



Chapter 2

Goals and Objectives

Goals and objectives serve as the guidelines for directing future growth and development in the Borough of Kennett Square. These guidelines are broad enough to cover all major planning considerations, but specific enough to guide and evaluate the progress of the plan. Together, the goals and objectives form the Borough planning policies upon which planning decisions are made. Goals and objectives, as used in the plan, are defined as follows:

- **Goals** establish the general, long-term desired conditions that will preserve the positive aspects of the community and improve those aspects that are less than desirable.
- **Objectives** define the short-term targets that will aid in achieving long-term goals. They are more specific and measurable than overall planning goals. The objectives are designed to be politically, legally, and financially feasible.

The goals and objectives of this plan are derived from several primary sources. First, goals and objectives of previous plans that pertain to the Borough were evaluated for their application to the current situation. Secondly, information gathered from the Task Force members during an issues identification exercise in September 2009. Lastly, an inventory and analysis of relevant information pertaining to planning issues in Kennett Square was gathered and reviewed over a period of months. This data was analyzed to determine its significance for future planning decisions in Kennett Square. Using this information, policies were established under each major planning category. These policies serve as the basis for the plan recommendations within each chapter of this comprehensive plan.

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GOALS AND OBJECTIVES

OVERALL GOAL FOR GROWTH, DEVELOPMENT, AND PRESERVATION

- *Preserve and enhance the Borough of Kennett Square as an historic regional center for commercial, residential, cultural, professional, and recreational land uses, provide for entertainment and public activities, while sustaining natural areas and maintaining and strengthening the unique character of the Borough.*

LAND USE (Chapter 4)

Land Use Goals

- *Establish an appropriate mix of land uses to provide compatibility, coordination, and integration between land use types that complement the existing Borough character while allowing for appropriate flexibility in scale, height, location, and density.*
- *Provide for a range of residential uses to serve current and future residents with diverse social, cultural, and economic backgrounds.*
- *Promote vitality of retail and other commercial uses and the development of certain areas as destinations for community activity, employment, economic opportunities, and historical integrity.*
- *Provide for appropriate commercial and industrial opportunities within designated areas of the Borough through regulatory measures and incentives.*

Objectives

- Utilize codes and ordinances to ensure land use compatibility, revise these documents to support the policies of this Plan, and apply equal and equitable enforcement of codes.
- Continue to maintain appropriate industrial uses that are consistent with the needs of the Borough to provide employment and bolster the economy and tax base.
- Develop, where possible, greenways between existing industrial land uses and surrounding development in an effort to buffer potentially conflicting land uses.
- Ensure proper use of vacant or underdeveloped land and buildings by enforcement and adjustments to Borough codes and ordinances.
- Preserve the character of existing neighborhoods and prevent conflicts through land use controls that allow for compatible land uses and development.
- Provide for a range of retail, service, office, restaurants, and institutional uses in the core commercial areas that meet the needs of local residents and provide sufficient regional appeal to support local merchants.
- Promote environmentally sustainable land uses and building practices that are consistent with SMART growth principles.

Regional Planning Goals

- *Coordinate planning and community development efforts in the Borough with other municipalities in the region, other levels of government, and private agencies to address regional needs and issues.*
- *Continue to pursue cooperative planning efforts to provide for efficiency and cost-effectiveness of services, facilities, plans, studies, programs, and other efforts.*

Objectives

- Remain informed on regional conditions and external factors that may affect or influence conditions in the Borough, such as land use, transportation, economic development, funding opportunities, resource protection, and provision of services and facilities.
- Cooperate in regional decisions and efforts so that the Borough's interests are represented including continued Borough participation in the Kennett Area Regional Planning Commission.
- Work in cooperation with neighboring municipalities to ensure compatible land uses and circulation movements along municipal boundaries.
- Initiate, endorse, participate in, and implement new studies and planning efforts that support or build upon this Plan or the Kennett Area Region Comprehensive Plan, provide for more specific implementation on a broader regional scale.

HOUSING (Chapter 5)

Housing Goals

- *Support development and maintenance of safe, well maintained, and affordable housing to meet the needs of all residents.*
- *Provide housing within mixed use areas to facilitate connections between residential, commercial, and professional uses and to create links to community facilities and services.*

Objectives

- Promote and preserve a diversity of housing types and densities to meet the needs of current and future Borough residents.
- Provide the opportunity for a 'fair share' of multi-family housing.
- Update and enforce Borough housing and safety codes to ensure that housing is maintained to acceptable standards.
- Identify concentrations of substandard or deteriorating housing and target resources for rehabilitation to those neighborhoods.
- Support the development or redevelopment of higher density housing in the commercial core areas of the Borough.
- Promote adaptive re-use of vacant or underutilized commercial or industrial buildings for multi-family housing.

- Provide regulatory and programmatic support for housing targeted to special needs populations.
- Ensure equal access to housing for those classes protected under the federal Fair Housing Act.
- Support efforts by non-profit and for-profit developers to build or rehabilitate quality affordable housing for low to moderate-income households
- Promote strategies to educate residents and businesses regarding property maintenance, improvements, funding opportunities, green building practices, water conservation, and energy efficiency.

ECONOMIC DEVELOPMENT (Chapter 6)

Economic Development Goals

- *Promote commercial uses and cultural and recreational activities in core areas and other designated growth and redevelopment areas to meet economic development objectives.*
- *Provide ongoing support for the Kennett Square business community through support of Historic Kennett Square and other economic development initiatives.*
- *Promote local cultural, entertainment, and recreational events and activities as a means to create business activity for core area merchants, support economic development, encourage visitation, and support social and cultural activity.*

Objectives

- Support the retail, office, and commercial uses in the Borough and promote the Borough as a center of commercial and cultural activity and significant historical interest.
- Promote adaptive re-use of vacant and underutilized commercial and industrial facilities for new or expanding businesses.
- Encourage tourism within the Borough by promoting the assets of the community including location, historical setting, cultural diversity, commercial activity, and small town character.
- Promote continued revitalization and streetscape improvements to create and maintain an attractive and unified appearance for the downtown.
- Sponsor and promote historical, cultural, and recreational events that will serve to increase tourism in the Borough and promote local businesses.

TRANSPORTATION (Chapter 7)

Transportation Goals

- *Promote coordinated decisions that maximize system-wide transportation benefits, link transportation and land-use objectives, and fulfill local and regional economic, environmental, and social objectives.*
- *Provide a safe, interconnected, managed grid street network that ensures mobility and accessibility for all transportation modes and meets the functional, social, and transportation needs of the Borough.*

- *Promote and enhance alternative transportation modes and pedestrian linkages within and between the core commercial areas, neighborhoods, parks, and other destinations to provide better local and regional mobility.*

Objectives

- Work with the Kennett Region and county, state, and federal agencies to address regional transportation issues impacting the Borough.
- Coordinate land use controls, design standards, and access management strategies to promote and enhance sustainable transportation improvements and behaviors through land development, redevelopment, and capital investments.
- Enhance the use of rail/freight service to support economic expansion in a safe and integrated manner in conjunction with land use, economic development, and transportation objectives.
- Preserve and optimize the performance and functionality of the Borough's transportation system.
- Maintain and undertake safety improvements to facilitate traffic flow, address conflicts with alternative modes, and minimize extensive capital improvements.
- Mitigate truck through-movements within the Borough while providing access for necessary delivery of goods to local businesses and residents.
- Maintain, improve, and enhance safe pedestrian and bicycle access within and between the commercial core areas, neighborhoods, parks, schools, and other destinations and provide connections within the surrounding region.
- Increase the availability and frequency of affordable and accessible transit within the Borough and to local destinations and employment centers, which connects to regional transit services, and serves the US Route 1 corridor.
- Provide an appropriate, efficient, flexible, and managed parking system that supports economic development and alternative transportation modes, and promotes travel demand strategies, environmental stewardship, and social goals.

COMMUNITY FACILITIES AND SERVICES (Chapter 8)

Community Facilities Goal

- *Provide, maintain, and enhance a balance of effective community facilities and services, within reasonable municipal fiscal limits, while protecting the health and safety of residents.*

Objectives

Municipal Facilities and Services

- Maintain Borough departments, staff, and programs in a manner that is efficient and effective in meeting the needs of the community.
- Ensure the provision of available water supply and adequate sewage collection, treatment and disposal for existing users, and the development of additional supplies and capacities to meet anticipated needs consistent with the Land Use Plan.

- Maintain and enhance stormwater facilities, promote efforts to replace, repair, and improve stormwater infrastructure, and require advancements in best management practices for new facilities.
- Promote integrated water supply, wastewater, and land use planning efforts conducted in conjunction with adjacent municipalities, the county, state, and utility providers.
- Maintain and, as necessary and feasible, enhance the capabilities of the Borough Police Department to provide optimum levels of protection.
- Continue to provide and enhance cost-efficient and effective solid waste collection and recycling services.
- Maintain a reasonable balance between revenues and expenditures in the Borough budget while being responsive to demand for services and facilities, and continue to track and update the Borough's Capital Improvements Program.

Non-Municipal Facilities and Services

- Analyze the impacts of planning, zoning and land development decisions to assess potential impact on community facilities and services.
- Maintain and enhance cooperation between the Borough and the school district, and other participating municipalities for joint planning, development, and communication regarding critical shared interests.
- Communicate and coordinate with fire and ambulance companies to ensure adequate service is provided to Borough residents and businesses, and support increasing the capacity of emergency service providers through advances in technology, equipment, training, and personnel.
- Encourage the maintenance and improvement of existing utility systems to service current and future users.
- Continue to support and coordinate with a full range of human services providers within the Borough.
- Maintain efforts to retain public entities, such as the library and post office in downtown Kennett Square, and enhance the viability of these facilities within the Borough.
- Promote volunteer opportunities in Borough programs to better serve residents and businesses, and recognize contributions of time and effort that volunteers provide.
- Maintain an organization to maintain and increase the interest and awareness of arts and cultural events in the community.

HISTORIC RESOURCES (Chapter 9)

Historic Resources Goals

- *Define, preserve and, protect the historic resources that contribute to Kennett Square's unique character.*
- *Enhance historic resources and promote historic preservation as an integral part of Kennett Square's urban landscape, cultural environment, and economic vitality.*

Objectives

- Maintain and update as needed the identified inventory of historic resources in the Borough.
- Preserve historic resources and their context in Kennett Square through various methods such as ordinances, architectural review, code enforcement, private easements, and deed restrictions.
- Advocate proper owner maintenance of historic properties.
- Maintain the traditional town development pattern in new development and redevelopment through local regulations and policy.
- Ensure that local regulations encourage adaptive reuse, preservation, and rehabilitation projects.
- Promote historic locations and events in Kennett Square to support tourism and the local economy.
- Promote an understanding and appreciation of historic resources through educational efforts and public awareness.

NATURAL RESOURCES (Chapter 10)

Natural Resources Goals

- *Protect, manage, and restore natural habitat and sensitive natural resources.*
- *Increase and expand urban green space and natural resource areas into a network that extends throughout the Borough and into its surrounding municipalities.*

Objectives

- Revise the Borough’s natural resource protection regulations and ordinances as necessary, based on the latest science and technological innovations. (Update Natural Resource Regulations and Ordinances)
- Ensure that industrial operations are not polluting or otherwise degrading the environment, and encourage new industrial processes that minimize pollution and are environmentally sensitive. (Pollution Control)
- Promote development and redevelopment that is environmentally sensitive, and that improves, minimizes, or mitigates impacts to the environment. (Minimize Development Impacts)
- Expand the “greening” of the Borough through the installation and maintenance of streets trees, ornamental beds, and other vegetated areas. (Urban Greening)
- Protect, maintain, and enhance a network of woodlands, floodplains and other natural habitats, and promote the vegetation of steep slopes and riparian corridors. (Woodlands and Greenways)
- Pursue opportunities to maintain the water balance through best management practices for groundwater withdrawal and recharge; stormwater runoff and wastewater discharge; and other watershed management techniques. (Protect Water Quantity)
- Pursue opportunities to achieve clean, pollutant-free, surface water and ground water. (Protect Water Quality)

- Coordinate natural resource planning with surrounding municipalities and pursue regional natural resource protection and restoration initiatives including those that involve low-impact recreation and trails. (Regional Resource Planning)
- Encourage environmental outreach and education by public and civic organizations, and promote increased volunteerism for natural resource protection, restoration, and maintenance. (Education and Outreach)

PARKS, RECREATION, AND OPEN SPACE (Chapter 11)

Parks and Recreation Goal

- *Promote a safe, functional, walkable, and well maintained network of public parks, indoor recreation centers, and bicycle and pedestrian facilities that support physical health, economic stability, and Kennett Square's small town quality-of-life.*

Open Space Protection Goal

- *Permanently protect, maintain and where appropriate, restore and expand open space lands to provide economic, ecological, public health, and quality-of-life benefits.*

Objectives

- Promote fiscally responsible, secure, and safe recreational facilities to address liability.
- Maintain, improve, and establish park and recreation facilities and urban open spaces that provide a variety of active and passive recreation opportunities.
- Encourage recreational providers to increase indoor recreation opportunities and support the coordinated use of school, church, and other institutional recreation facilities.
- Cooperate with surrounding municipalities to establish a region-wide network of greenways, sidewalks, trails, paths, and bike routes which link recreation destinations with neighborhoods, employment centers, shopping areas, and public schools.
- Promote fiscally responsible, safe, and secure public recreational facilities.
- Establish adaptable recreation programming to meet the needs of all sectors of the community, and provide administration, staffing, and volunteers to implement the programs.
- Pursue joint public-private recreation initiatives, and support private and institutional entities that provide community recreation opportunities such as community events, organized team sports, and school-related play and athletics.
- Promote the continuation of traditional small town recreation activities and events such as parades, downtown festivals, parks events, and seasonal events such as fireworks and holiday house tours.

ENERGY CONSERVATION (Chapter 12)

Energy Conservation Goal

- *Minimize energy consumption in Kennett Square Borough and facilitate the use of renewable and reliable energy sources, advanced building materials, environmentally sensitive building practices, and waste reduction to reduce energy costs and environmental impacts.*

Objectives

- Promote the redevelopment and reuse of brownfields and/or grayfields, and redevelopment or infill opportunities within neighborhoods, incorporating Smart Growth principles, to promote increased energy efficiency.
- Encourage the use of new technologies in recycling and waste management, building codes and materials, utilities, transportation systems, lighting, and energy generation.
- Encourage the development, distribution, and use of alternative fuels and energy sources, with a preference for those energy sources that promote energy efficiency and are renewable, sustainable and locally-generated.
- Promote energy efficiency and the reduction of energy demand and consumption in the use of vehicles, and the design and construction of motorized, pedestrian, and transit transportation infrastructure.
- Support the development and use of energy efficient technologies, as they become available, in industrial processes, sewage treatment, vehicles and equipment, lighting, alternative energy collection, heating, and other economic development activities.
- Promote the design and construction of subdivision and land development projects utilizing energy efficient “Green” technologies for construction, heating, cooling, lighting, appliances, and small scale energy generation (solar, wind, geothermal).

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