and enforced. Metrics - Number of participants. - CPD trainings held - number of participants. - Number of incidents reported. - Number of incidents.
1.2 - Investigate the feasibility of launching the Coatesville Ambassadors program.	- Task force established to explore/evaluate options. - Cost estimates and programs collected and compared against non-turnkey/in house operation (Business improvement district?). - Survey implemented to gauge resident and business interest in program. - Identification of potential sources of long term funding. - Proposals for grants and contributions.	Outcome - Local residents hired for program. - Investment in appearance/safety. - Public relations/Communications – good news positive efforts. - Consistent and thorough oversight of litter and nuisance activity. Metrics - Securing, sourcing program and funding. - Long term funding commitments.
2 Increase community accountability for crime and nuisance behavior.		
2.1 - Hold negligent landlords accountable and enforce existing nuisance property laws.	- Community Coordinator hosts zone meetings to have neighbors identify issues. - Established means of consistent communications with codes department. - Established means of reporting and follow up on enforcement. - Regular block-by-block codes sweeps with codes department/police/public works.	Outcome - Neighbors take back their neighborhoods. - Positive reinforcement encourages enhanced monitoring and reporting. - Tenants are empowered. - Property owners are held accountable. Metrics - Number of violations reported/recorded. - Citations issued. - Incidents of repair/resolution.
2.2 - Encourage positive community involvement from all property owners.	- Training sessions held for property owners/landlords on: Landlord/tenant relations, Property Upkeep, City regulations/permits/etc., Codes enforcement/citations. - Establishment of a "good landlord certification" from City/Codes – tenants weigh in on scoring	**Outcome** - Good landlords rewarded. - Bad landlords exposed/penalized. - Positive public relations for city/property owner relations. **Metrics** - Number of classes held/attendance. - Number of landlord certifications issued. - Number of citations issued

3 Promote positive relationships between police and residents.

3.1 Increase opportunities for dialogue and communication.	- Exploration/review of best practices/programs in community policing from other communities. - Additional financial contributions to existing police sponsored programs like Shop with a Cop. - Expansion of existing programs to include more participants Regular, consistent positive stories “cop corner” or “hear from the chief” in Coatesville Today.	Outcome - Positive news coming out of the city relating to public safety. - CPD integrated into neighborhood associations and groups. - Added community support for police programs Metrics - More financial contributions going to existing programs. - Attendance at events
3.2 Initiate cooperative fundraising campaign for enhanced policing technology.	- Comprehensive inventory of all existing surveillance both public and private. - Established connections between CPD and private surveillance equipment – access to video by CPD. - Location maps for network coverage. - Program to incentivize private property owners installation of surveillance with access for CPD – secure funds for incentive.	Outcome - Public relations/communications to deter criminal activity. - Enhanced relations between property owners and CPD. - Video captured activity results in higher conviction rates. Metrics - Number of cameras installed – public and private. - Number of convictions due to video footage.

4 Help maintain a public environment that deters illicit activity and ensure resident safety.

4.1 - Help maintain a clean and safe public realm.	- Parks and Rec department partners with PD to conduct CPTED sweep of all public spaces. - Schedule two – three sweeps per year – resulting in priority listings of remedies/improvements. - Establish a graffiti hotline. - Connect Parks and Rec and NLT with local garden clubs. - Inventory plants/trees/flowerings in all parks and public spaces – identify areas for improvement.	**Outcome** - Enhanced resident pride of place. - Connections to/with mission-similar organizations/efforts. **Metrics** - Number of city-wide clean up events/attendance. - Tons of trash picked up each year. - Plantings.
4.2 - Investigate the feasibility of installing additional street lighting and roadway marking (i.e., pedestrian crosswalks, centerlines, etc.).	- Streetscape guidelines for any public space development/improvements both residential and commercial. - Incorporation of Complete Streets policy and practices. - Identification of lighting gaps ie: alleys, lots, playgrounds. - Streetscape inventory sweeps with codes/public works. - Capital needs assessment and priority listing. - Exploration of Neighborhood Association Programs and other state programs to fund priorities.	**Outcome** - Residents enhanced pride of place. - Appealing and safe public realm for residents and visitors alike. **Metrics** - Streetscape inventories. - Capital needs listing. - Priorities funded and remediated.

Appendix B

Comments from Public Meetings

Coatesville Public Meeting #1

Coatesville Area Senior Center
November 9, 2016
Compiled by Isaac Kwon, Lamar Wilson, and Laura Ahramjian

Issues/Needs to Address

- **Housing**
  - Need code enforcement to force landlords to:
    - Maintain the physical conditions of their rental properties
    - Address anti-social/illegal behavior of their tenants (drug trade)
  - Some single family homes have been converted to multi-family (e.g. 2 level unit + single floor apartments in a 3 story building).
    - Can they be converted back?
  - Coatesville has a big share of Section 8 voucher holders.

- **Environmental**
  - Trash/cleanliness

- **Community Identity**
  - Trust amongst community members has been eroded, especially amongst people of different races.
  - Low morale:
    - Residents have lost believe in Coatesville.
    - They're not confident that a new train station will ever be built.
  - There is a significant drug problem that needs to be addressed. There is a general lack of reporting when it comes to drug activity.

- **Youth**
  - Young parents ("kids having kids") and not all of them are able to provide the guidance that children require.

Highest Priorities to Address in the Revitalization Efforts

- **Change the Narrative of Coatesville**
  - Currently, the narrative revolves around poverty, crime and apathy. There is a need for telling positive stories.
    - Need a sense of ownership and initiative.
    - Poverty is the underlying reason for a lot of problems.
  - Highlight/broadcast positive features of living here.
    - Create a published map of Coatesville destinations (places and attractions in Coatesville).
  - Need more activities for people to come together to "change the narrative"
    - Block level
    - Church groups
  - Demonstrate progress with little steps (with new development and amenities). Get shovels in the ground on project.
  - Beautification/curb appeal in mass to make it noticeable.
    - Lighting was very good example of that.
  - Address crime and safety
    - Advocate for community policing.

- **Youth Development**
  - Support new and existing opportunities for youth and positive development.
  - Youth – better examples for their future. Partnerships to find places for kids.
    - Youth boxing gym: it used to be a positive outlet that no longer exists.
  - Invest in youth activities
    - Job readiness and entrepreneurship
    - Boxing to build character and self-discipline ("help show them a way")
    - Mentoring through positive role models

- **Connecting residents to each other and to resources**
  - Bring trusted community members to get the word out and have a consistent message
  - Information needs to out to the public effectively and consistently.
    - Utilize the Library as a central community space.
    - Build website with a kind of centralized, "one-stop hub" where information about activities, meetings can be found (currently Marie Lawson, Councilwoman, has Facebook pages that reach a lot of people).
    - Hand out information (at the parade and other community events).
  - Use plans recently completed as people who were involved need to know their time was well spent (e.g. National Lands Trust open space plan and CYI youth study).

- **Promote commercial development/activities to serve existing residents and draw visitors/new residents.**
  - Concentrate on projects/activities that attract people to Coatesville
  - "We patronize stores in other places"(e.g. West Chester Phoenixville, Parkesburg, Lancaster) and need businesses here that we can support"
    - Quality family-oriented restaurants on a main street
    - Grocery store
    - Entertainment/sports activities as hook to attract people
  - Complimentary stores and services to fireworks at the "Flats".
    - Sit down restaurants
    - People currently go to West Chester, Exton, Downingtown for dining.
    - Pop ups?
    - Want an Italian restaurant.
    - Fuel City is the only one currently.
  - Sports opportunities: universal arena, minor league baseball. Tie in the Flats.
    - Need more sports facilities (indoor and outdoor).

Comments from Public Meeting #2

Coatesville Senior Center
April 20, 2017

General Comment

- Communication – cross the boundary. Break through the entrenched divisions that exist in Coatesville.

- Loretta Howard, LNM Cleaning Service: I will like to help. Please call. Office: 484-288-8066, Cell: 484-753-2318

Safety

- Inventory the numerous youth programs that are both operating on a large or small scale.
- "I am exploring the possibility of partnering with Coatesville in a gun violence prevention program called Advance Peace. Contact me at Westminster Presbyterian Church in West Chester. Pastor Ann Hatfield."
- Police involvement with youth.

Jobs

- Work hard to attract new businesses into Coatesville.
- Prevent businesses from leaving Coatesville.
- Reduce earned income tax.
- Gap in transportation.
- Not reliable transportation.
- Lack of preparation: soft skills, schools, parents, entire community.
- Local representatives initiate ideas. State and federal officials.
- Seminars for youth.
- Accessibility to CareerLink.
- Awareness of services to youth.
- Youth training leads to confidence and skills.
- Bus service transportation.
- Extend Septa train to Coatesville.
- It is extremely difficult for parents and other caregivers to use "other approaches." Work with Septa to ensure Coatesville is served by mass transit.
- Youth and adult apprenticeship program.

- CareerLink and financial stability center should be in Coatesville.
- Satellite CareerLink needs to be in Coatesville.
- Utilize trusted organizations to connect to CYI, Bridge Youth Academy, churches.
- Self-esteem. 9-10 center event seminar this weekend.
- Government initiate programs to support economic infrastructure opportunism.

Resident Connections

1. **Plan positive events to bring residents of Coatesville together**
   - *Celebrate the natural talents and gifts of the people of Coatesville.*
   - *Have more cultural type venues, clubs, theatres and [art] galleries*
   - *Loud music in city [do not how to interpret this]*
   - *Block parties [related to planning positive events to bring residents of Coatesville together]*
     - *Kick ball*
     - *Basketball*
     - *Races*
     - *Cook-offs*
     - *Chess*
     - *Music Dance*
   - *Bring back:*
     - *Buffalo Bill Days [rodeo?]*
     - *Gran Prix auto racing on Main Street*
   - *Connect to Coatesville Flower Show*

2. **Provide effective communication and marketing of existing programs/services**
   - *Not enough information available on Coatesville community events [related to providing effective communication and marketing of existing programs/services]*

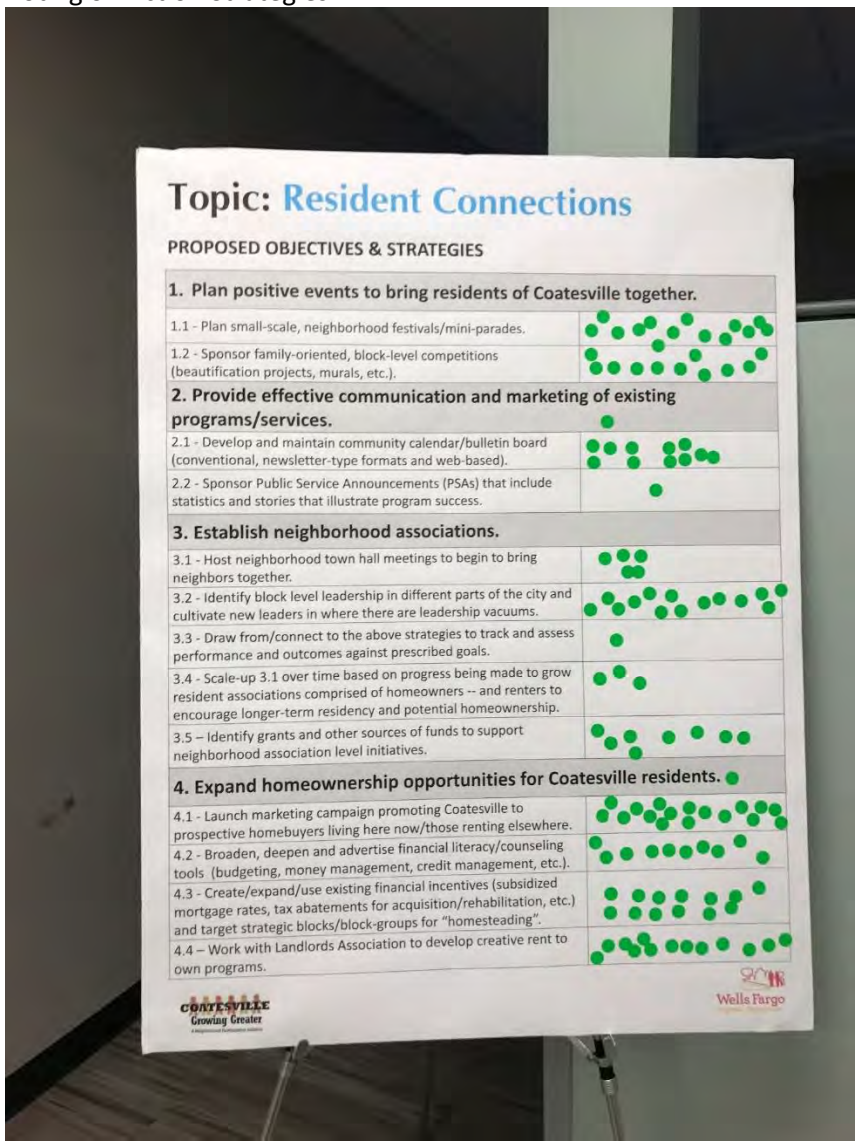
3. **Establish neighborhood associations**
   - *Many groups already exist… focus on strategies that intentionally cross lines/boundaries/groups*

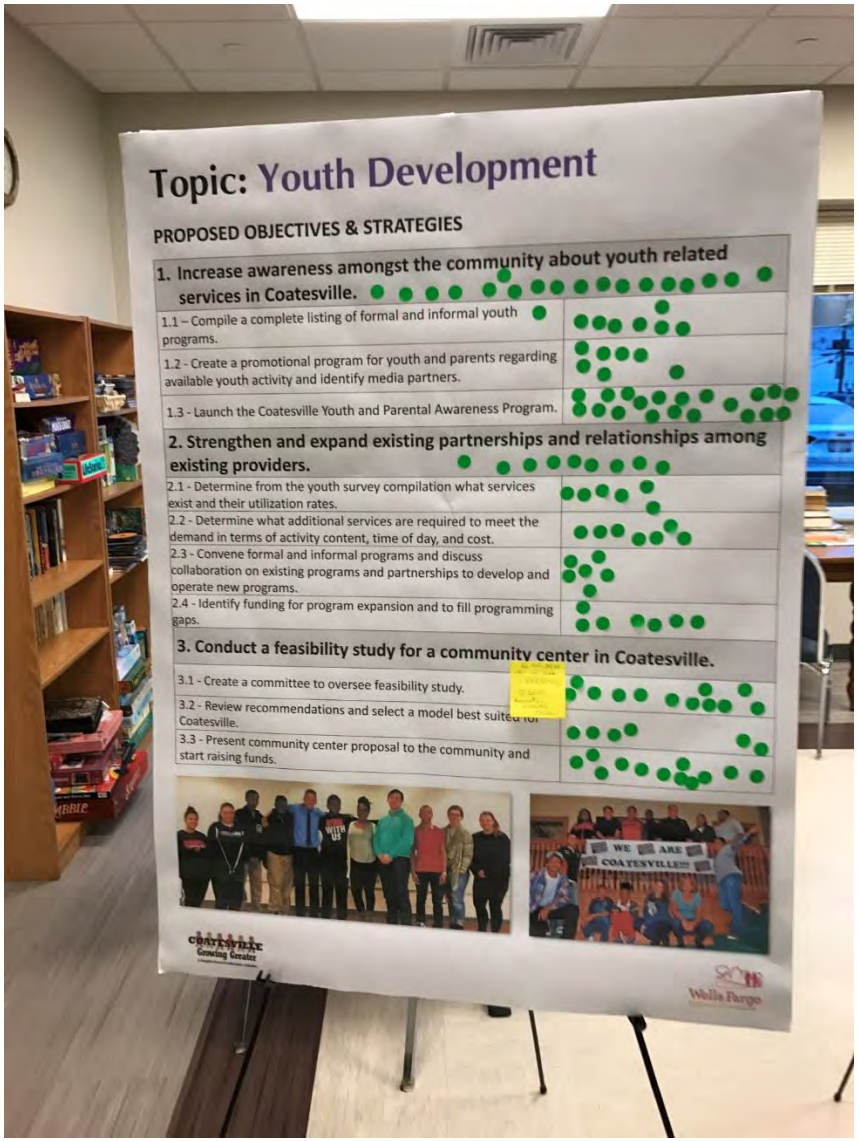
4. **Expand homeownership opportunities for Coatesville residents**
   - *Make landlords responsible for maintaining their properties*

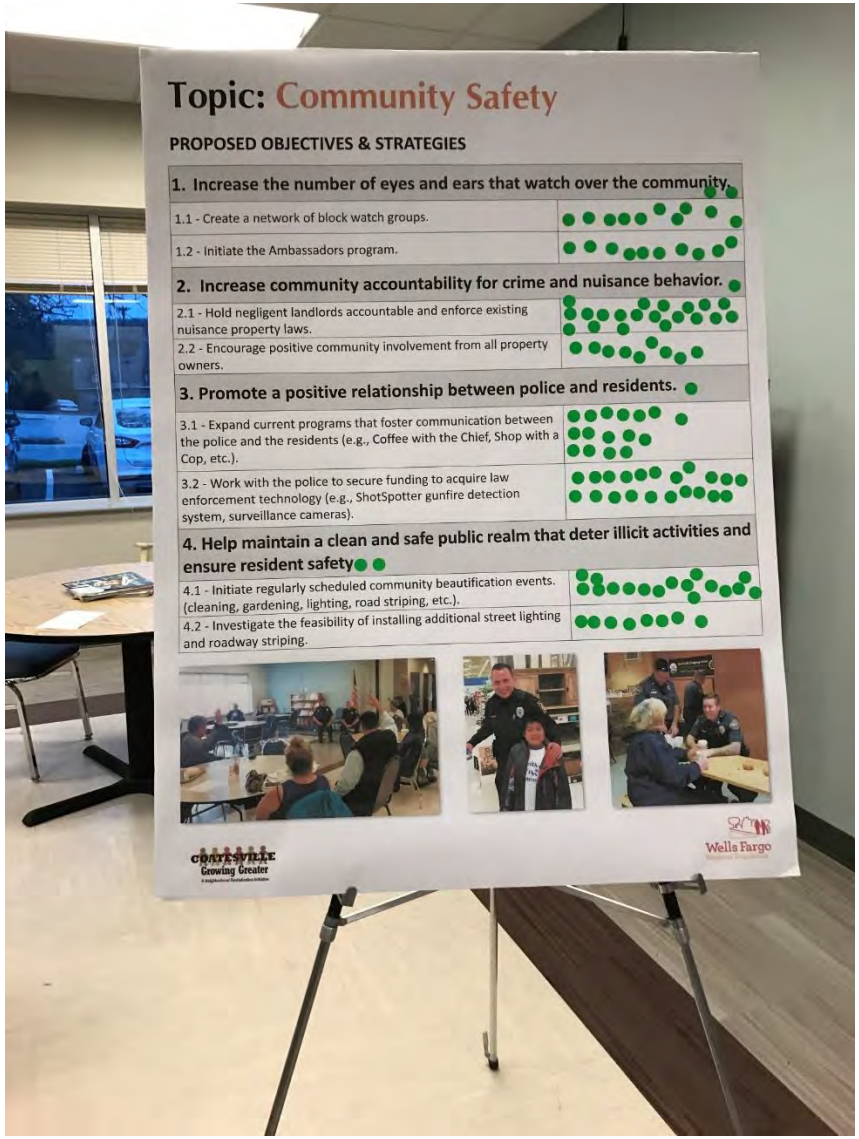
General/Related to Other Categories

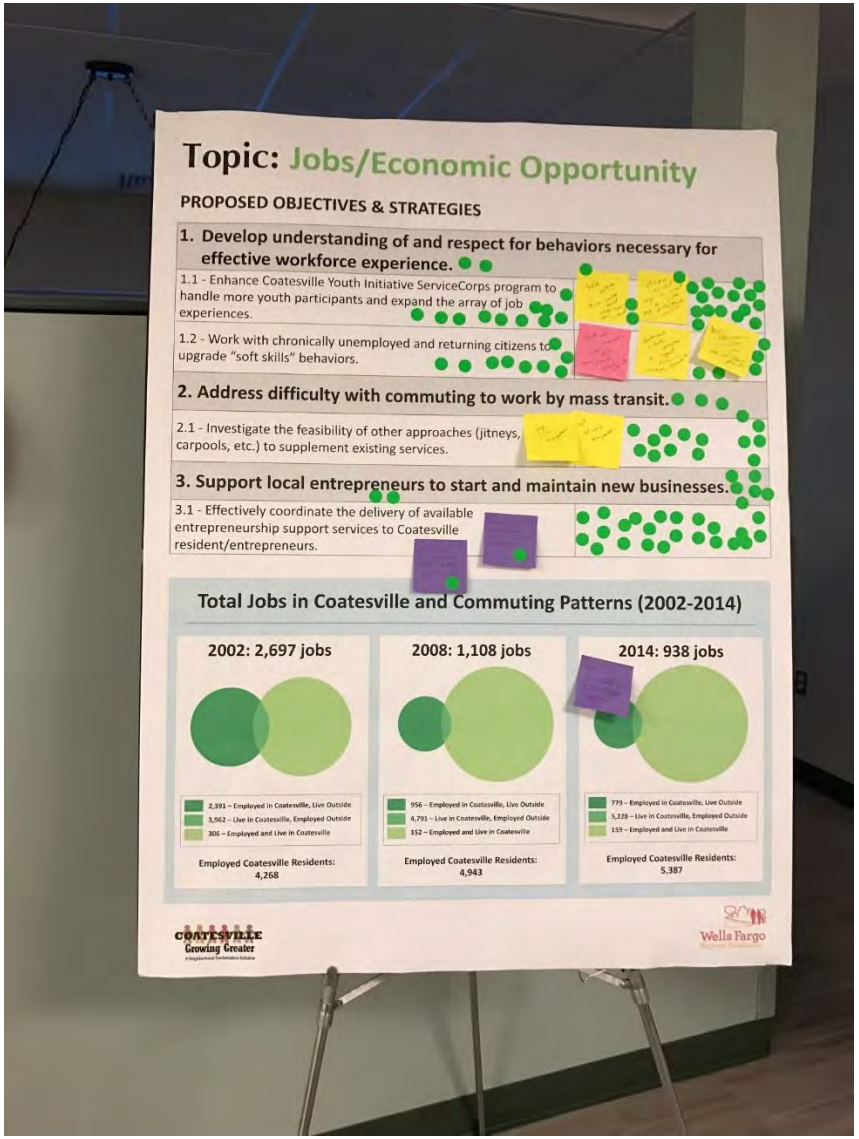
- *Many objectives and strategies will require different funding*
- *Pick up trash*
- *Keep Family Dollar and Cleaners (?)*

Voting on Action Strategies



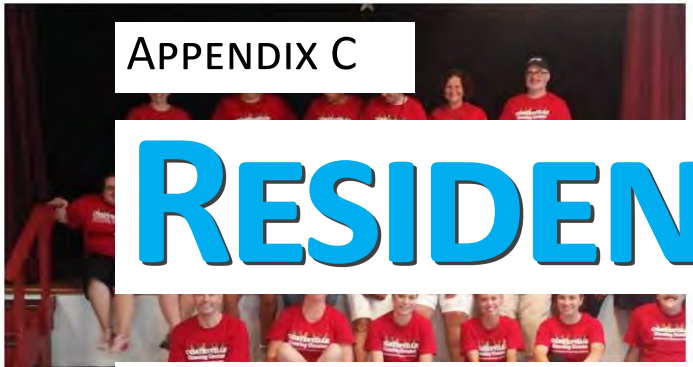


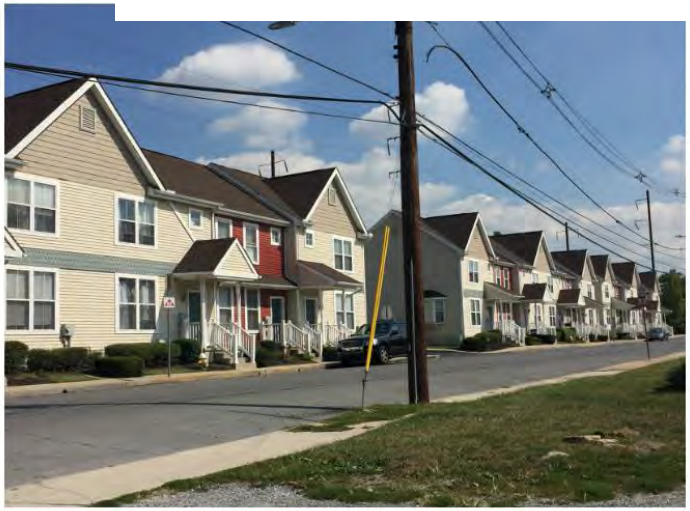

Topic: Community Safety
PROPOSED OBJECTIVES & STRATEGIES
1. Increase the number of eyes and ears that watch over the community.
1.1 - Create a network of block watch groups.
1.2 - Initiate the Ambassadors program.
2. Increase community accountability for crime and nuisance behavior.
2.1 - Hold negligent landlords accountable and enforce existing nuisance property laws.
2.2 - Encourage positive community involvement from all property owners.
3. Promote a positive relationship between police and residents.
3.1 - Expand current programs that foster communication between the police and the residents (e.g., Coffee with the Chief, Shop with a Cop, etc.).
3.2 - Work with the police to secure funding to acquire law enforcement technology (e.g., ShotSpotter gunfire detection system, surveillance cameras).
4. Help maintain a clean and safe public realm that deter illicit activities and ensure resident safety
4.1 - Initiate regularly scheduled community beautification events. (cleaning, gardening, lighting, road striping, etc.).
4.2 - Investigate the feasibility of installing additional street lighting and roadway striping.
COATESVILLE Growing Greater
Wells Fargo


Topic: Jobs/Economic Opportunity
PROPOSED OBJECTIVES & STRATEGIES
1. Develop understanding of and respect for behaviors necessary for effective workforce experience.
1.1 - Enhance Coatesville Youth Initiative ServiceCorps program to handle more youth participants and expand the array of job experiences.
1.2 - Work with chronically unemployed and returning citizens to upgrade "soft skills" behaviors.
2. Address difficulty with commuting to work by mass transit.
2.1 - Investigate the feasibility of other approaches (jitneys, carpools, etc.) to supplement existing services.
3. Support local entrepreneurs to start and maintain new businesses.
3.1 - Effectively coordinate the delivery of available entrepreneurship support services to Coatesville resident/entrepreneurs.
Total Jobs in Coatesville and Commuting Patterns (2002-2014)
2002: 2,697 jobs
2008: 1,108 jobs
2014: 938 jobs
Employed Coatesville Residents: 4,268
Employed Coatesville Residents: 4,943
Employed Coatesville Residents: 5,387
COATESVILLE Growing Greater
Wells Fargo

APPENDIX C

RESIDENT SURVEY ANALYSIS



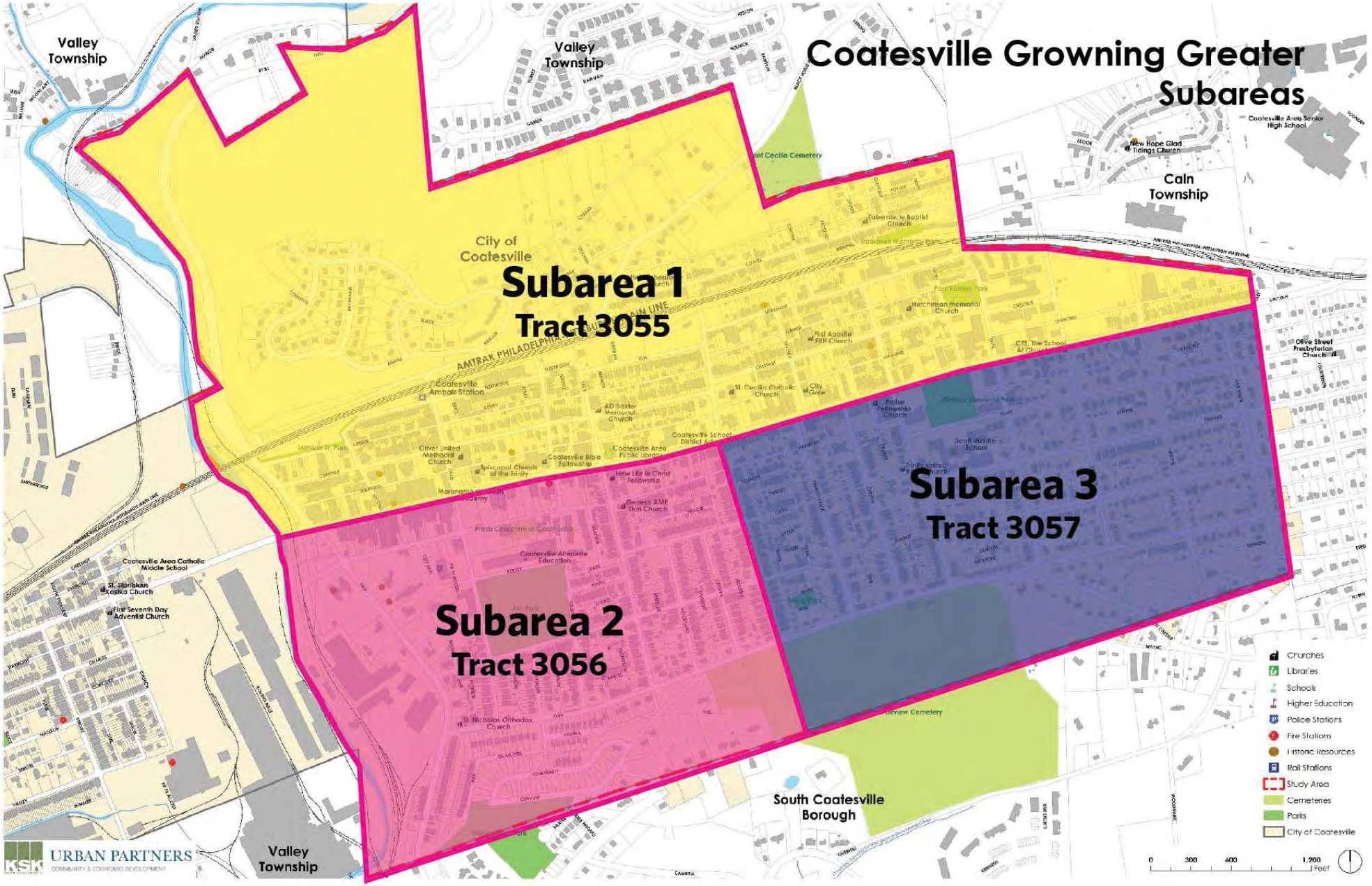


Coatesville Growing Greater - Neighborhood Revitalization Strategy

Resident Survey Analysis (Final)

May 25, 2017

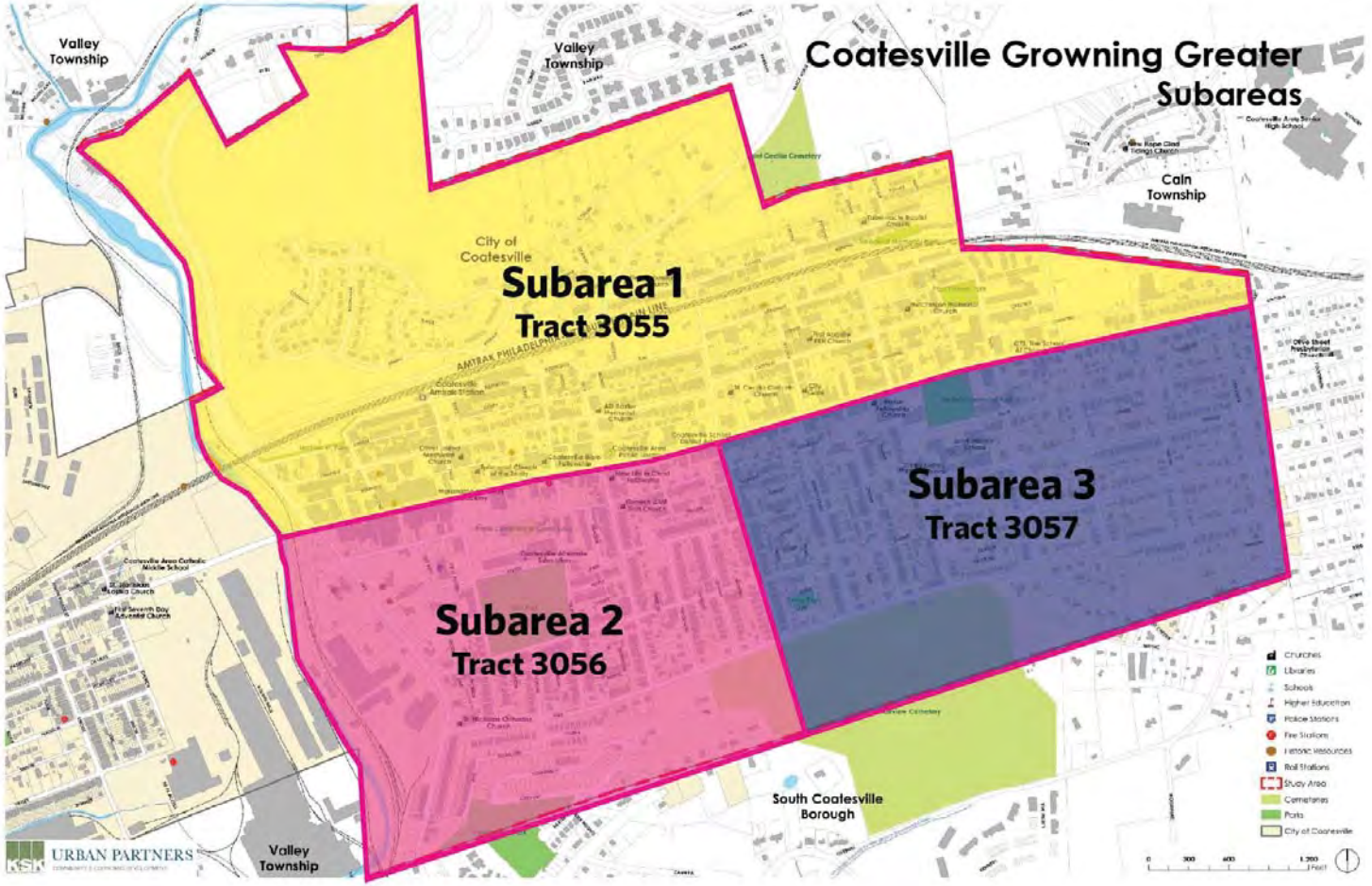
COATESVILLE Growing Greater
A Neighborhood Revitalization Initiative


Coatesville Growning Greater
Subareas
Valley Township
Valley Township
Caln Township
City of Coatesville
Subarea 1
Tract 3055
Subarea 3
Tract 3057
Subarea 2
Tract 3056
South Coatesville Borough
Valley Township
URBAN PARTNERS
COMMUNITY & ECONOMIC DEVELOPMENT
Churches
Libraries
Schools
Higher Education
Police Stations
Fire Stations
Historic Resources
Rail Stations
Study Area
Cemeteries
Parks
City of Coatesville
0
300
600
1,200
Feet

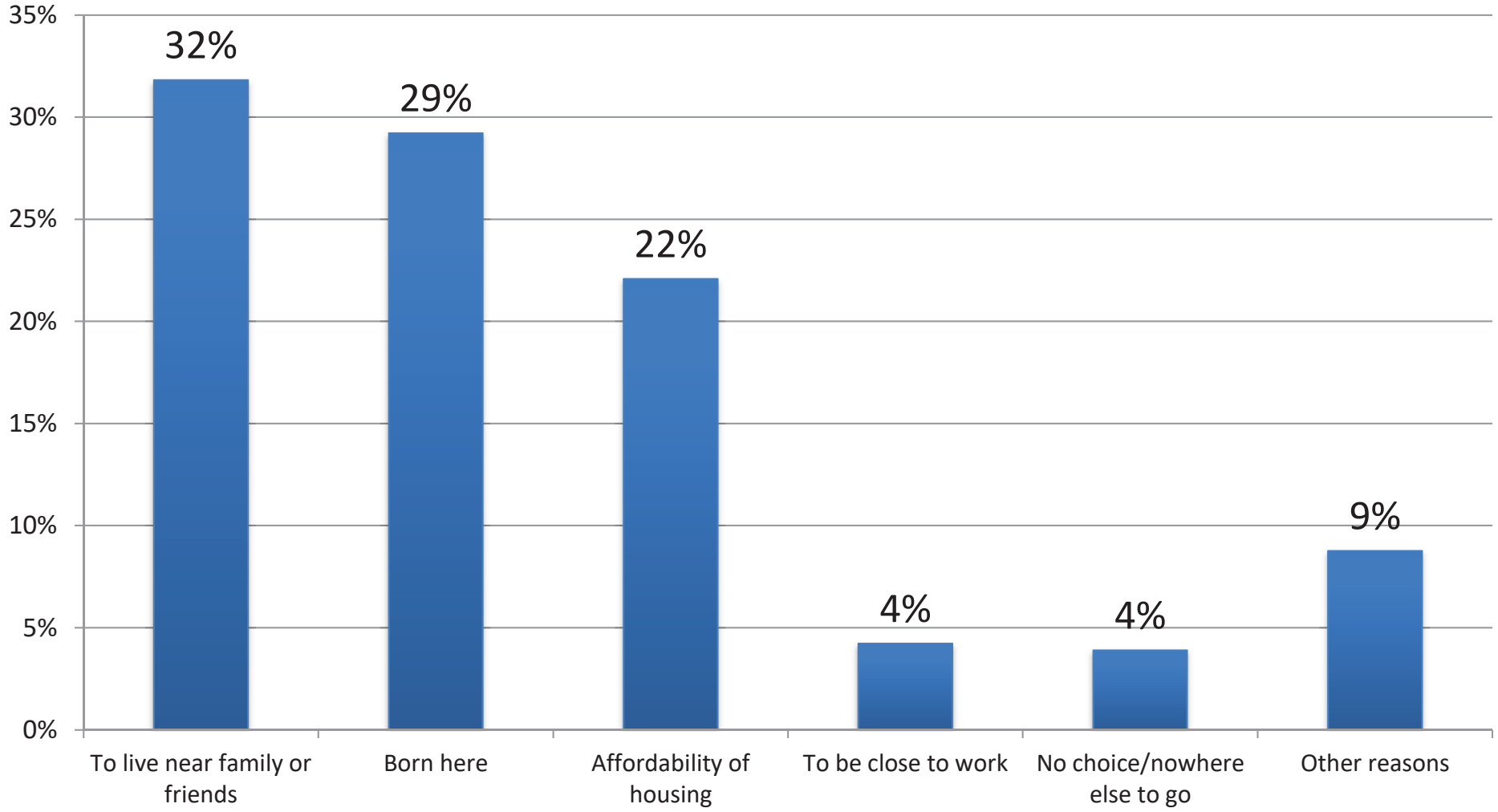
Three Subareas

- Subarea 1: 171 response
- Subarea 2: 71 responses
- Subarea 3: 66 responses

- Total – 308 Responses



Major reason why you live in this neighborhood ?



Satisfied about living in this community?

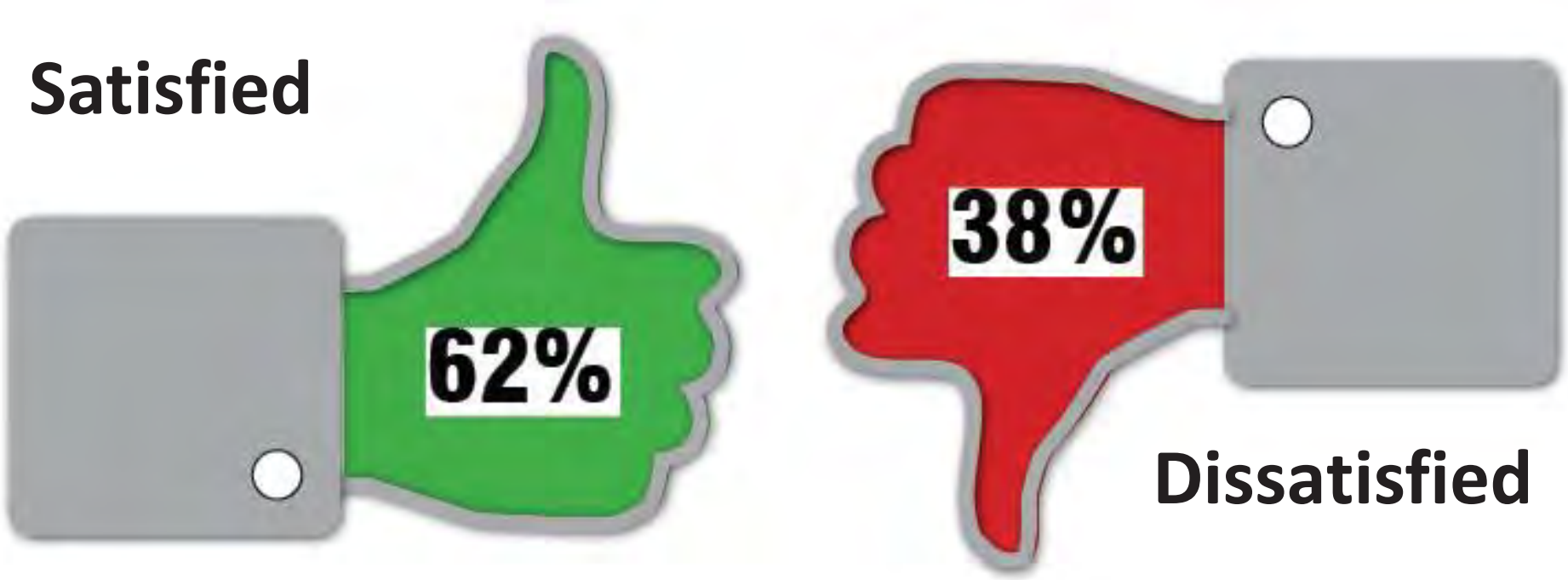
(All responses)

1. Very Satisfied:	7%
2. Satisfied:	54%

3. Dissatisfied:	31%
4. Very Dissatisfied:	8%

Satisfied about living in this community?

(Recently moved residents, less than 10 years)

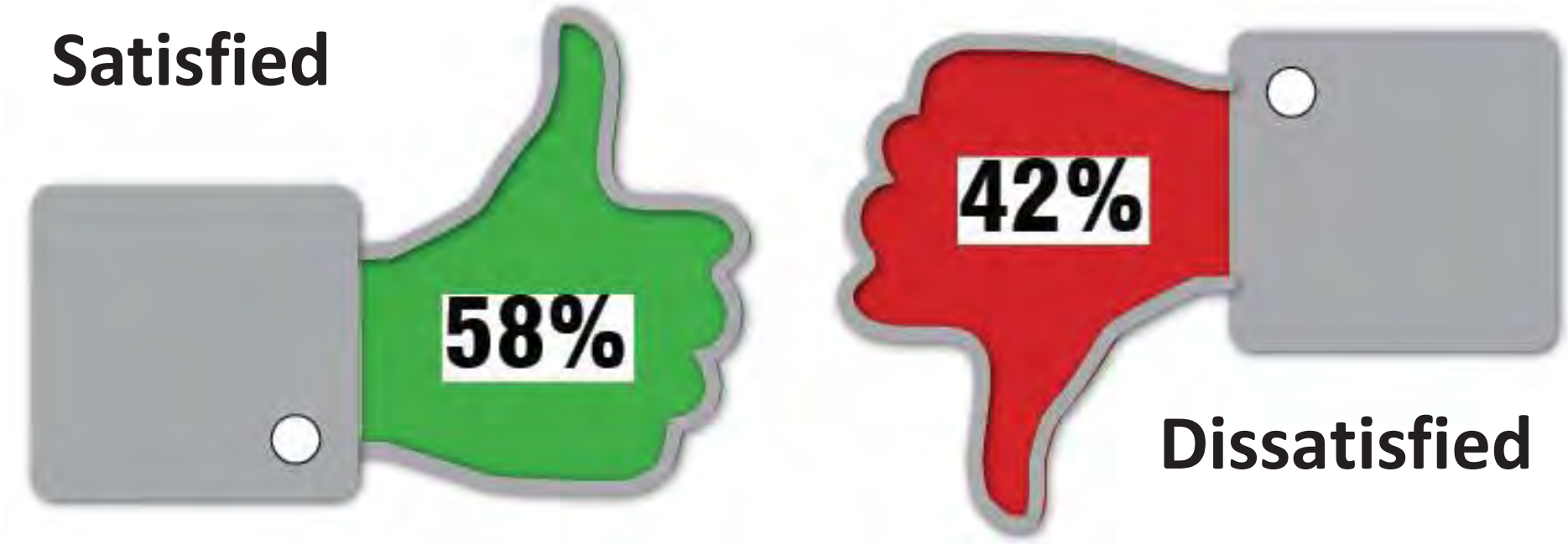


1. Very Satisfied:	5%
2. Satisfied:	57%

3. Dissatisfied:	34%
4. Very Dissatisfied:	4%

Satisfied about living in this community?

(Long time residents, 10+ years)



1. Very Satisfied:	9%
2. Satisfied:	49%

3. Dissatisfied:	29%
4. Very Dissatisfied:	13%

Satisfied about living in this community?

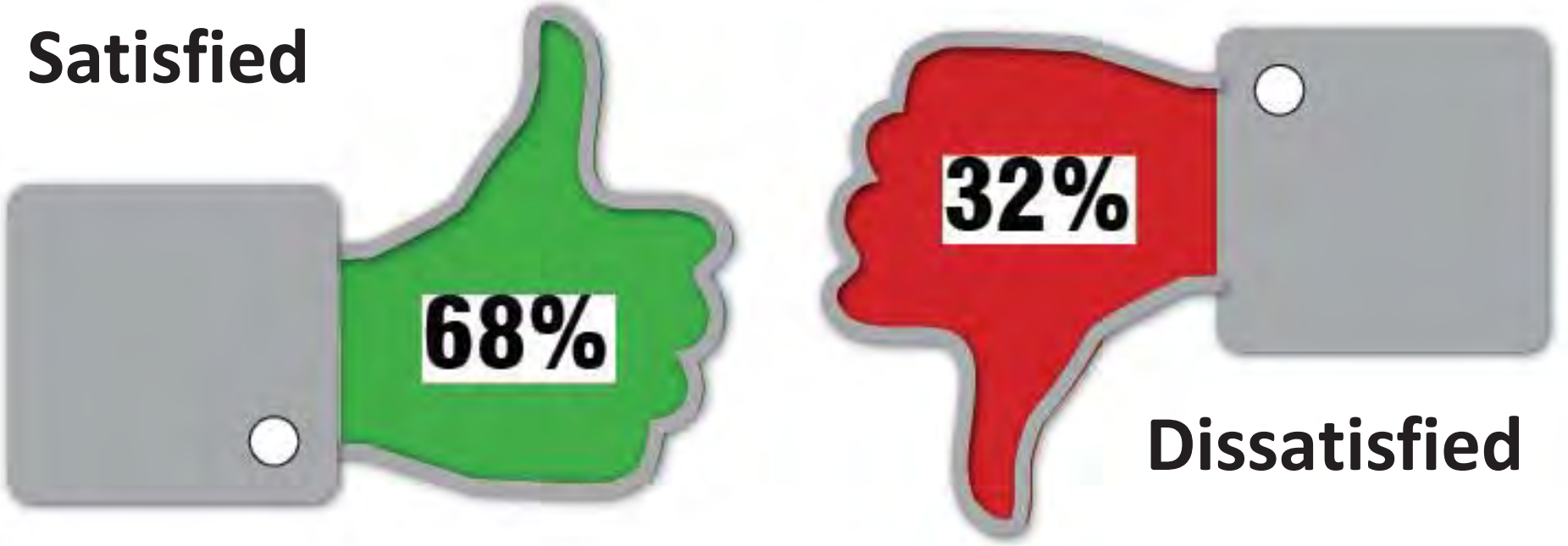
(Homeowners)

1.	Very Satisfied:	4%
2.	Satisfied:	46%

3. Dissatisfied:	39%
4. Very Dissatisfied:	11%

Satisfied about living in this community?

(Renters)

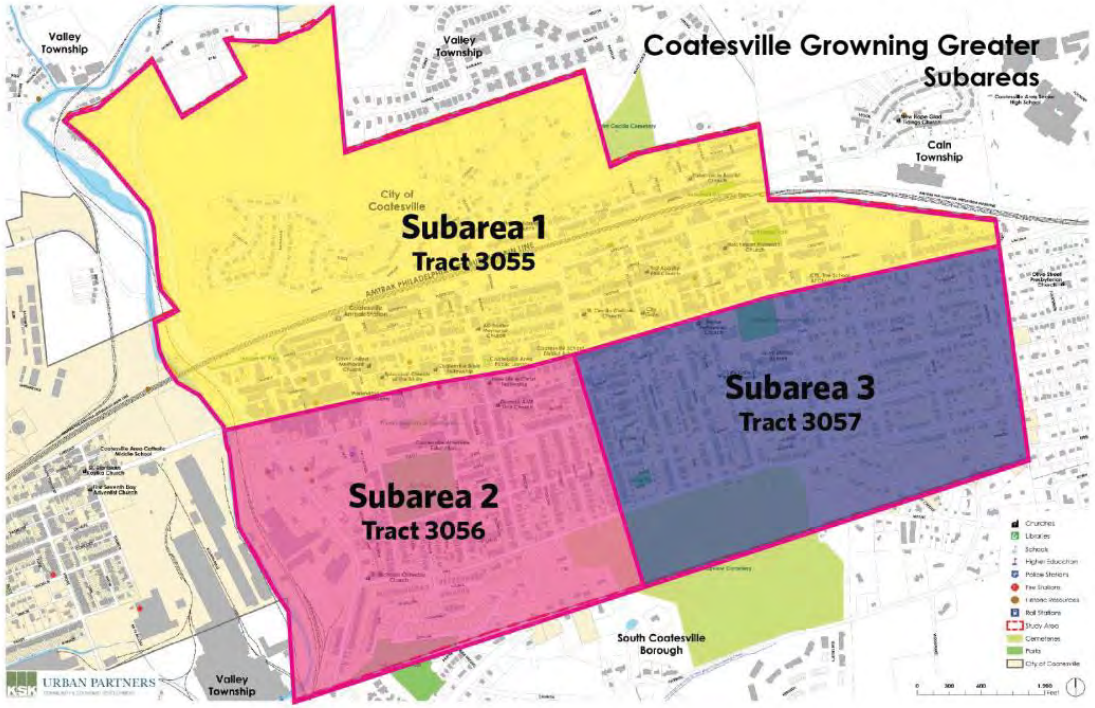


1.	Very Satisfied:	8%
2.	Satisfied:	59%

3.	Dissatisfied:	26%
4.	Very Dissatisfied:	6%

Satisfied about living in this community?

(By Subareas)



	Satisfied %
Subarea 1	65%
Subarea 2	58%
Subarea 3	52%
Overall	**61%**

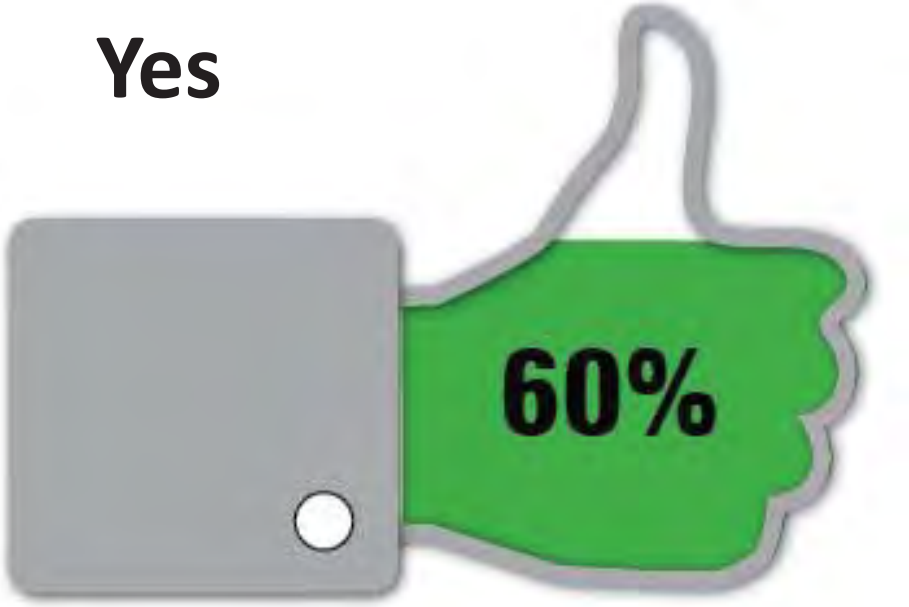
Recommend this community to others?

1. Definitely Recommend:	11%
2. Probably Recommend:	79%

3. Probably Not Recommend:	30%
4. Definitely Not Recommend:	10%

Recommend this community to others?

Yes



1. Definitely Recommend:	11%
2. Probably Recommend:	49%

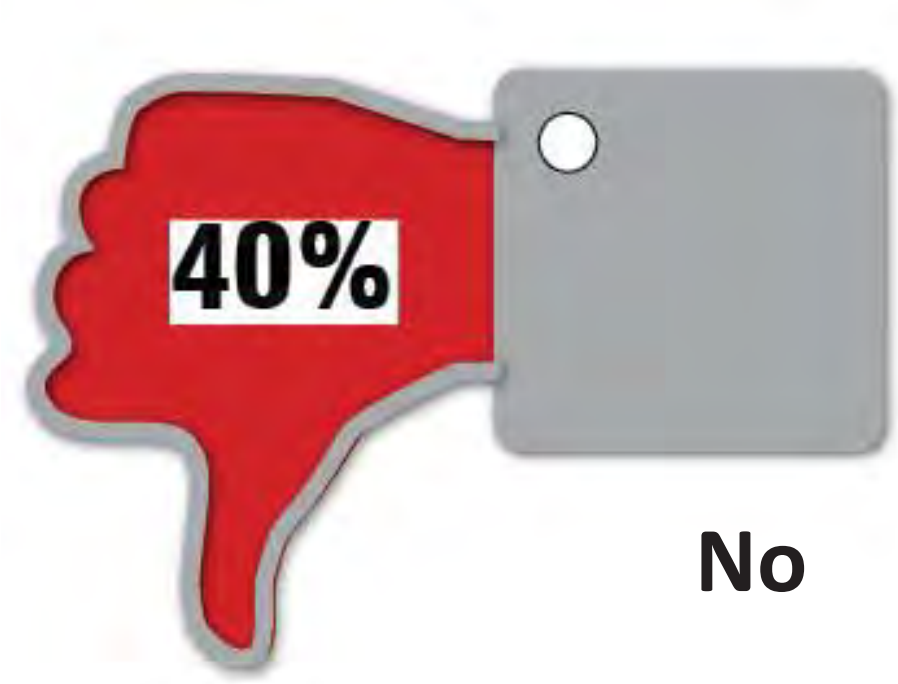
Comments from "Definitely Recommend"

- *"Born here; raised here; love neighbors."*
- *"Grew up here, raised kids here."*
- *"Like the community, home improvements are needed for older houses."*
- *"Nice place to live, close community"*
- *"Safety & it's a small community."*
- *"Want families here because it's a good place to live."*
- *"Coatesville is on the rise & our future can only get better"*

Recommend this community to others?

Comments from "Definitely NOT Recommend"

- *"A lot of violence."*
- *"Crime is too high in this community/no shopping centers.*
- *"Crime/no jobs/no entertainment."*
- *"Drug trade, wants to move out."*
- *"Environment, no stores, city council does nothing for people, didn't follow through with train station."*
- *"Guns, drugs, bad areas."*
- *"There's nothing for our kids to do for fun, really no jobs here."*

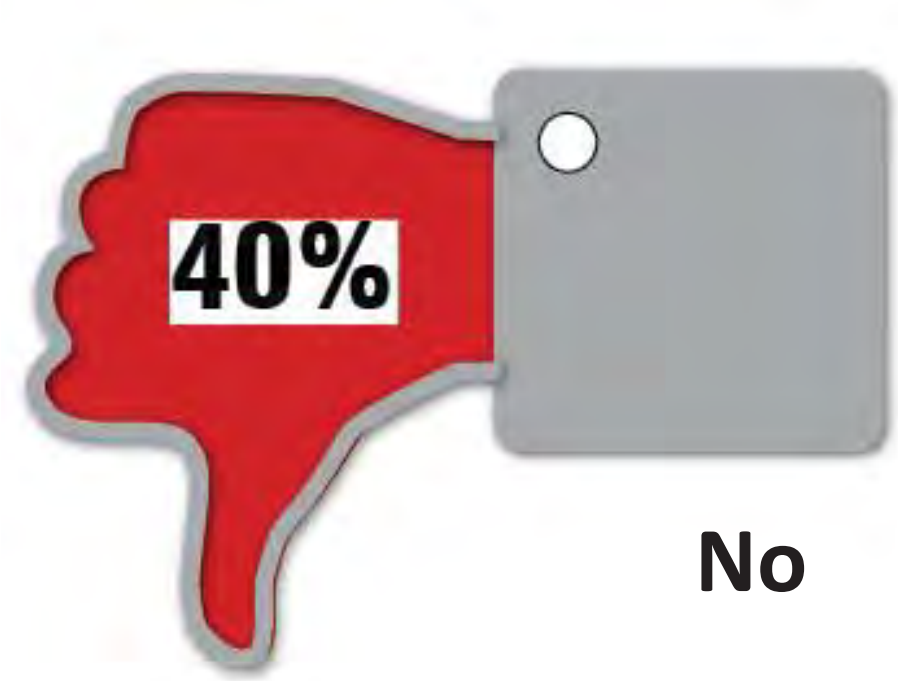


3. Probably Not Recommend: 30%
4. Definitely Not Recommend: 10%

Recommend this community to others?

Comments from "Definitely NOT Recommend"

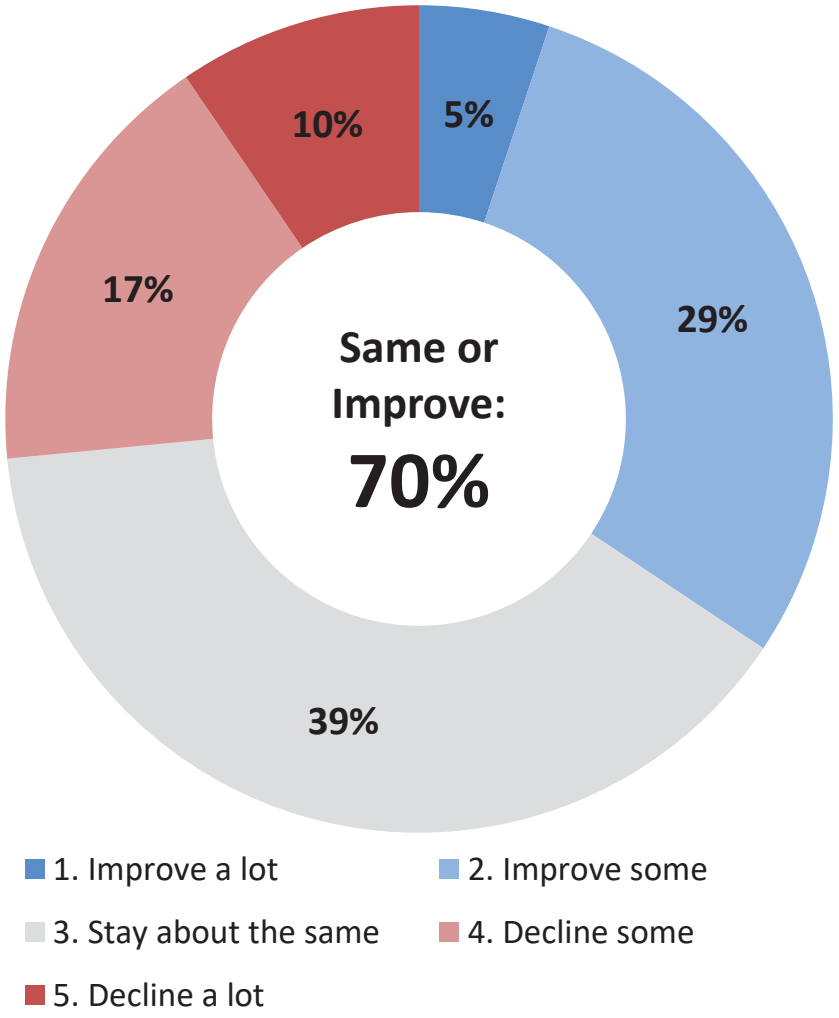
- *"Nothing here to make me stay, no jobs, everything is boarded up, trash is all over the place, no sense of structure & it's not a safe place to be anymore, robberies, shootings & fires."*
- *"Syringe on front stoop, noise, drugs."*
- *"There's nothing here for stores, no good transports, no good jobs, kids have nothing to do."*



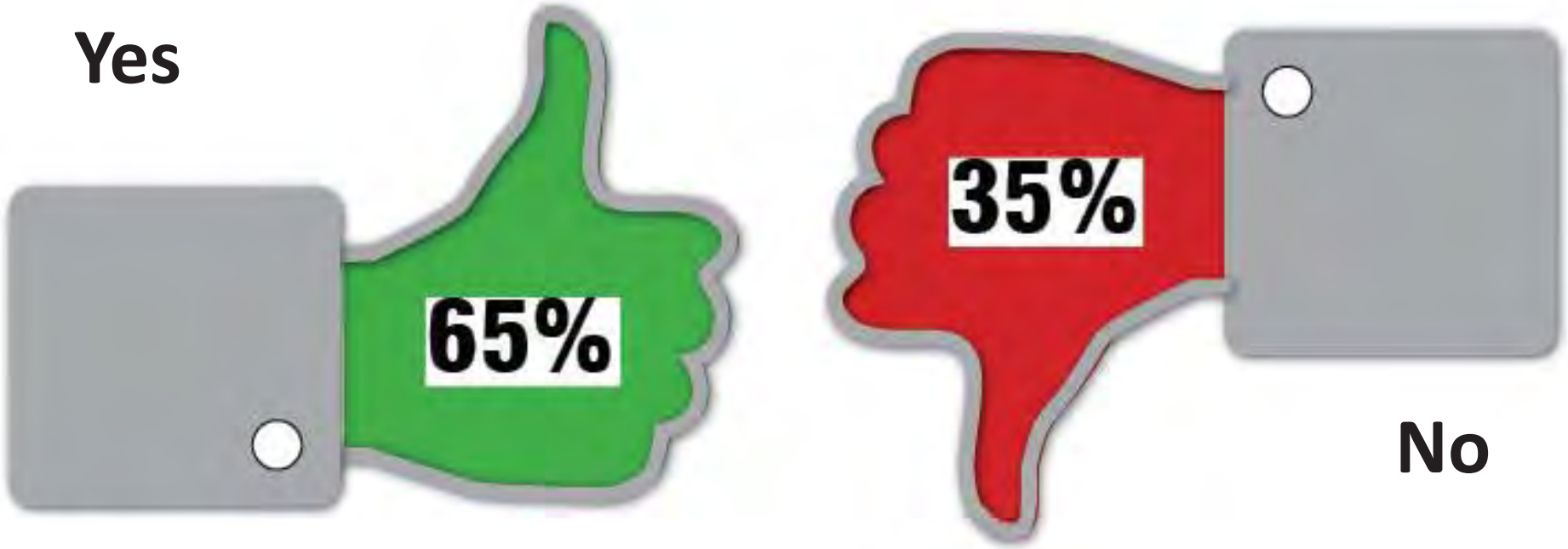
3. Probably Not Recommend: 30%
4. Definitely Not Recommend: 10%

Compared to three years, how has this community changed?

(All responses)



If you had the choice, would you continue to live in this community?



If you had the choice, would you continue to live in this community?

Yes

"BECAUSE IT'S CLOSE TO FAMILY AND FRIENDS"

"IT"S AFFORDABLE"

"BEEN HERE ALL MY LIFE"

"I LOVE MY HOUSE"

"NOT A BAD PLACE TO LIVE, PEOPLE JUST GIVE IT A BAD NAME"

"BECAUSE IT'S MY HOME & I WANT TO SEE A LOT OF THINGS CHANGE. IF THINGS ARE GOING TO CHANGE, I HAVE TO BE A PART OF THE CHANGE AND/OR CAUSE IT TO HAPPEN

"I BELIVE IN THE CITY'S FUTURE."

If you had the choice, would you continue to live in this community?

"NOTHING HERE TO MAKE ME STAY, NO JOBS, EVERYTHING IS BOARDED UP, TRASH IS ALL OVER THE PLACE, NO SENSE OF STRUCTURE & IT'S NOT A SAFE PLACE TO BE ANYMORE, ROBBINGS, SHOOTINGS & FIRES"

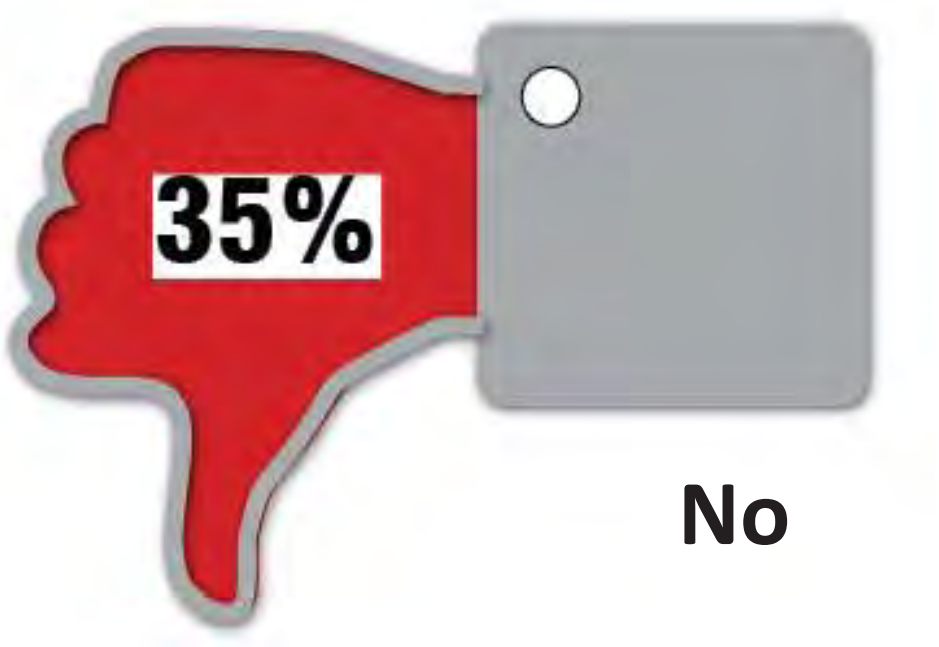
"NO JOBS, NO ENTERTAINMENT"

"WANT MORE LAND THAN WHAT I HAVE NOW"

"A LOT OF VIOLENCE/DRUGS"

"NO SHOPPING CENTERS"

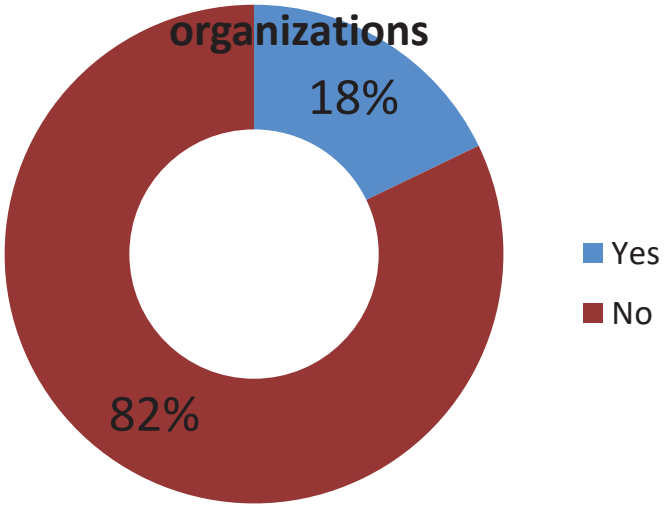
"WANT TO MOVE SOMEWHERE WARMER"



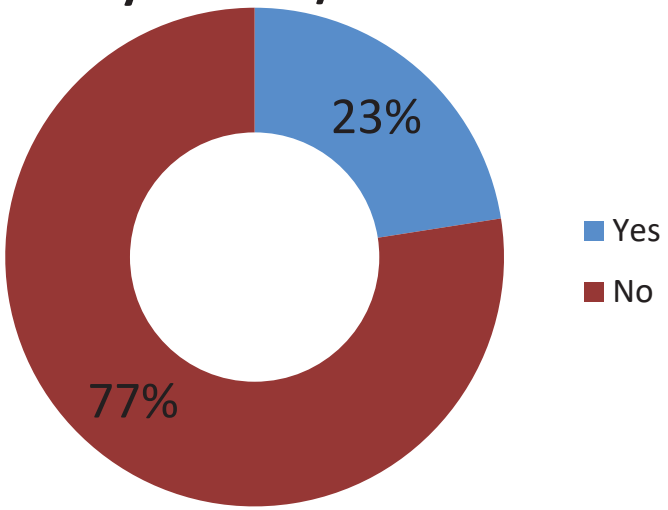
No

Community Involvement

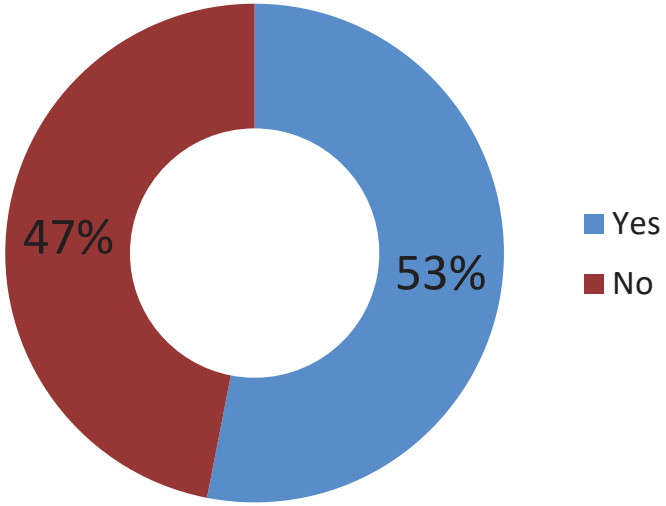
Any groups, committees, organizations



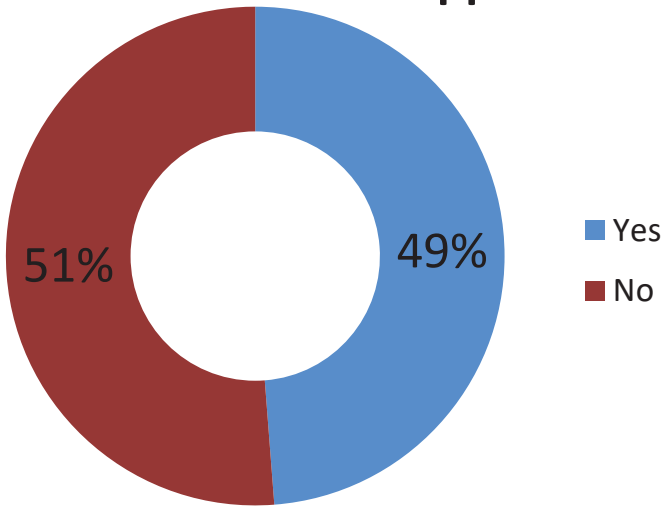
City Council/Public MTGs



Volunteered to Help Others

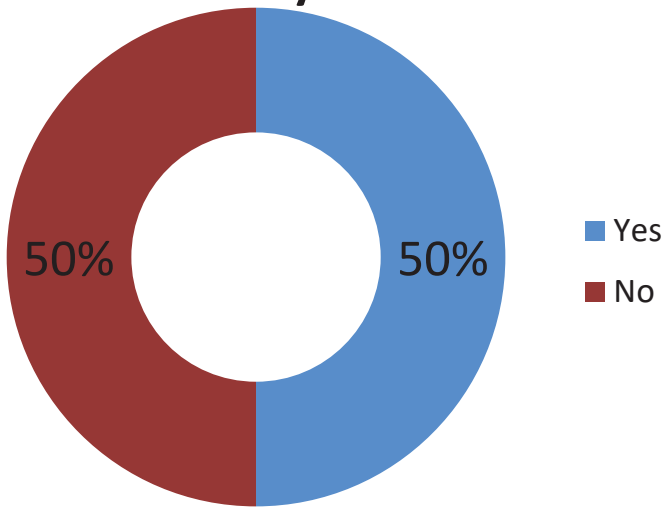


Local Business Support

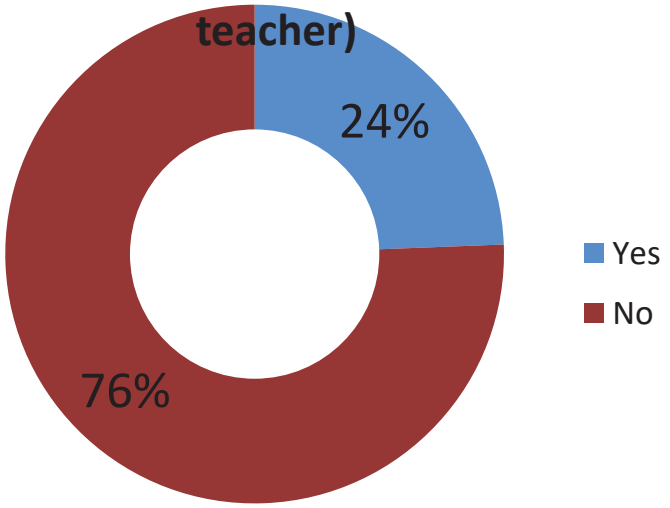


Community Involvement

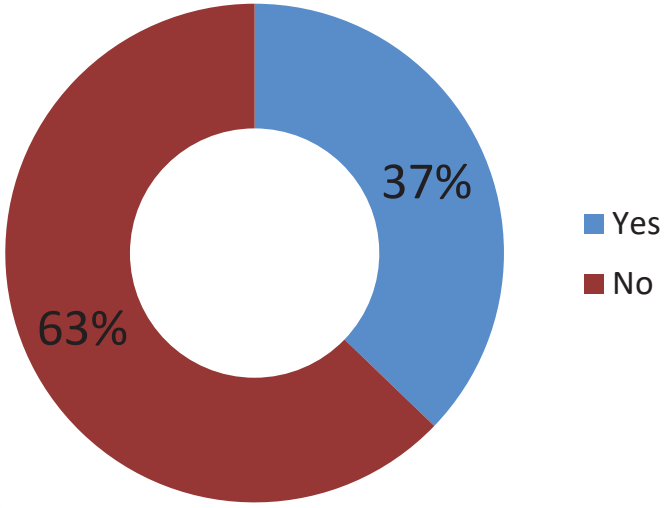
Community Social Events



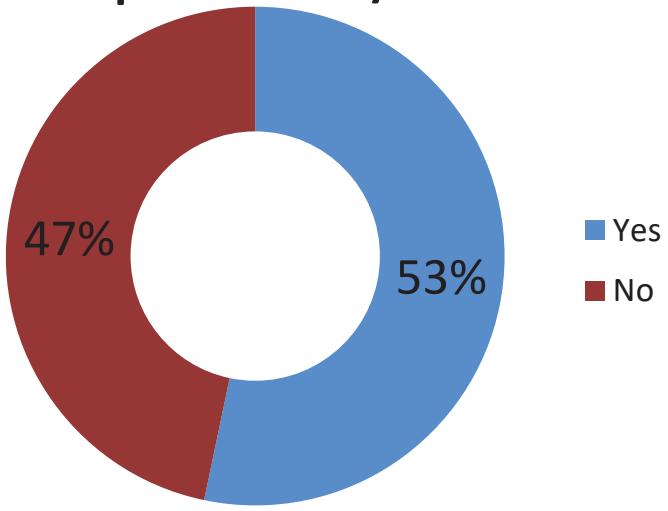
Advocacy (e.g. parent-teacher)



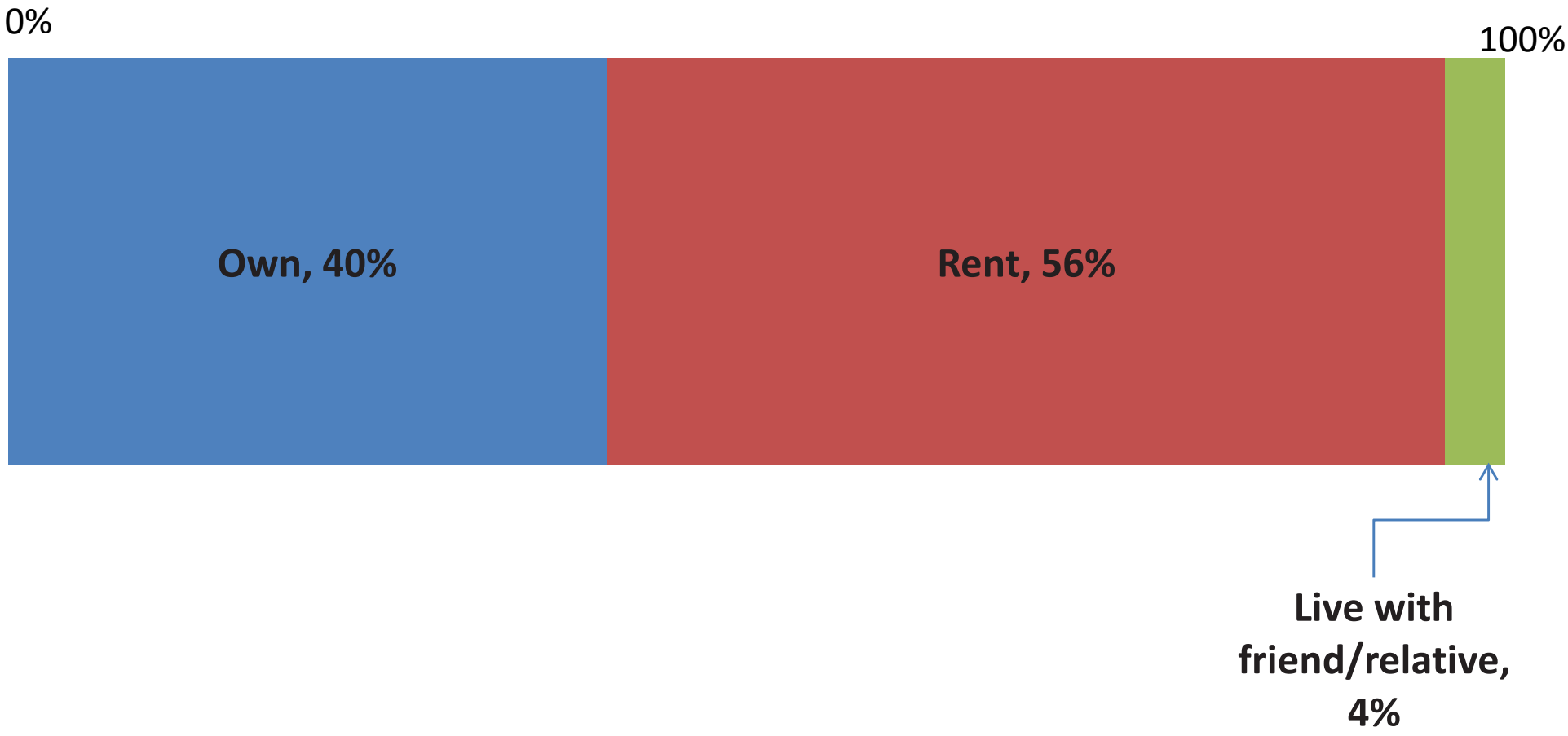
Political Action/Initiative



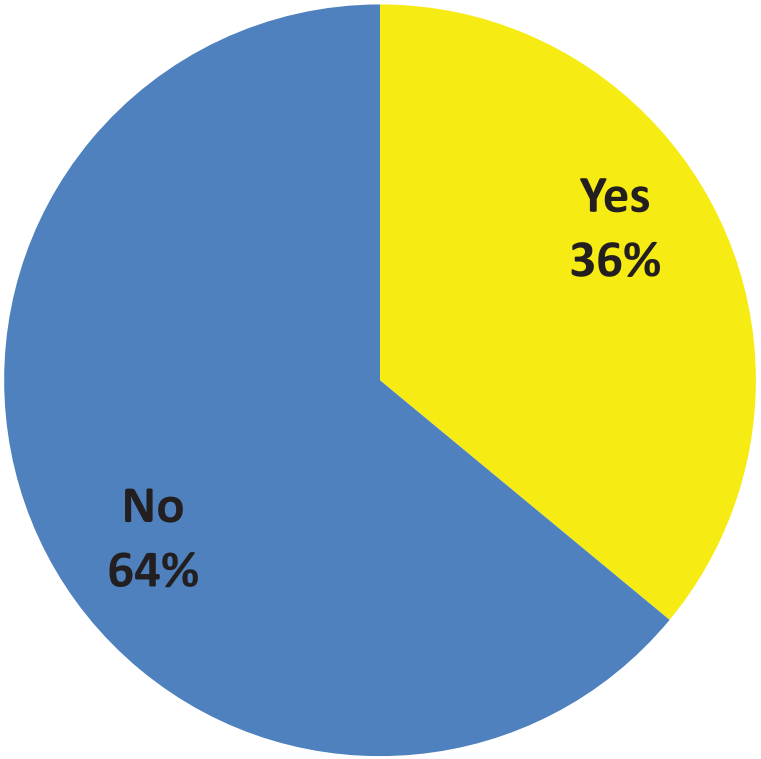
Report Hazard/Incidents



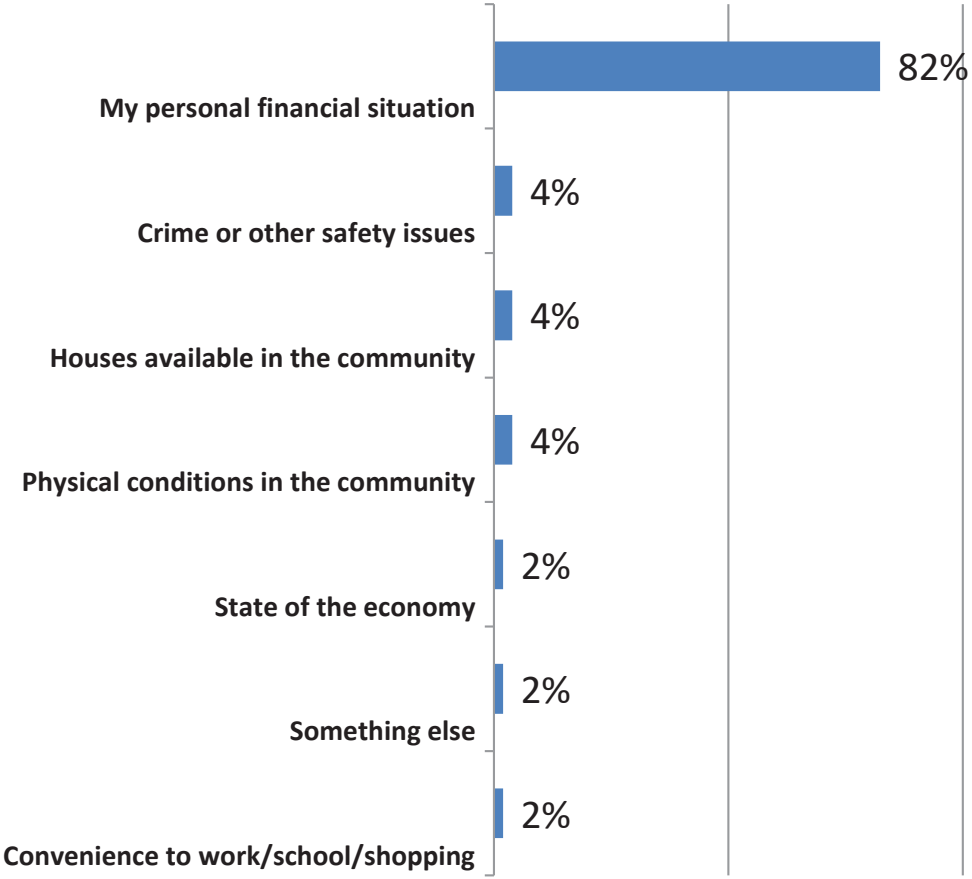
Own or Rent?



Would you consider buying a home?

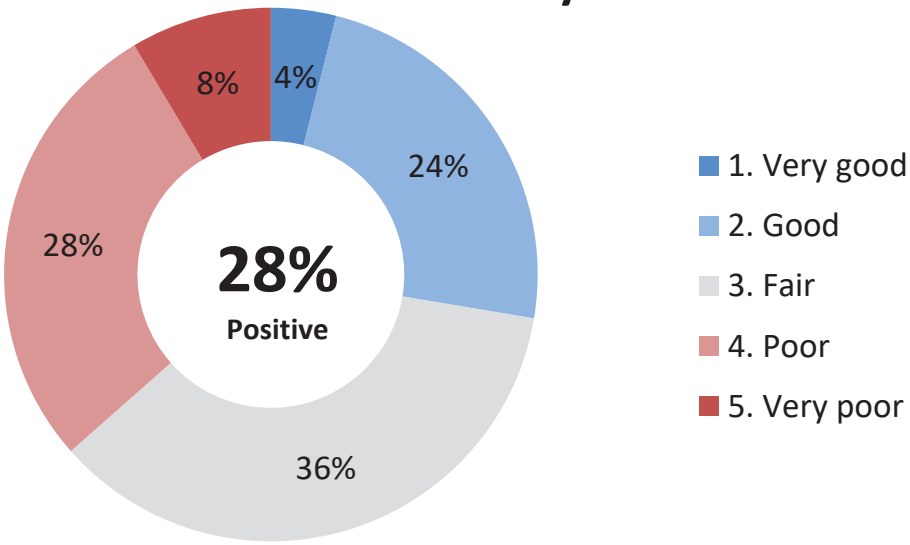


Primary reason for not buying a home?

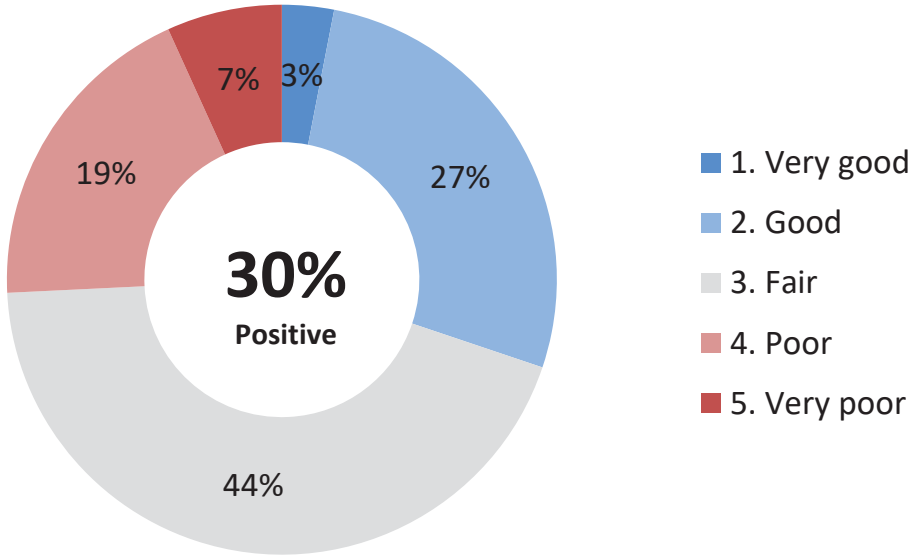


Rate different aspects of community:

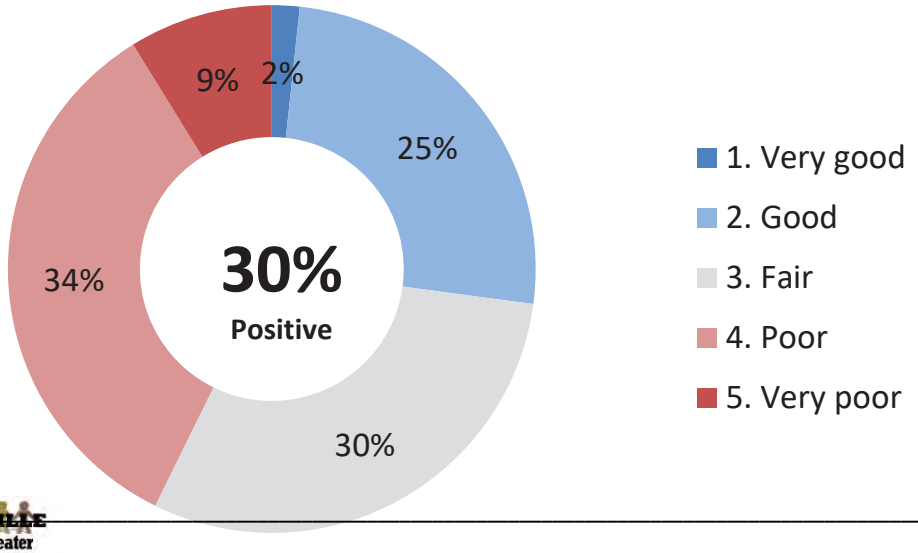
Cleanliness of the Community



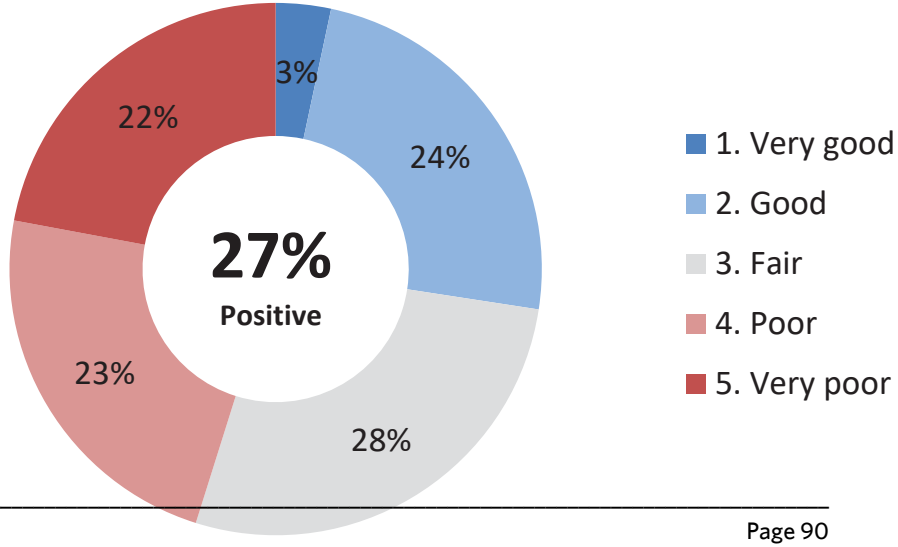
Physical Conditions of Homes



Physical Condition of Public Spaces

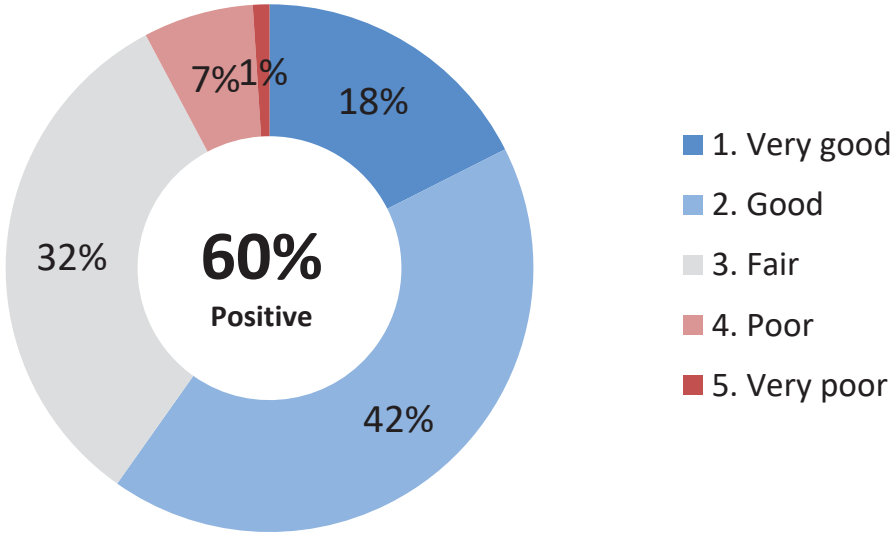


Safety

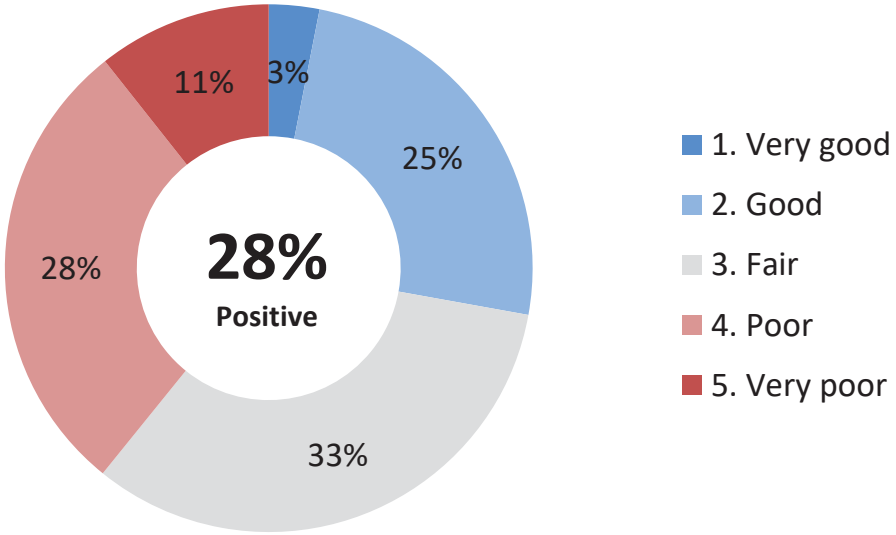


Rate different aspects of community:

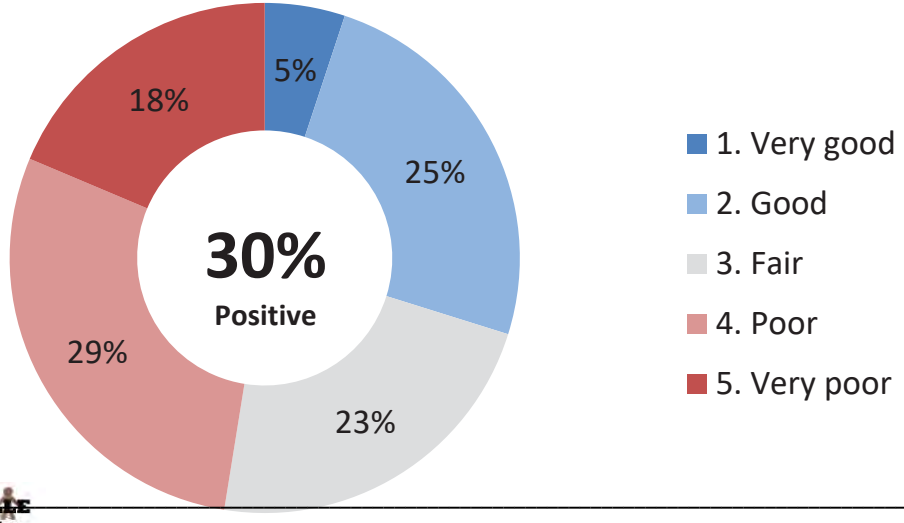
Friendly Neighbors



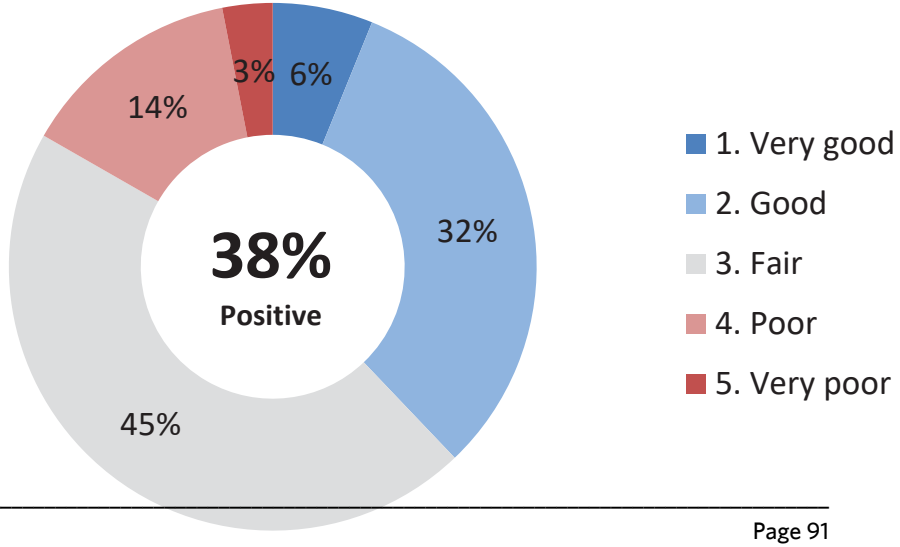
Quality of Public Services



Available Goods & Services

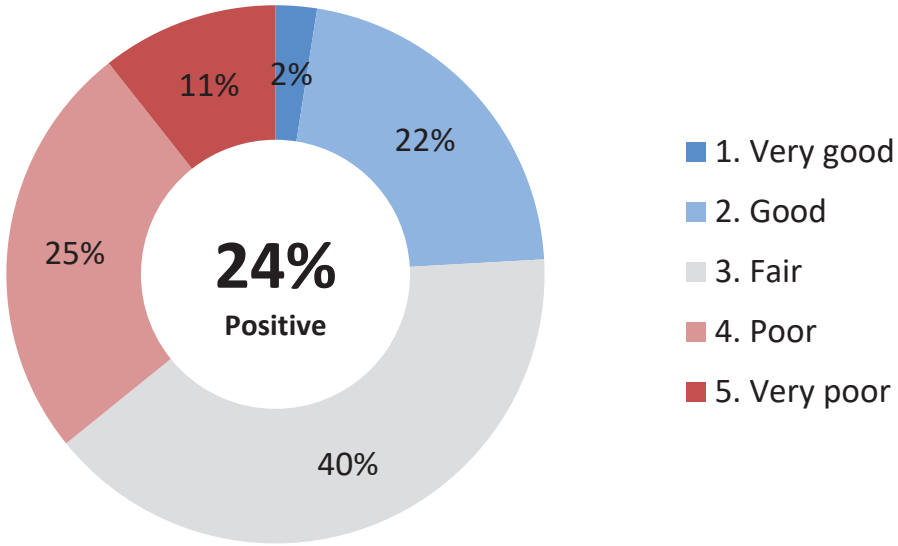


Transportation Access

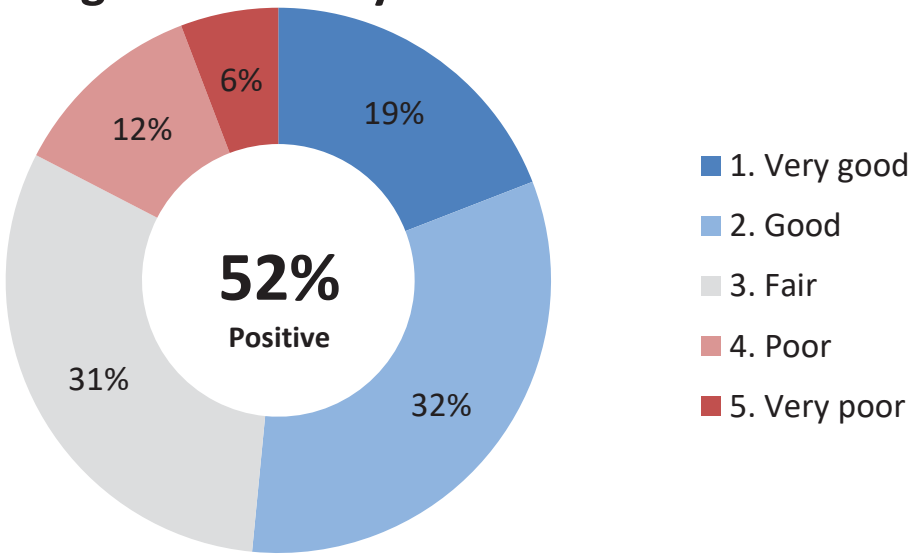


Rate different aspects of community:

Access to Employment Centers

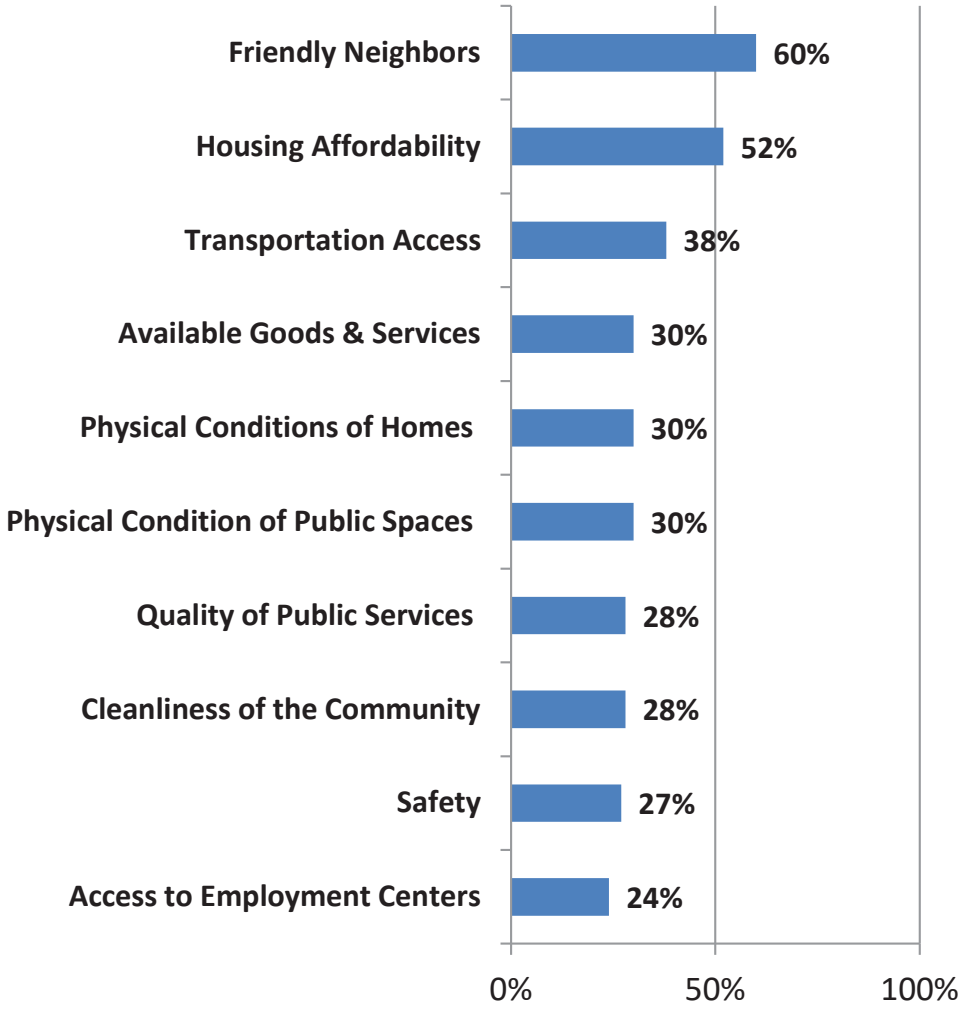


Housing Affordability

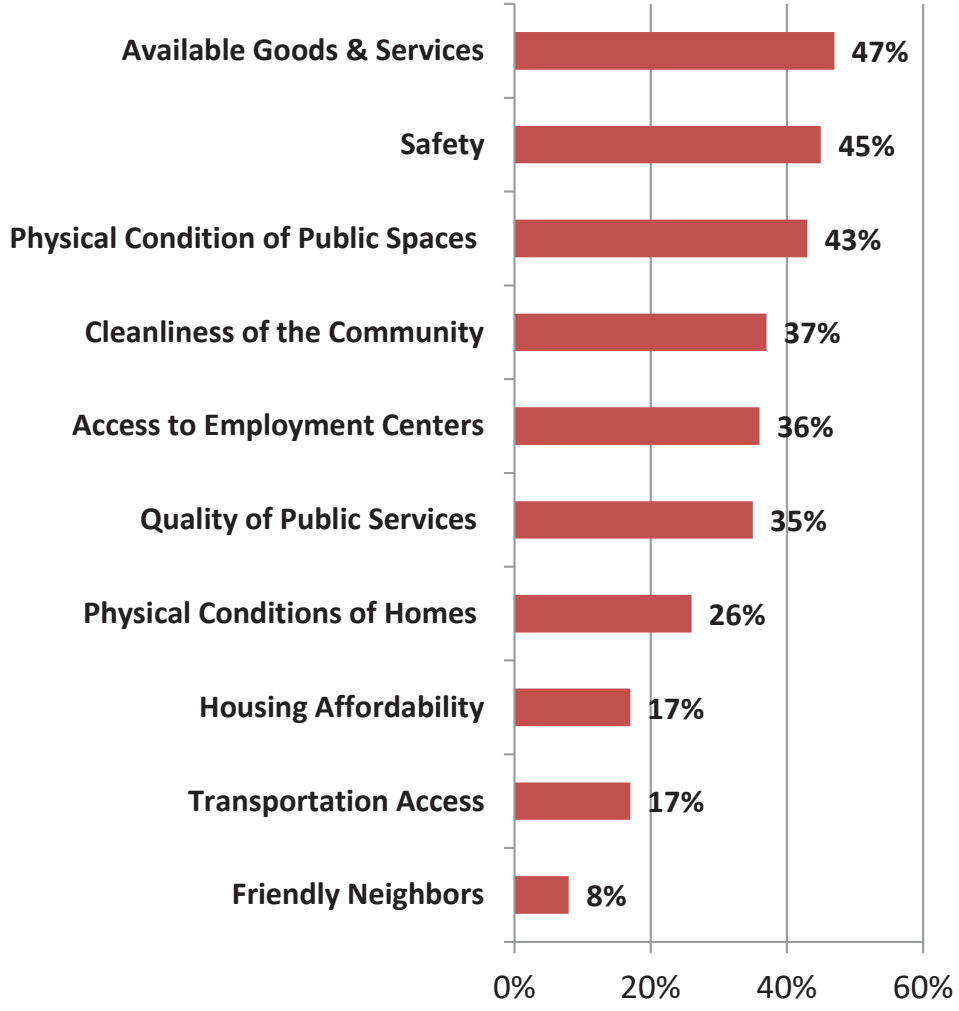


Rate different aspects of community:

Positive rating by community aspect

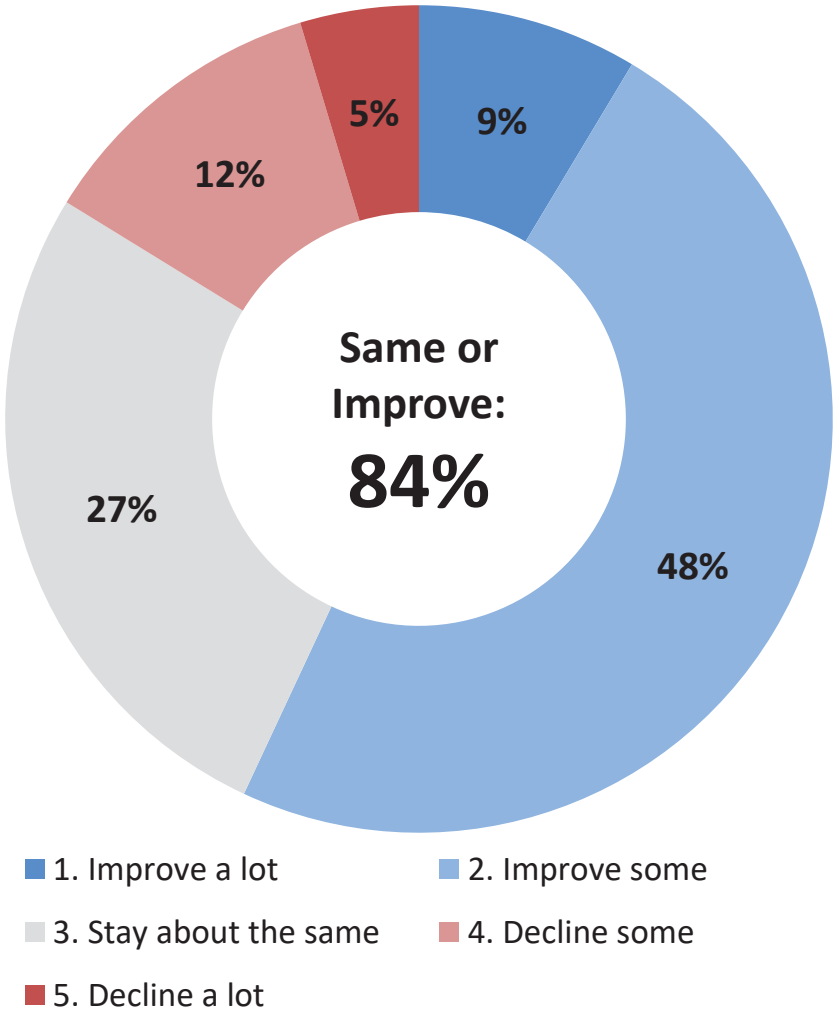


Negative rating by community aspect



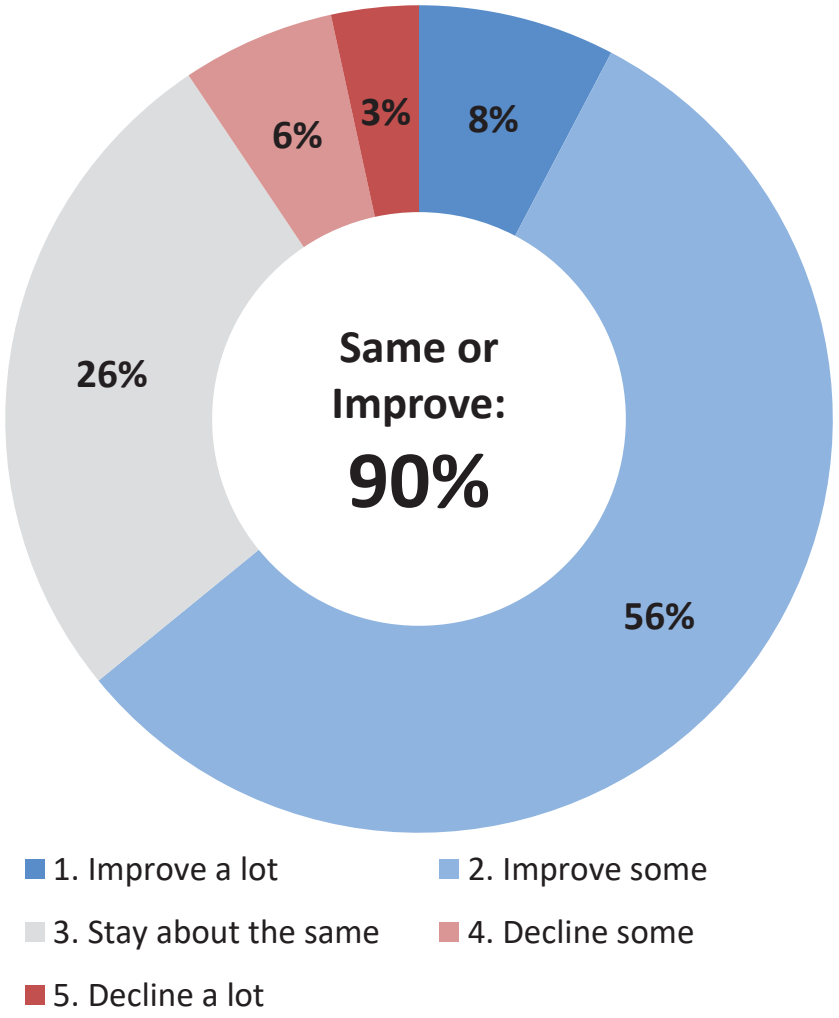
In the next three years, how would you say this community is likely to change?

(All responses)



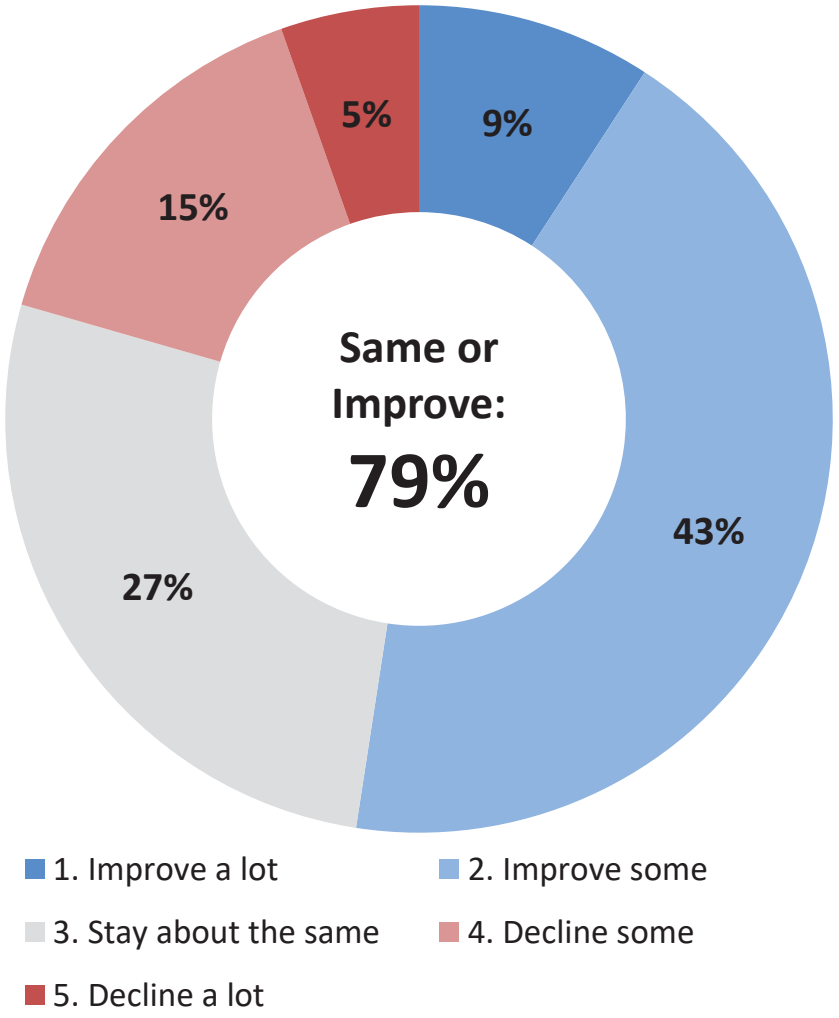
In the next three years, how would you say this community is likely to change?

(Recently moved residents, less than 10 years)



In the next three years, how would you say this community is likely to change?

(Long time residents, 10+ years)



APPENDIX D: Economic Impact Case Study, Amtrak's Greater American Stations

ECONOMIC DEVELOPMENT | BRUNSWICK, ME

BRUNSWICK STATION

New and renovated train stations have the potential to spark greater economic development in the heart of their communities. Brunswick residents saw first-hand how an investment in their station was an investment in their future.

Brunswick, along with neighboring Freeport, regained regularly scheduled intercity passenger rail service in December 2012 following a 52-year absence. Using approximately $41 million in federal and state funds, the tracks from Portland to Brunswick were rehabilitated and new platforms constructed.

REVITALIZATION EFFORTS

To plan for the initiation of the *Downeaster Service* in 2001, the town purchased a 3.88 acre property in 1998 with the intention of returning it to active railroad use. The first priority was to remediate the land, which had become contaminated with coal ash and other toxins. Between 2004 and 2006, the town received four grants from the U.S. Environmental Protection Agency to cover a site assessment and subsequent cleanup costs.

With a remediation strategy in place, attention shifted to the redevelopment of the site to include a rail passenger station and other amenities. Brunswick and Bowdoin College supported the effort since the railroad property had the potential to act as a transitional space between downtown and the school campus. In 2006, the Brunswick Town Council accepted a master plan recommending redevelopment by a private entity, and the following year, it selected JHR Development to lead the project. According to the conditions for development, 1,200 square feet had to be reserved for a future train station.

The project was divided into three parts. Phase I, which included the Bowdoin College Store and a building containing the Visitors Center, offices and retail, began construction in winter 2008. They were finished and occupied by fall 2009. Station Avenue, connecting Maine and Union Streets, was also cut through the site south of the proposed buildings. Phase II began in fall 2010 when ground broke for the 52-room Inn at Brunswick Station. An office building was also constructed, and both projects were open by late summer 2011. Phase III, consisting of a residential building with office and retail space, is still in development. As of late 2013, the inn and nine additional tenants occupied Brunswick Station.

> "In addition to a great location and good visibility, many tenants look at proximity to the *Downeaster Service* as a benefit of locating at Brunswick Station."
>
> **– Mike Lyne, Project Manager with JHR Development**

Public funding for Brunswick Station amounted to approximately $5.2 million obtained through a mix of federal, state and local funds. The town government estimates that these public funds have leveraged more than $25 million in private investment by the developer.

ECONOMIC IMPACTS

Once a contaminated brownfield parcel, Brunswick Station is now an economically vibrant area whose businesses contribute property and sales tax revenue to the city and state. The new, attractive buildings also bolster local land values.

During a 2011 property assessment, the town estimated that since 2008, the value of the Brunswick Station property had increased from $676,700 to $6,725,400—almost a tenfold gain. The existing businesses had also generated 97 new full time jobs in the hospitality, retail, food service and medical industries.

Doug Lavallee, owner of the Brunswick Station restaurant Scarlet Begonias, said in an October 2013 *Bangor Daily News* article: "We get people getting off the train, people buying food to go…It's been a really positive effect for the whole area." Mike Lyne of JHR Development confirms this sentiment, adding, "I would say our two restaurants would cite the rail service as one of the primary reasons for locating at Brunswick Station."

> "During a 2011 property assessment, the town estimated that since 2008, the value of the Brunswick Station property had increased from $676,700 to $6,725,400—almost a tenfold gain."

INSIDE THE STATION

STATION SERVICE (FY14)
- 33,327 Riders
- $659,094 in Revenue
- Served by the *Downeaster Service*

DEVELOPMENT
- Station included as part of larger mixed-use development

KEY FEATURES
- Rail station includes Visitors Center to encourage tourism and support of local businesses

PROJECT FUNDING
- EPA Brownfields Program
- Economic Development Administration
- Community Development Block Grants
- Maine Municipal Investment Trust Fund
- Municipal bonds

KEYS TO SUCCESS

- With public input, the city established a long-term master plan to guide development.
- Federal, state and local funding sources used.
- Mixed-use complex ensures activity all day.
- Site serves both downtown and the campus of Bowdoin College.

Photo courtesy of the Northern New England Passenger Rail Authority

ECONOMIC DEVELOPMENT | BRUNSWICK, ME

ECONOMIC DEVELOPMENT | BRUNSWICK, ME

BRUNSWICK STATION

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STATION AS A DESTINATION

The station is one piece of a larger mixed-use development that includes restaurants, a hotel, professional offices and commercial space that ensure the area remains lively throughout the day. Volunteers at the Visitors' Center provide information on local attractions, dining and shopping. The Bowdoin College Store is a popular stop for students, alumni and prospective students, while the Inn at Brunswick Station anchors the property and provides a steady stream of visitors arriving for a weekend stay or meeting. The Brunswick Explorer bus connects the station complex to destinations across the city.

ECONOMIC IMPACTS

Once a contaminated brownfield parcel, Brunswick Station is now an economically vibrant area whose businesses contribute property and sales tax revenue to the city and state. The new, attractive buildings also bolster local land values.

During a 2011 property assessment, the town estimated that since 2008, the value of the Brunswick Station property had increased from $676,700 to $6,725,400—almost a tenfold gain. The existing businesses had also generated 97 new full time jobs in the hospitality, retail, food service and medical industries.

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INSIDE THE STATION

STATION SERVICE (FY13)
- 30,187 Riders
- $620,125 in Revenue
- Served by the *Downeaster Service*

DEVELOPMENT
- Station included as part of larger mixed-use development

KEY FEATURES
- Rail station includes Visitors' Center to encourage tourism and support of local businesses.

PROJECT FUNDING
- EPA Brownfields Program
- Economic Development Administration
- Community Development Block Grants
- Maine Municipal Investment Trust Fund
- Municipal bonds

KEYS TO SUCCESS

- With public input, the city established a long-term master plan to guide development.
- Federal, state and local funding sources used.
- Mixed-use complex ensures activity throughout the day.
- Site serves both downtown and the campus of Bowdoin College.

Appendix E: Preserving Affordable Housing – Best Practices for Affordable Housing in Coatesville

In 2010 there were more than 4,998 housing units in Coatesville, 90.2% were occupied by renters and 37.5% were owner occupied. From 2011 to 2015, the number of residents living in the same dwelling was 82.2%. Over the years, rising concerns of visible and blatant housing violations, absent landlords, lack of resources, health and safety issues have plagued many families living on fixed incomes. Understandably, the challenges Coatesville residents face are common in cities throughout the United States. We researched neighborhoods with proven "resident assistance" programs in cities like Salt Lake City-Utah, Omaha-Nebraska, Arlington-Virginia, San Francisco-California, Denver-Colorado, NYC-NY, Asheville-NC, and Minnesota, to find "what works" in communities like Coatesville. We have learned, in-order-to measure the impact of new services offered to residents, each family must become aware of all services available to that household. We plan to replicate, extract, and offer some of the following examples of "best practices" and services in affordable housing to residents of Coatesville.

- Salt Lake City Landlord/Tenant Program: The Good Landlord Program. The goal of the training program is to address aspects of property management that help eliminate code violations and public nuisances while controlling and preventing illegal activity on rental properties that impact the quality of life within our neighborhoods. Under the new program, all residential rental properties, including single and double family homes, boarding houses, and fraternities/sororities, require a business license. However, with participation in the Landlord/Tenant program, per unit licensing fees can be discounted by up to 95%.

  The base fee for all business licenses is $110.00. This fee is only charged once, regardless of how many rental properties you own. In addition, there is a per unit fee of $342.00 per unit. However, with participation in the Landlord/Tenant program, this fee is discounted to $20.00 per unit. The landlord is required to have the training completed no later than 6 months after application into the program. You are also required to take a 4-hour refresher course every three years. Non-profits are not required to pay the licensing base fee, but they are required to pay the per unit fee for participation or non-participation. With good history and practices the landlord will be able to participate in the Landlord/Tenant Program on an ongoing basis and be entitled to the discount in the per unit fees. The City is also considering other ways to recognize and reward good landlord histories and practices.

- Omaha Healthy Kids Alliance: April 2012 "The purpose was to actually focus on those particular landlords who were putting tenants in harm's way, but it hasn't been able to serve that purpose. We've been too wrapped around trying to keep up with all the provisions over-burdening the landlords who are trying to do good things," said Corporation Counsel Juanita Perez Williams. The new rental registry would put the homes of "good" landlords on a public "preferred landlord" list.

  To qualify for such a list, the landlord's record will need to be free of code violations and all bills and taxes associated with the property must be paid off. "We're going to reward the preferred landlords, if you will, those that are doing good things. And they're not going to have to pay the fee with this new rental registry policy. And in fact, their inspections can be completed with an affidavit," Perez Williams said. Williams said that under the new law, landlords who fail to register and allow code violations on their properties will be fined immediately. The City will no longer wait for housing court to impose the fines. Tickets will be issued and fines will accrue.

  The Corporation Counsel says the proposed rental registry law will give city codes inspectors more time to focus on the bad properties. The Corporation Counsel says the Codes and Assessment Departments were closely involved in drafting the rental registry law.

- Arlington, Virginia tracks yearly progress toward 11 housing goals with numerical targets through the Annual Affordable Housing Targets report. Goal areas include reduction in homelessness, sustainable development, minimizing displacement of low-income households, new affordable units, family-sized units, and rental assistance. Source: http://www.arlingtonva.us/departments/CPHD/housing/pdf/file85925.pdf .

  Within Arlington, the Columbia Pike Neighborhoods Area Plan offers an example of a small-area plan with a special focus on preserving affordable housing. Because the county has typically lost affordable units in previous revitalization efforts, the plan calls for preserving all of the Columbia Pike corridor's 6,200 market-rate affordable units — whose market rents are low enough to be within the budgets of low- and moderate-income households Another goal of the plan is to preserve or replace all of the estimated 1,200 committed affordable housing units — those that were built with public funds. One strategy to accomplish this goal is to help owners convert market-rate affordable units into committed affordable units. This may be accomplished, for example, through tax incentives or public funding for energy-efficient upgrades in exchange for a commitment to continue a unit's affordability for a specific period of time. Source: http://www.columbiapikeva.us/revitalization-story/columbia-pike-initiative/

- Acquisition Fund for Preservation of Existing Affordable Housing. Denver's TOD Fund was created in 2009 to enable to acquisition of property within one-half mile of existing or planned light rail stations and one-quarter mile of high frequency bus stops. The fund was initially capitalized with a $2.5 million contribution from the City of Denver, and as of August 2011, the fund's manager, Enterprise Community Partners, had assembled $15 million in additional investments from local and national philanthropies and private banks. Source: http://www.enterprisecommunity.com/financing-and-development/community-developmentfinancing/denver-tod-fund

- The Cook County (Illinois) Class 9 program provides private developers incentives to do major rehabilitation on their properties, provided affordability restrictions are kept in place. Once rehabilitation is complete properties are taxed at 10% of the market value for 10 years, renewable in 10-year increments. Source: http://www.cityofchicago.org/city/en/depts/dcd/supp_info/multi-family_assistance.html

- Tax Abatement Strategies In any given year, between 70,000 and 100,000 housing units are renovated under New York City's J51 Program. The program provides real estate tax exemptions and abatements to multifamily buildings that are renovated or rehabilitated according to certain requirements. Buildings converted from lofts or other nonresidential uses to residential use are also eligible. Affordable housing projects generally qualify for a 34-year exemption from the higher real estate taxes resulting from the improvement. The tax break allows owners to recoup the costs of repairs. From fiscal year 1980 to the end of 2006, these incentives spurred essential upgrades and system replacements for more than 2.4 million units. Source: http://www.nyc.gov/html/dof/html/property/property_tax_reduc_j_51.shtml

We believe these examples will provide a blue-print to develop measurable, and impactful strategies that will address the rise of challenges within the communities served through the Coatesville Growing Greater program.

The Coatesville Growing Greater (CGG) initiative will share "best practices" gathered from other communities to address issues, violations, and other challenges to maintaining residential property. CGG will empower homeowners and renters to view affordable housing as a foundational structure to live, work, and play, as well as a vehicle to

connect families to the resources like, transportation, education, and employment. Information and resources will include:

- Implementing "best practices" models
- Establishing Neighborhood Coalition for Fair Housing
- Creating Community Gleaming Programs
- Understanding Fair Market Rents
- Renters and Homeowners Rights
- Landlord and Renter Compliance
- Understanding HUD regulations
- Tracking Violations
- Provide financial literacy to renters and homeowners
- Provide counseling tools to sustain literacy training
- Residents
- Understanding rent-to-own programs

Other resources and examples of Best Practices for Affordable Housing

1. Best Practices for Affordable Housing - Eleven methods used by communities to create & preserve affordable housing across the nation: http://www.mayorsinnovation.org/images/uploads/pdf/Best_Practices__Final_Asheville.pdf https://housingtrustfundproject.org/housing-trust-funds/

2. RICHARDSON APARTMENTS | HAYES VALLEY, SAN FRANCISCO CA https://www.enterprisecommunity.org/download?fid=9746&nid=13219

3. More Than Shelter Resident Services Are a Crucial Element at Affordable Rental Properties http://www.nhpfoundation.org/documents/TCAAugust2013_resident_services.pdf

4. The Wells Fargo LIFT Programs: To support sustainable homeownership and advance neighborhood stability, the Wells Fargo LIFT programs look to the future by delivering down payment assistance and financial education to homebuyers in collaboration with NeighborWorks® America and local nonprofit organizations. https://www.wellsfargo.com/mortgage/lift/

5. ULI–the Urban Land Institute. ULI Community Catalyst Report Number 3: Best Practices in the Production of Affordable Housing. Washington, D.C.: ULI–the Urban Land Institute, 2005. http://uli.org/wp-contenat/uploads/2012/07/Report-3-Best-Practices-in-the-Production-of-Affordable-Housing.ashx_.pdf

6. REVIEW OF BEST PRACTICES IN AFFORDABLE HOUSING: http://gwrcftp.org/Regional_Planning/Affordable_Housing/Smart%20Growth/SGBC_Affordable_Housing_Report_2007.pdf

7. Best Practices in action Strategies for engaging Latinos, Seniors and low-income residents of Sonoma county: http://www.sonoma-county.org/health/community/pdf/report.pdf

8. Example Sources: Omaha Healthy Kids Alliance, and Austin Texas.gov

APPENDIX F: Coatesville Youth Initiative's Summer/Early Fall Program Guide

coatesville YOUTH initiative

GREATER COATESVILLE 2017 SUMMER ★ YOUTH PROGRAMS &

FIND YOUR PROGRAMS! | AGE BIRTH-4 :: PRESCHOOL | AGE 5 - 10 :: ELEMENTARY SCHOOL | AGE 11 - 13 :: MIDDLE SCHOOL | AGE 14 - 18 ::

ARTS HOLDING HANDS AND HEARTS OF CULTURE TRUST (AHHAH)
805 Nathan Hale Drive, West Chester • (483) 883-2367
www.artsholdinghandsandhearts.com

Family Story Time Yoga and Kick off to Kindergarten — Ages 2–5 years
Creative, mindful and experiential learning opportunities that build connections. Bilingual
Call or visit website for dates and times
• **FREE**

ART PARTNERS STUDIO
545 East Lincoln Highway, 2nd Floor, Coatesville
(610) 384-3030
www.artpartnersstudio.org

Summer ART Camps — Ages 6–13
Themed ART camps: clay, drawing, painting, comics, crafts, printmaking, photography!
• June 19–August 11, Monday–Friday, 9:30 am-3:30 pm
(before and after care available for fee)
• **Fee: $160 (financial assistance available)**

Art for Teens and Adults — Ages 13–Adult
Drawing, painting, anime, cosplay, printmaking, yoga, watercolor, mixed media, photography, animation
• **Fees and hours vary**
Check website for updated info. Financial assistance available

THE BARN AT SPRING BROOK FARM
360 Locust Grove Road, West Chester • (610) 793-1037
www.springbrook-farm.org

Camp Geronimo — Ages 5–13
Camp Geronimo is a summer day camp for children with disabilities and Autism Spectrum Disorder
• June 12–August 18, Monday–Friday, 9 am–2 pm
• **Fee: $400**
• We offer 6 one-week sessions of Camp Geronimo and offer financial aid to qualified families to make sure that no one is turned away because of the inability to pay for services

Individual Programs — Ages 5–13
Allow children with disabilities to participate in animal-assisted activities one hour a week for 12 consecutive weeks
• June 1–August 31, Tuesday and Thursday, 2–6 pm
• **Fee: $350 (financial aid available)**

BEACON of KNOWLEDGE MINISTRY, INC.
198 Horseshoe Lane, East Fallowfield • (610) 213-1978
www.bokministry.blogspot.com

Call for details of programs available

BETTER TOMORROWS AT REGENCY PARK COMMUNITY
699 Victoria Drive, Coatesville • (610) 383-4624
crystal.lowery@bettertomorrows.org

Regency Park Summer Enrichment Program — Ages 5–10
• June 19–August 11; Monday–Thursday, 9:30 am–2:30 pm
• **FREE: Enrollments will start in early June. Priority given to community residents**

BIG BROTHERS/BIG SISTERS INDEPENDENCE REGION
760 Constitution Drive, Suite 10, Exton • (215) 790-9200
www.independencebigs.org

One to One Youth Mentoring — Ages 5–10
Each child and adult volunteer spend time together 2–4 times a month doing things they both enjoy!
• Times and Date will vary
• **FREE**

BRANDYWINE HEALTH FOUNDATION
50 South First Avenue, Coatesville • (610) 380-9080
www.brandywinefoundation.org

Youth Mental Health First Aid Training — Young Adult/Adult
Become certified in the skills needed to help teens struggling with mental health concerns
• Visit website for additional information
• **FREE**
Register at www.brandywinefoundation.org

BRANDYWINE RED CLAY ALLIANCE
1760 Unionville-Wawaset Road, West Chester • (610) 793-1090
www.brandywineredclay.org

Summer Nature Camp at Saalbach Farm — Ages 6–12
Join us at our satellite property, Saalbach Farm, for a 4-day nature camp
Activities include: nature walks, water play, crafts, nature studies, and much more!
This camp is FREE with scholarship. Applications accepted until June 19, 2017
Guaranteed wet and muddy every day!
• August 7–10, Monday–Thursday, 9:30 am–3 pm
• **FREE**

BOY SCOUTS OF AMERICA - Chester County Council
504 South Concord Road, West Chester • (610) 696-2900 x 24
www.cccbsa.org

Cub Scouting — Grades 1–5 (Boys)
With lots of fun badges to earn Scouts learn the best part of success in the journey
• Year round, meeting times and dates vary by location
• Cub Scouts meet in every Coatesville Elementary School
• **Cost varies by location, financial assistance available**

Cub Scout Pack 134 – 220 Hibernia Road, Coatesville — Ages 6–10
Call (610) 942-9153 for further information, ie: meetingdays, times, fees

Boy Scouting — Ages 11–18 (Young Men)
Fun activities that teach things like leadership, teamwork and citizenship in an environment where mistakes do not have lifelong consequences, where they have an opportunity to learn and grow
• Meeting dates and times vary by location
• **Fee: Financial assistance available**

Boy Scout Troop 8 – 1214 Horseshoe Pike, Downingtown — Ages 11–18
Call (610) 942-9153 for further information

Boy Scout Troop 48 – 3104 Doe Run Church Road, Coatesville — Ages 11–18
Call (610) 486-0744 for further information

Boy Scout Troop 56
St. Peter's Church, 2835 Manor Road, Coatesville — Ages 11–17
Call (610) 696-2900 for further information

B.O.Y.S. + G3, INC.
Backing Our Young Sons & Giving Girls Guidance, Inc.
P.O. Box 215, Coatesville • (484) 288-0452
givinggirlsguidance@gmail.com

BOYS & G3 Summer Reading Program — Grades K–8
• June 19–August 10, Monday–Thursday, 8:30 am–12:30 pm, Scott Middle School
• Breakfast, Lunch, Field Trips & Fun Learning Activities Provided
• **FREE**

BRANDYWINE YMCA
295 Hurley Road, Coatesville • (610) 380-9622
www.ymcagbw.org

Summer Camps — All Ages
Tons of day camps to accommodate all ages and talents!
• Dates and times vary by camp. Please visit website
• **Fee: Varies. Financial assistance available**

BRIDGE ACADEMY & COMMUNITY CENTER
570 Olive Street, Coatesville • (610) 466-9505
www.thebridgeacademy.org

Elementary Learning — Ages 5–10
Fun activities, summer learning, games. You will have an opportunity to attend Mr. Jack's day camps
• July 3–August 3, Monday–Thursday, 10 am–noon
• **FREE**

Middle School and High School Programs — Ages 11–16
Service Projects, Summer Reading, Day Trips and Experiences! Learn, Do, and Experience!
• FREE Lunch!
• July 3–August 3, Monday–Thursday, 1–3 pm
• **FREE**

BUILD-A-BAND MUSIC EDUCATION SUMMER CAMP
545 Lincoln Highway, 2nd Floor, Coatesville • 484-798-8766
www.buildabandmusic.org

Song Writing/Recording and Introduction to Instruments — Grades k–12
• **Fee: $70.00 with scholarships available**
Call or visit website for specific dates and times

CAREER-CORPS
Oaklands Corporate Center
479 Thomas Jones Way, Suite 350, Exton • (610) 280-1060
www.career-corps.org

Academic Enrichment and Workforce Development — Ages 16–21
GED Preparation, Job Readiness, Career Exploration and Tutoring
• Monday–Friday, 10 am–3pm
• **FREE**

CHESPENN CENTER FOR FAMILY HEALTH AT COATESVILLE
744 East Lincoln Highway, Coatesville
Medical (610) 380-4660 • Dental (610) 383-3888
www.chespenn.com

Primary Medical and Dental Care — All Ages
ChesPenn offers quality primary medical, prenatal and dental care to adults and children regardless of income or insurance status
• Monday and Tuesday, 9 am–7 pm, Wednesday, 10 am–5 pm, Thursday, 8 am–5 pm, Friday, 8 am–1 pm, Saturday, 9 am–noon
• **Fee: Sliding Fee Scale Discount**

Dental Educational Outreach — All Ages
Interactive dental health workshops at locations throughout Chester County for all ages (primarily children & youth)
• Dates and time vary (call for details)
• **FREE**

CHESTER COUNTY FOOD BANK
650 Pennsylvania Drive, Exton • (610) 873-6000
www.chestercountyfoodbank.org

Fresh2You Mobile Market — All Ages
A weekly mobile farmers market providing fresh foods at affordable prices for the community
• June–November, Monday–Saturday, 8 am–6 pm
• **Fee: varies**
Please visit our website for accurate information on market locations and dates! www.chestercountyfoodbank.org

CHESTER COUNTY FUTURES
704 Haywood Drive, Exton • (610) 608-0628
www.ccfutures.org

Academic Enrichment and College Mentoring — Students entering 9th grade
A nonprofit organization which offers direct program support and services through afterschool academic enrichment meetings, mentoring and college scholarship support
• **FREE**
Contact Kim Dickinson, (610) 500-3042, kdickinson@ccfutures.org

Mentoring Program
Provides mentoring services to our students by matching them with a mentor. Our mentors are dedicated adults who work one-on-one with an assigned student
• **FREE**
Contact Kim Dickinson, (610) 500-3042, kdickinson@ccfutures.org

CHESTER COUNTY HEALTH DEPARTMENT
601 Westtown Road, Suite 175, West Chester
(610) 344-4452
www.chesco.org

Dental Health Referral and Outreach Program — All Ages
Clients must have a dental need. Referrals are made to community clinics or private dentist. Services include childhood immunizations, community clinics, health education, health supportive services, lead poisoning screening, mother and infant care, postpartum care, prenatal care, well baby care
• **Fee: Many services are FREE; Immunization fees vary depending on immunization**
• Guidelines include: must reside in Chester County; children are eligible from birth to age seven (7), adult immunizations are also available

Prescription Drug Discount
The Chester County prescription drug discount card can be used by Chester County residents to help cope with the high price of prescription drugs. This program, sponsored by the National Association of Counties (NAC), offers average savings of 22% off the retail price of commonly prescribed drugs
• **FREE**

COMMUNITY EVENTS

HIGH SCHOOL | YOUNG ADULT / ADULT

This is not a complete list of all the great things happening in the Coatesville vicinity! If you would like to be included in the next brochure, please contact Cherry Grubb at (610) 380-0200 x201

CHESTER COUNTY INTERMEDIATE UNIT
455 Boot Road, Downingtown (484) 237-5000;
(for Summer Career Academies call (484) 237-5525 www.cciu.org

Migrant Education Programs for Southeastern Pennsylvania
Ages 3–21
Provides supplemental academic services for eligible children of migrant agriculture workers. Services are provided in the form of in-home visits
- Year round, various days and times
- **FREE**

For program eligibility requirements call, or email (JaneHer@cciu.org) for details

Summer Career Academies
Students entering grades 5–9
Preparing today's youth for tomorrow's careers. Explore careers in the following fields: Animal Science, Art & Design, Auto Service & Collision, Bodies in Motion, Computer Coding, Cosmetology, Criminal Justice & Police Science, Culinary Arts, Digital Media, Electronics & Robotics, Engine Technology, Engineering Technology, Game Design, Girls Explore Their Future, Health Careers, Home Remodeling, Tomorrow's Millionaires, Aquatics & Fishing
- Dates vary (typically one week, Monday-Friday, 3 hours/day)
- Morning Session: 9 am–12 pm; Afternoon Session: 12:30–3:30 pm
- **Fee: Varies plus registration fees. Please call (484) 237-5525 for details of program and fees. Registration closes 5/15**

CHESTER COUNTY SPORTS ARENA
4533 West Lincoln Highway, Downingtown • (610) 269-0619
www.chestercountysportsarena.com

2017 Summer Camp
Ages 4–13
Unique programs that incorporate recreation, adventure, creativity and fun!
- June 12–September 1, 7 am–6 pm
- **Fee: $275/week with sibling and multiple program discounts available**

CHESTER COUNTY WOMEN'S SERVICES
1028 East Lincoln Highway, Coatesville • (610) 383-0930
www.ccwsmedicalinfo.org

Pregnancy Testing and Ultrasound
Ages 13–45
Pregnancy test and confirmation ultrasound, prenatal vitamins and options counseling
- Year round, Monday–Friday, please call for an appointment
- **FREE: You are not alone. We can help.**

The Family Movement Parenting Education
All Ages
Earn baby supplies while you learn essential child development and parenting skills. All parents/caregivers and expectant mothers eligible
- Days and Times of the week vary, please call for current class schedule
- **FREE: Earn while you learn!**

Contact sandy@ccwsmedical.org

CHILD GUIDANCE RESOURCE CENTERS
744 East Lincoln Highway, Coatesville • (610) 383-5635
www.cgrc.org

Providing Community/Office Behavioral and Mental Health Services for Children
Ages Preschool–21
Case Management, Out Patient Therapy, Behavioral Health & Rehabilitation Services, Psychiatric/Medication Management Services, Summer Therapeutic Activities Program, and Multi-Systemic Therapy, and Family-Based Services
- Year round, 7 days per week
- **FREE (with Medical Assistance)**

Registration in all services available via Walk-in appointments, Monday/ Wednesday/Friday, 9 am–2 pm; Tuesday & Thursday, 9 am–6 pm; with a copy of Insurance Card, Birth Certificate, Social Security Card, Verification of income & custody agreement (if applicable)

COATESVILLE KIDS TO COLLEGE (CKC)
310 East Chestnut Street, Coatesville • (610) 716-6999
www.coatesvillekidstocollege.org

I-Rise Elementary Summer Program
Kindergarten through 5th grade
Full day summer camp that incorporates academic enrichment, character development, and fun recreational activities. Includes daily reading program, gardening, technology lab, visual and performing arts, swimming, sports and field trips. Free breakfast and lunch provided
- June 26 – August 3, Monday – Thursday, 9 am – 3 pm
- **FREE**

COATESVILLE LITTLE LEAGUE BASEBALL
P.O. Box 49, Coatesville • (610) 383-1745
www.coatesvillelittleleague.org

Fall & Spring Baseball
Ages 5–16
The league is chartered by Little League Baseball and it provides children the opportunity to learn, play and enjoy the game of baseball along with teaching them the importance of good sportsmanship and teamwork
- T-Ball, Minors & Major Teams
- **Fees vary (see website for details)**

COATESVILLE AREA PUBLIC LIBRARY
501 East Lincoln Highway, Coatesville • (610) 384-4115
www.coatesvillearealibrary.org

Bright Sprouts Play, Learn, Grow!
Preschool
5 week program gets toddlers and parents to play together, have fun and learn!
- May 3–May 31, 10:15–11:30 am
- **FREE**

Pre-registration is required. Call (610) 384-4115 or come by the library to sign up!

Youth Programs
Ages 5–10
Visit the website for tons of daytime youth programs throughout the summer!
- **FREE**

Pre-registration is required. Call (610) 384-4115 or come by the library to sign up!

PAWS for Reading
Ages 5–10
Read to a specially trained dog – Sawyer, Gillie, or Piper! Earn a FREE t-shirt!
- Saturdays, 10:30–11:30 am (check website for schedule)
- **FREE**

Speed Dating with Books!
Teens
Not sure about that new dystopian novel? What about the historical one that takes place in Victorian England? The one about love and romance? How about the latest Rick Riordan or James Patterson? Come by one afternoon in July and 'speed date' these and more new books to find something fun to read. Check the website or calendar for dates and times.
- **FREE**

COATESVILLE UNITED SOCCER
873 Merchant Street, Coatesville • (610) 563-1341
www.jtdorsey.org

Coatesville United Soccer
Ages 5–10
Coatesville United promotes healthy nutritional decision making and physical activity through soccer
- Call or visit website for dates and times
- **Fee: $30. Co-ed with all skill levels are encouraged**

COATESVILLE YOUTH INITIATIVE
545 East Lincoln Highway, Coatesville • (610) 380-0200 x208
www.coatesvilleyouthinitiative.org

Game Changers Youth Council
Grades 6–12
The Game Changers Youth Council empowers youth (6th–12th grade) by providing them with an organized structure to get involved in their community, voice needs and concerns, help develop solutions to make a difference, and have fun
- Selected Tuesdays throughout the school year, 5–7 pm
- **FREE**

Email lula@coatesvilleyouthinitiative.org for more information

COATESVILLE YOUTH INITIATIVE
545 East Lincoln Highway, Coatesville • (610) 380-0200 x203
www.coatesvilleyouthinitiative.org

Brandywine Watershed Discover Camp (BWDC)
Incoming Grades 4–6
Open to students who live in, and/or attend school in the Coatesville Area School District. The Brandywine Watershed Discover Day Camp (BWDC) engages youth in outdoor exploration, science & educational activities
- July 10–14, Monday–Friday, 9 am–4 pm
- **Fee: $75**

Email jarvis@coatesvilleyouthinitiative.org for more information

CRIME VICTIMS CENTER OF CHESTER COUNTY, INC.
135-137West Market Street, West Chester • (610) 692-1926
www.cvcofcc.org

Prevention Education Programs
Ages 4–94 (and older)
CVC offers programs to schools and community groups throughout the county in order to promote community awareness and reduce victimization. Age-appropriate prevention education programs (e.g. personal safety, dating violence, bullying, cyber-bullying and internet safety). Call for further details and more services/programs
- Monday – Friday, 9 am – 5 pm
- **FREE (Donations appreciated)**

24-Hour HOTLINES
Sexual Assault (610) 692-7273
Other Crimes (610) 692-7420

DELAWARE COUNTY COMMUNITY COLLEGE
901 South Media Line Road, Media (Main Campus)
100 Bond Road, Downingtown (Downingtown Campus)
(610) 359-5141
www.dccc.edu

High School Dual Enrollment
Eligible High School Students
Eligible high school students may get a head start on college by starting while still in high school. Delaware County Community College's office of Dual Enrollment reduces tuition for a Dual Enrollment student by 65%
- Registration deadlines: Summer I, 5/1/17, Summer II, 6/1/17, Fall 9/1/17
- **Fee: visit website for class fees**

DOMESTIC VIOLENCE CENTER OF CHESTER COUNTY
1001 East Lincoln Highway, Suite 103, Coatesville
(610) 384-2774 • www.dvccc.com

Rapid Response Program
Ages 18–80
Counseling, supportive services, dating and teen violence, referrals, job coaching, spiritual guidance and outreach programs. All services are FREE & confidential
- Services available 24/7
- Office Hours: Tuesday–Friday, 8:30 am–4:30 pm; office phone (610) 431-3546
- **FREE**

24 Hour Hotlines: Local: (610) 431-1430; Toll FREE: 1-888-711-6270; TTY (610) 431-7262

THE GARAGE COMMUNITY AND YOUTH CENTER
115 South Union Street, Kennett Square and
122 Rosehill Road, West Grove • (610) 444-6464
www.garageyouthcenter.org

Summer Programs
All Ages
Programs to accommodate varying ages and talents!
- Dates and times vary, please visit website
- **FREE**

GIRL SCOUTS OF EASTERN PENNSYLVANIA
330 Manor Road, Miquon • (888) 564-4657 • www.gsep.org

Girl Scouting
Ages K–12
Builds girls of courage, confidence, and character who make the world a better place
- Year-Round
- Meeting times vary by location (call for details)
- **Fee: $15 membership (financial aid available, call for assistance)**

Register online at http://gsep.org/join

HARCUM COLLEGE
643-645 East Lincoln Highway, Coatesville • (610) 810-1556
www.harcumcoatesville.org

Associate Degree Programs – Off Campus — **Ages 17 and up**
Accredited evening classes in the city of Coatesville with majors in the following areas: Early Childhood Education, Human Services, Law & Justice, and Leadership Studies Fall registration deadline is July 22
- Two nights per week, 5:30–9:30 pm
- **Off campus Harcum tuition rates, PELL grant, PHEAA grant, and other financial aid available**

Contact: Coatesville@Harcum.edu

HEAD START
Gordon Early Literacy Center • (610) 383-6800
www.cciu.org/headstart

Head Start Preschool — **All Ages 3–5**
Program runs throughout the school year and begins on August 28, 2017
- **FREE**

HEARTS IN HANDS COMMUNITY CENTER
1 Lenape Way, Honey Brook • (484) 680-2249
www.heartsinhands.net

Summer Camps and Teen Club — **All Ages**
- Times and Dates will vary, please visit website
- **Fee: Varies**

HOLCOMB BEHAVIORAL HEALTH SYSTEMS
467 Creamery Way, Exton • (610) 363-1488
www.chescoprevention.holcomb-bhs.org

Prevention and Education Programs — **All Ages**
A variety of prevention and education programs are designed specifically to meet the needs of children from diverse backgrounds and unique family settings.
- Program times and dates vary; check website for updated information
- **FREE**

THE LINCOLN UNIVERSITY - Coatesville Campus
545 East Lincoln Highway, Coatesville • (484) 365-7751
www.lincoln.edu/admissions/campuses-locations/coatesville

Bachelor Degree Programs & Accelerated Master's Degree Program
Small classes, quality instruction, convenient evening and weekend classes are our specialty. Offering degrees in Criminal Justice, Business Management, Information Technology and Human Services, as well as an Accelerated Master's Degree Program in Business & Entrepreneurial Studies
- Days and times vary depending on course selection (call for schedule)
- Now accepting applications for the Fall 2017 Semester!
- **Coatesville Area School District residents receive automatic 10% tuition discount & application fee waivers**

Call (800) 790-0191 or email admissions@lincoln.edu for assistance in applying to Lincoln University – Coatesville today!

LOCUST LANE RIDING CENTER
814 West Kings Highway, Coatesville • (484)-883-1844
www.locustlaneridingcenter.org

Summer Camp — **Ages 5–16**
Programs designed to educate, enrich, and empower young people to reach full potential
- June 12–August 18, Monday–Friday, 9 am–3 pm
- **Fee: $325 (scholarships offered to provide opportunity for low-income students)**

MATERNAL & CHILD HEALTH CONSORTIUM OF CHESTER COUNTY
1001 East Lincoln Highway, Suite 104, Coatesville
(610) 383-0630 • www.ccmchc.org

Healthy Start Program — **All Ages**
Services include home visitation, help with health insurance & food stamp enrollment, health education, prenatal & parenting classes, support groups, and connections to community resources
- Rolling enrollment: Monday–Friday, 9 am–5 pm (open until 6 pm every other Wednesday)
- **FREE**
- Participant must reside in Chester County to participate in the program

For more information, please call (610) 383-0630

WIC Program — **Ages Birth-5**
Serving Women, Infants, and Children (WIC) is part of the Chester County Health Department and serves residents of Pennsylvania who are income eligible; have a medical or nutritional risk. Services include FREE healthy food vouchers; nutrition education, health screenings and referrals to other social agencies, breastfeeding education and support
- Monday and Wednesday: 10 am–6 pm; Tuesday–Friday: 8:30 am–4:30 pm
- **FREE**

Call (610) 383-3827 to schedule an appointment
Visit chesco.org for a complete listing of WIC benefits & services

NEW LIFE EDUCATION CENTER
1 South 5th Avenue, Coatesville • (610) 384-3344 • www.nlicf.org

Christian Life Development — **Ages 5 and up**
Our focus is your spiritual growth and development. Opening the door of understanding and ushering you into service for the Lord.
- Classes are held Sundays 9:50 –10:50 am

For more information, email nlicf@nlicf.org

NEWLIN FOUNDATION
545 East Lincoln Highway, 1st Floor, Coatesville
(610) 755-7591 • www.newlinfoundation.org

Newlin Scholars Program — **Grades 11–12**
The Newlin Foundation provides assistance to selected students in navigating and completing the college search, application and financial aid process. Students are selected through a structured application process
- Dates and times – Vary
- The program provides professional support and guidance to students and their families so Newlin Scholars can succeed in college. Scholarship assistance is provided to financially challenged CASH students. Application forms are available at Coatesville Area High School
- **FREE**

Contact morganshave@yahoo.com for additional information

PHILADELPHIA ROCK GYM
255 South Mt. Airy Road, Coatesville • (877) 822-7673
www.philarockgym.com/camp-programs-valley

Summer Climbing Camps — **Ages 4–15**
Develop leadership, team building and problem solving skills through the sport and philosophy of rock climbing. Build confidence and strength and make new friends. No experience necessary!
- June 12–September 1 (weekly options), Monday–Friday, 9 am–12 pm or 9 am–3 pm (8 am drop off & 5 pm pick-up available)
- **Fee: $250–$395; Sibling discounts available; Reserve your spot today!**

Visit our website for different camp types and durations of camp programs

Youth Programs — **Ages 3–15**
Join us this September 2016 for Kinder Climb, Kids Climb and Club Team after school youth programs. Build strength, learn technical climbing skills and learn to set and achieve individual climbing goals under the care and expertise of our coaches!
- **Sibling discounts available. Visit our website for specific pricing, programs and schedules**

Contact kids@philarockgym.com with questions

POPE JOHN PAUL II ELEMENTARY SCHOOL
2875 Manor Road, West Brandywine • (610) 384-5961
www.popejohnpaul2sch.org

Community Summer Camps — **Ages 5–12**
Weekly camp themes include: Getting to know you, Circus, Mad Scientist, Party in the USA, Animal Kingdom, PJPII's Got Talent and PJPII Summer Camp Olympics. Each week will involve arts and crafts, outdoor activities including rock climbing, bounce houses, water fun and other sports, afternoon Game Shows, movie days and so much more!
- June 12–August 18, Monday–Friday, 9 am–4 pm (full day) or 9 am–noon (half day)
- **Fee: varies, with multiple sibling discount and free before and after care**

Visit website

RAIDER STARZ SUMMER CHEER CAMP
5003 West Lincoln Highway, Parkesburg • (484) 883-5673
www.raiderStarz.com

Summer Cheer Camp — **Ages 5–18**
- July 24–27, Monday–Thursday, 5–8 pm
- **Fee: $100 ($125 after June 17). Discounts for multiple siblings. Co-ed**

RUSSELL'S DANCE & BATON STUDIO
Coatesville Union Hall - 750 Charles Street, Coatesville
Sadsburyville - 2955 West Lincoln Highway, Sadsburyville
(610) 857-9435
www.russellsdance-baton.com

Dance & Baton Studio — **Ages 2 ½ and up**
We are a family studio teaching the love of the arts and sport of baton twirling for over 25 years in Chester County. We are recreational and competitive studio offering all opportunities for children and adults! Come join our family!
- Visit website for schedule
- **Fee: Based on class, private lesson, competitive team, etc. (call for costs)**

SHANNON COOPER'S ACADEMY OF DANCE
416 West Kings Highway, Wagontown • (484) 678-0959
www.shannoncoopersdance.com

Dance Instruction — **Ages 2 ½ and up**
Provide dance instruction in Ballet, Tap, Jazz, Hip Hop, and Contemporary
- Summer & Fall Sessions Available
- Monday–Saturday (Days/times vary. See our website for schedule)
- Now registering for our summer classes and camps
- **Fee: $45 per month/per class with sibling discounts available**

TEL HAI SUMMER CAMPS
31 Lasso Drive, Honey Brook • (610) 273-3969
www.telhaicamp.org/summer-camps

Summer Camps — **Ages 6–14**
A variety of camps hosted by community organizations will run from June 26–August 18
- **Fees and times vary – visit website for details**

TEMPLE UNIVERSITY
1801 N Broad St, Philadelphia • (800) 570-8936
www.noncredit.temple.edu

Reading Skills Programs — **All Ages**
Offered in Exton, West Chester and additional Chester County Locations, Visit website or call for specific locations, fees and times
- June 19–July 22

UNITED SPORTS CENTER
1426 Marshallton Thorndale Road, Downingtown
(610) 466-7100
www.unitedsportscamps.net

Various Sports League and Skill Sessions
Contact United Sports Camps for further information and registration at (610) 466-7100

YOUNG MEN AND WOMEN IN CHARGE (YMWIC Foundation, Inc.)
P.O. Box 1954, West Chester • (610) 340-2844
www.ymicfoundation.org

Summer Elementary Math and Science Camp — **Incoming Grades 1–6**
- June 19–July 28, Locations (Coatesville and West Chester) will vary Please check website
- **Fee: $350**