



Chapter 6

Economic Development

The Borough of Kennett Square recognizes the importance of ongoing revitalization efforts and the need for public/private partnerships in maintaining the community's commercial and industrial strength. A strong economic development program is essential to the financial health of the Borough and maintaining the community's economic base is a continual effort.

This Chapter provides an overview and analysis of the economic profile of the Borough including existing businesses, current revitalization efforts, potential redevelopment sites, the economic development efforts of the partnership between the Borough and Historic Kennett Square, and the characteristics of the working residents of the Borough. Following the economic profile is a Plan for the Borough to promote economic growth and stability, and to support the needs of the local workforce.

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ECONOMIC PROFILE

The following profile examines the current business and employment situation within the Borough. A profile of Historic Kennett Square and its collaborative and ongoing economic development efforts is included in addition to a summary of redevelopment opportunities and revitalization efforts. Finally, a profile of the employment circumstances for Borough residents is presented. Each component is a critical element for the economic success of Kennett Square Borough.

Kennett Square Borough benefits from its location within the growing region along the U.S. Route 1 corridor in southern Chester County. The Borough is also situated within the scenic Brandywine Valley which is rich in historic and cultural resources. This location has helped to attract residents, businesses, and visitors.

THE BUSINESS COMMUNITY

A solid and diverse employment base is an indicator of economic strength and stability. Kennett Square has historically supported a mix of business types and sizes. Retail, professional/technical, service, tourism, education, agriculture, manufacturing, health care, and hospitality are all sectors represented within the Borough. Most communities in Chester County have experienced economic challenges to some degree over the past several years. However, Kennett Square has weathered those challenges well and has succeeded in adding businesses and jobs since 2006.

Countywide Trends

With a traditionally strong and diverse economy, Chester County on average has felt less of an impact than most counties in Pennsylvania, or the nation as a whole, from the recent economic recession. The County unemployment rate, after rising for several years, is falling, and down from 6.6 percent in November of 2010. In November of 2011, Chester County reported an unemployment rate of 6.0 percent. The rate of unemployment for the state was 7.9 percent.

Local Trends

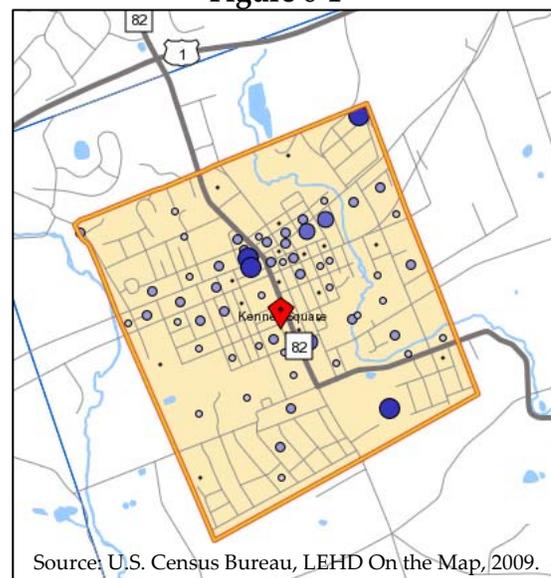
The economic outlook for Kennett Square Borough is positive. While a loss in jobs was occurring through the early and middle part of the 2000s, numerous new businesses have located in town over the last few years and more are planning to come in 2012. Through the partnership between the Borough administration and Historic Kennett Square, the town's economic base is growing. There has been a trend away from heavy manufacturing and toward more professional and service-oriented businesses.

Jobs / Employment

Figure 6-1 depicts the distribution of employment in Kennett Square (2009). The largest concentration of jobs is found within the center of the downtown commercial area and along the State Street and Cypress Street corridors. The map illustrates the prevalence of smaller businesses in the Borough and shows some of them located within the predominantly single-family residential neighborhoods, which is more typical of a Borough than a suburban municipality.

Figure 6-2 illustrates the general employment profile (jobs within the Borough) for Kennett Square and the Kennett Area Region. Most municipalities in the region saw an increase in jobs between 2006 and 2009, but some municipalities began to lose jobs in 2010. The Borough managed to increase jobs through 2010 (4,259 jobs in 2010 (U.S. Census Bureau, LEHD: On the Map, 2010)), which is impressive considering that the economic downturn nationwide occurred within that time frame. It's possible that population growth could account for some of the increase.

Figure 6-1



Kennett Square is one of three municipalities in the region that increased the number of jobs since the start of the recent recession, growing by 31 percent in the time period of 2006 to 2010. Also, 26 percent of the jobs in the region are located in the Borough, second only to New Garden Township.

**Figure 6-2: Total Number of Primary Jobs
(Kennett Square and Surrounding Municipalities, 2003, 2006, 2009)**

Municipality	2003	2006	2009	2010
Kennett Square	3,954	3,262	3,618	4,259
East Marlborough	1,769	2,065	2,165	2,193
Kennett	3,765	3,395	4,064	3,345
New Garden	5,022	5,532	5,784	4,781
Pennsbury	1,027	1,221	1,061	996
Pocopson	356	371	542	560
Region	15,893	15,846	17,234	16,134
Chester County	200,058	213,427	221,344	223,307

Source: U.S. Census Bureau, LEHD On the Map, 2003, 2006, 2009, 2010.

Businesses

There are numerous employers in Kennett Square Borough. Small businesses are a critical part of the economic picture for any small town and they form the core of the downtown business district in Kennett Square. The Borough is also home to larger employers. Genesis HealthCare, located in the core commercial district, is the largest employer in Kennett Square. Other large employers include the Kennett Consolidated School District, the Kennett Area YMCA, and Kaolin Mushrooms, located in part in the Borough and in part in Kennett Township.

In terms of industries, as the LEHD (Longitudinal Employer–Household Dynamics) data reports (Figure 6-3) the top industry by employment is Health Care and Social Assistance. It is likely that many of the positions at Genesis Health Care are counted within this category. There was a large percentage change in the job numbers for this industry between 2003 and 2009. This suggests that some job losses occurred. However, there may have been some jobs reclassified into other categories, as there were increases in many other categories. Manufacturing continues to have a presence and has seen an increase in the percentage of jobs since 2003. Overall, in 2009 the number of jobs is fairly well distributed among the top five industry classifications, indicating a good diversity of employment within the Borough.

Figure 6-3: Top Five Industries by Employment 2009 (Kennett Square Borough)

Industry	No. of Jobs	Percent of Total 2009	Percent of Total 2003
Health Care and Social Assistance	525	14.5%	30.1%
Prof., Scientific, and Technical	424	11.7%	5.0%
Educational Services	407	11.1%	13.1%
Manufacturing	385	10.6%	4.9%
Finance and Insurance	301	8.3%	0.9%

Source: U.S. Census Bureau, LEHD On the Map, 2009.

ZONING (COMMERCIAL/INDUSTRIAL DISTRICTS)

The Borough’s zoning ordinance is the regulatory means for land use control. Zoning delineates where certain uses are permitted and what building heights are allowed, in addition to other design standards such as parking requirements. All of these requirements have an impact on economic development. The following is a brief outline of the commercial and industrial districts within the Borough (See Figure 6-4). See Chapter 4, Land Use, for additional information and recommendations for zoning changes.

Kennett Center Primary Retail (C-1)

The C-1 District is located in the “heart” of downtown Kennett Square, with properties fronting on State Street, Broad Street, and Union Streets. Businesses in this part of town primarily include small retail stores, restaurants, professional offices, and personal service shops. There are also some residential uses (typically apartments above first floor commercial) in addition to the library and post office. There are occasional vacancies in this area but they generally fill relatively quickly. Several buildings are being rehabilitated for new businesses looking to locate in the downtown.

Secondary Commercial (C-2)

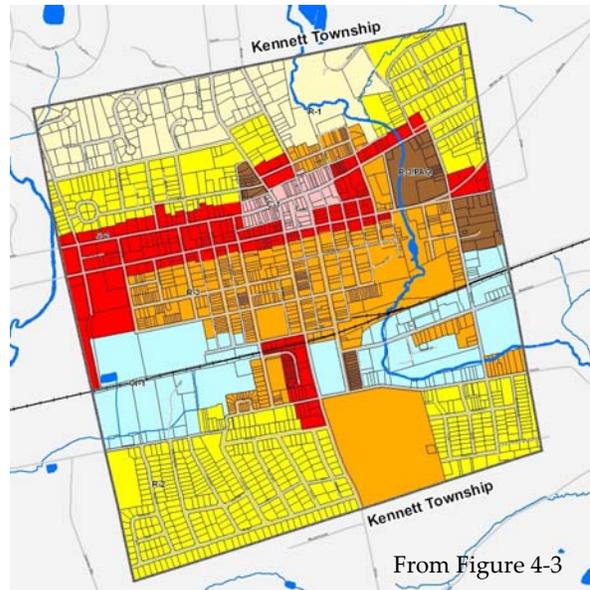
The C-2 District generally covers the remainder of the State and Cypress Street corridor. Adjacent to the C-1 District the business types are similar. Further west are some larger businesses including a Wawa market, a Rite Aid Pharmacy, auto-oriented businesses, and the vacant Shur-Fine site at the intersection of State and Mill streets. Several small business are located along the north side of East State Street, in addition to a small shopping center on East Cypress Street. A cluster of businesses is located along South Union Street between Cedar and South streets. These include a carwash, a Landhope Farms, and Chardy Memorials on West Cedar Street.

Office and Industrial (OI-1)

The OI-1 District is the location of the majority of industrial and light industrial uses in the Borough. These businesses are centered on the railway on the western end of the Borough and on Birch Street on the eastern end. This district includes the NVF site, a portion of the Kaolin Mushroom farm property, Taylor Oil and Propane, and numerous other businesses. There are also several vacant properties on the east side fronting on Birch Street.

For more information on zoning districts, and overlay districts, see Chapter 4, Land Use.

Figure 6-4: Zoning Map



BUSINESS ATTRACTION AND RETENTION

A diverse and stable employment base is the key to economic stability. Attracting new businesses to the Borough is critical in addition to providing support to existing businesses and maintaining the diversity of employers. The Borough, in conjunction with Historic Kennett Square, works actively to promote retail commercial uses in the Kennett Center Primary Retail (C-1) District and supports its development as a center of community activity and historical integrity. Several key objectives include:

- Encourage a traditional small town “Main Street” appearance.
- Encourage the re-use of vacant or underutilized buildings.
- Create a commercial identity unique to Kennett Square creating a sense of place.

As part of this effort, the Borough hopes to stimulate investment of private funds in the rehabilitation and reuse of properties and the responsible development of vacant land.

Efforts to retain or attract industrial or light industrial manufacturing have not been a high priority although manufacturing has been an important part of the mix of employers in Kennett Square. What is important to consider is the context sensitivity of these types of businesses. New industrial uses are less desirable if not appropriately sited. Expansion of existing uses may create a nuisance for neighboring properties if they do not provide appropriate screening and buffering. At the same time, redevelopment of currently vacant or underutilized sites within the Office and Industrial District could be an overall benefit to the economic situation for the Borough.

Railroad

The East Penn Railroad company headquarters, and rail line that crosses through the southern half of the Borough, present economic development challenges and opportunities. Challenges include pedestrian use of the tracks and conflicts with adjacent properties. However, the rail line has the potential to attract more businesses to the Borough and to support expansion of existing businesses along the rail corridor. See Chapter 7, Transportation for more information.

Parking

Businesses in the Borough depend upon convenient parking to serve their patrons. On-street parking near the center of town, particularly on State Street, is highly used throughout the course of the business day. There is some public parking in the Borough’s parking garage behind the Genesis Building with access from East Linden Street. The first level of parking is metered spaces open to the public. There is also off-street parking available in several locations. Most of that parking is time-limited and metered. While it appears that there is an adequate amount of public parking available in the State and Cypress street corridors, businesses could benefit from additional downtown parking, potentially through expansion of the parking garage because of its location in the center of town. Creating connections between existing parking areas, maximizing existing parking facilities, and the development of an additional parking garage are all potential considerations. See Chapter 7, Transportation for more information.

Trucks and Traffic

Truck traffic traveling through the Borough during the business day continues to be an issue for Kennett Square. The noise, vibration, and exhaust from the trucks detract from the pedestrian orientation of the Borough's streets and the small town charm that is so valued. There is also a large volume of automobile through traffic on State and Cypress streets. Chapter 7, Transportation, addresses this topic in more detail.

REVITALIZATION AND REINVESTMENT

Kennett Square Revitalization Task Force

The current revitalization effort had its beginnings in the mid-1980's with a Main Street program funded by a grant through the National Trust. The organization formed at that time to manage the Main Street effort evolved into the Revitalization Task Force. The Task Force efforts were related to business retention, business attraction, and small business start up. Economic development consultants were contracted to gather market data, develop a coordinated vision, and prepare development strategies. The Task Force completed its work with adoption of the 2003 Urban Center Revitalization Plan (UCRP). The UCRP set up the framework for the Borough's revitalization efforts moving forward, as discussed below. The Revitalization Task Force eventually transitioned into what is now Historic Kennett Square as discussed on page 6-9.

Chester County Community Revitalization Program (CRP)

As part of the Landscapes 21st Century Fund, the Community Revitalization Program was created in 2001 by the Chester County Commissioners to assist the County's 15 boroughs and the City of Coatesville with streetscapes and infrastructure improvements. These improvements were designed to help attract and retain residents, businesses, and visitors to the municipality. To qualify for county funding, each urban center was required to prepare and adopt an Urban Center Revitalization Plan (UCRP). The County's urban centers have been asked to evaluate and update the UCRP action plans on a regular basis. CRP funding is awarded through a competitive application process and the UCRP plans offer evidence of the municipalities' needs for improvements.

Community Revitalization Plan (CRP) Grants

The Borough's 2003 Urban Center Revitalization Plan put forward the following goal:

"Stimulate more investment of private funds in the rehabilitation and reuse of existing properties and in the responsible development of vacant land."

In support of this goal, the Borough has applied for CRP grants to implement the plan. Since 2003, Kennett Square Borough has been awarded four CRP grants for a total of \$2,153,139 (See Figure 6-5). The Borough is required to provide matching funds for the grant of at least 25 percent of the total project cost. The 2011 grant will fund the South Walnut streetscape improvements project. There will also be improvements to Chestnut Street, Taylor Street, and Southview Street. Improvements will

include resurfacing, new curbing, new sidewalks and lighting and stormwater improvements. Previous grants funded improvements to East Cypress Street at the Walnut Street intersection.

Figure 6-5: Community Revitalization Program Activities (2003-2012)

Year	Activity	Amount
2012	Gateway Improvements	\$676,000
2011	Street improvements	\$512,000
2006	Street, curb, sidewalk, and stormwater	\$349,255
2004	Street, curb, sidewalk, and stormwater	\$291,884
2003	Streetscape improvements	\$1,000,000

According to Borough officials, many of the priorities identified in the plan have either been completed or are no longer relevant to the revitalization effort. The Borough's UCRP action plan was updated in coordination with this comprehensive plan, including a summary of accomplishments and a new set of priority actions. The identified priorities are eligible for funding assistance under the CRP Program.



Capital Improvement Program (CIP)

Kennett Square Borough adopted an updated Capital Improvement Program in 2011 to cover the time period of 2011-2015. This program provides a plan, and designates funding sources, for roadway and other infrastructure improvements. Specific projects that will be important for the ongoing economic development of the Borough will be the South Walnut Street neighborhood improvements and the parking garage expansion. Sewer and water system upgrades may also be critical to supporting continued attraction and expansion of businesses over the course of the CIP.

REDEVELOPMENT

As an urban center and older community within the County, Kennett Square Borough is generally considered to be developed, or "built out." It's likely that there will be interest in commercial and residential infill and redevelopment over the time frame of this Comprehensive Plan. Development proposals throughout the region had slowed significantly with the downturn in the economy. However, development activity had gradually begun to increase as of 2012.

Shur Fine Site

The property on the south side of State Street at its intersection with Mill Street was the site of a Shur Fine grocery store, but has been sitting vacant and unused for many years. There have been occasional proposals to redevelop the site but until recently none had moved forward. For the past several years the Borough has been in discussions with the current property owner regarding a proposal to redevelop the site for townhouses, apartments, and a commercial component known as Magnolia Place. The current plans for the development are designed to be compatible with the adjacent

neighborhood and propose an extension of the neighborhood street system. A commercial use with apartments on top will front upon Cypress Street and may consist of one or more businesses at that location to serve the community. This development will also create sidewalk and streetscape improvements along Cypress Street.

NVF Property

The former site of National Vulcanized Fiber (NVF), an EPA Superfund site, sits at the western end of the Borough adjacent to the former Shur Fine property. The property was abandoned and is now owned by Delaware Valley Development Company. Plans for the site include mixed residential uses, though more action is needed to prepare the site for development and no formal plan has been submitted. Delaware Valley Development Company is working closely with the Borough and the neighborhood to ensure that the ultimate use and development of the site will be a benefit to the community. Rezoning may be necessary prior to the development of the site and a formal plan submission. Traditional Neighborhood Development (TND) or Form Based Codes could be implemented to ensure a mix of uses compatible with adjacent neighborhoods. See Character Area 5 in Chapter 4, Land Use for more information.

Birch Street

Located in the southeast quadrant of town, Birch Street offers opportunities for redevelopment. Several vacant lots could accommodate commercial, light industrial development in addition to a mix of residential uses, including senior housing. The Borough has completed preliminary engineering for Birch Street to including improvements to the roadway, sidewalks, and streetscape (curbs, lighting, street trees). See Character Area 2 in Chapter 4, Land Use for more information.

Commercial Infill Development

The Borough is primarily a developed community with many older structures. The older buildings add to the character and small town charm of the business district. The lack of undeveloped land in town means that new development will essentially occur as infill, reuse, or redevelopment of existing properties. All of these strategies in an urban center must be approached carefully, especially within the National Register Historic District. Scale and visual compatibility (architecture) with existing properties is critical to maintaining the integrity of the streetscape. Development towards the edges of the Borough tends to be less traditional in terms of architecture and streetscape. The Borough may find challenges in ensuring that future development stays consistent with the existing character.

Conversions

The conversion of single family residential dwellings into apartments or commercial uses has been an issue for the Borough. While permitting for a range of housing types is appropriate, the conversion of single family homes to apartments or commercial uses can be detrimental to the character of a neighborhood, particularly if an increasing percentage of homes are converted. Parking, traffic, and impacts on the Borough water and sewer systems are just a few of the considerations that must be accounted for when dealing with conversions. In some cases, conversions can be seen as a means of an owner gaining income to care for a larger and/or older historical home. However, the impact on the neighborhood and the character of the home needs to be carefully considered.

HISTORIC KENNETT SQUARE

Historic Kennett Square (HSK), a non-profit entity, is a comprehensive effort intended to support the Kennett Square Borough downtown business district through partnerships with supporting organizations that promote and foster economic growth and stability, while preserving downtown Kennett Square’s rich historic and cultural identity. HSK works closely with the Borough and other groups including the Southern Chester County Chamber of Commerce and Brandywine Valley Conference and Visitor’s Bureau.

Business Development

The Historic Kennett Square economic development committee works to attract a mix of shops, services, restaurants, and other businesses and offers support to strengthen existing businesses. As such, the committee assists in the creation and retention of jobs and businesses.

Arts and Culture

Historic Kennett Square works collaboratively to market Kennett Square as part of the scenic and historic Brandywine Valley, which draws an estimated 2,000,000 visitors per year to the many national historic sites and events that happen there. HKS works with Longwood Gardens to market Kennett Square. Due to the efforts of HKS, Kennett Square has been designated a “Classic Town” of Greater Philadelphia by the Delaware Valley Regional Planning Commission. Classic Towns are noted for their vibrant neighborhoods, diverse and historic architecture, thriving business districts, and entertainment and recreational opportunities. The Classic towns website (<http://www.classictowns.org/>) offers a platform for marketing the Borough throughout the greater Philadelphia region.

HKS also owns and operates The Kennett Flash, a small scale entertainment venue in the center of downtown. It features national, regional, and local recording artists, movies, poetry, and a weekly open mic night. The Kennett Flash audience attendance is growing and the shows draw people from Pennsylvania, Delaware, New Jersey, and Maryland.

Community Events

The HSK promotions committee produces a visitor's guide to the town, hosts numerous special events such as the Town Tree Lighting and Holiday Open House, Candlelight Holiday Home Tour, Kennett Square Brewfest, Plant Sale, Halloween Parade, Art Stroll and the seasonal Farmer’s Market. HSK promotes the Borough’s unique characteristics to residents and visitors throughout the region.

- **Issues/Analysis** - Historic Kennett Square has had much success with marketing the Borough and attracting residents, visitors, and businesses. There are, however, challenges involved in supporting continued economic development. Fund raising for the non-profit is a constant and ongoing issue as the Main Street grant has expired. The Kennett Brewfest is the biggest fundraiser annually and HSK is heavily dependent on the revenues from this event. New sources of funding may be needed in the future.

Identifying marketing opportunities is also an ongoing process. HSK may need to create and maintain partnerships with other cultural attractions in the region as it has with Longwood Gardens. The sharing of marketing materials can be mutually beneficial. HSK maintains a strong working relationship with Borough government. This can be a challenge with the turnover of elected officials. As well, partnerships with neighboring municipalities are important but may prove fragile on occasion.

RESIDENT WORKFORCE

As noted by the analysis in Chapter 3, Community Profile, Kennett Square Borough has a well-educated population, with a median household income well above the median income for Pennsylvania.

Existing Conditions

Resident Employment by Industry

As shown in Figure 6-6, more residents are employed in the education, health care, and social assistance (16 percent) than any other industry sector. Kennett School District may be a large contributor of those jobs, in addition to several nearby hospitals and senior living facilities that are likely employ some of those residents. Professional, scientific and management jobs (15%) are found locally at Genesis Health Systems, and PECO Exelon but are also found throughout the County. Roughly 13 percent of working residents are employed in manufacturing positions, an industry sector that still maintains a presence in southern Chester County. Agricultural workers make up 10 percent of working residents which likely reflects the region’s mushroom industry. Retail trade rounds out the top five industries and residents may be employed in town, in any of the local retail centers, or perhaps in Delaware or beyond.

Figure 6-6: Top Five Industries by Employment Resident Workers

Industry		Kennett Square		Chester County	
		#	%	#	%
Top Five	Education, health care and social assistance	499	15.7%	53,532	21.3%
	Professional, scientific, and management	466	14.6%	37,449	14.9%
	Manufacturing	405	12.7%	31,596	12.6%
	Agriculture, forestry, fishing, and hunting	330	10.4%	4,870	1.9%
	Retail trade	287	9.0%	27,616	11.0%
Total Employed Population		3,185	-	251,228	-

Source: U.S. Census, American Community Survey 2006-2010.

Unemployment

According to the American Community Survey (2006-2010), the unemployment rate for Borough residents (based on civilian labor force) averaged 5 percent over that 5-year period. The countywide rate was slightly lower than 4 percent. Borough officials confirm that job losses have not been a major

issues for residents during the years of the recession. The numbers reported in Figure 6-6 above show that the region offers jobs in a diversity of industries which can help stabilize the economy even through difficult times.

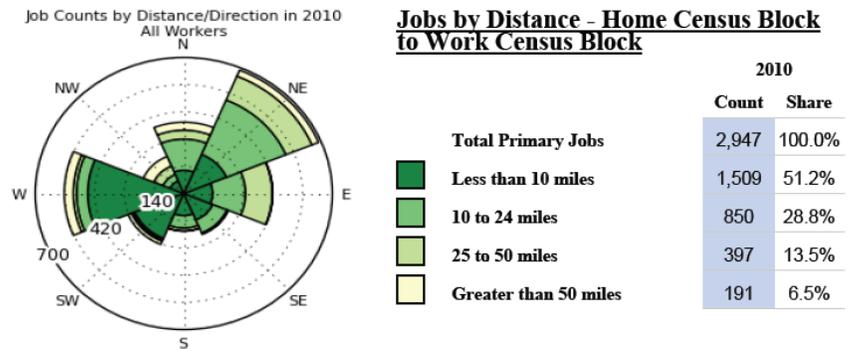
Place of Work

As noted in Chapter 3, Community Profile, 85 percent of Borough residents are employed within Pennsylvania, 70 percent within the County, and 23 percent are employed by businesses located within the Borough.

According to the U.S. Census (See Figure 6-7), the majority of employed residents (51 percent) in Kennett Square are commuting less than 10 miles to get to their places of employment. It is estimated that about half of those workers are employed within the Borough. Only 20 percent of

residents are commuting more than 25 miles to work. The Census also shows that the majority of work locations for Borough residents are either northeast (687 jobs) or generally west of their residences (563 jobs). Very few residents are commuting to the state of Delaware for work.

Figure 6-7: Distance to Place of Work



Source: U.S. Census Bureau, LEHD On the Map, 2010.

- **Issues/Analysis** - Although unemployment has not been a major issue for Borough residents, some individuals and families have fallen on difficult economic times. Some are unemployed and others may be underemployed. Residents may seek assistance for employment resources or find themselves in need of housing, food, or other types of assistance. The Borough may be met with requests for these types of assistance.

Employment opportunities for Latino residents, which account for 48 percent of the Borough population, are an issue to consider. The U.S. Census reports that almost 19 percent of Latino residents in the Borough are living at or below the federal poverty level. Many of these individuals are children. The language barrier for many adult Latinos remains an obstacle to some employment or promotion opportunities. A limited education level for adults is also a barrier to employment growth.

Affordable housing, as discussed in Chapter 5, is a particular need for numerous Borough residents. Diverse, affordable housing options are supportive of a diverse workforce, which supports the local economy. Housing for the workforce is a critical concern for employers considering relocation or expansion. There is a growing need for low-wage workers in the mushroom, landscaping, and other industries in the region, and affordable housing opportunities for low-wage earners are very limited.

ECONOMIC DEVELOPMENT PLAN

The following recommendations address how Kennett Square Borough can support existing businesses, work to attract new businesses, and collaborate with the efforts of Historic Kennett Square in marketing the Borough as a regional destination for residents, businesses, and visitors.

THE BUSINESS COMMUNITY

- ED-1 Provide regulatory support and/or incentives for desirable businesses that have an interest in locating in the State Street corridor or on other commercial sites in the Borough.** The Borough could provide incentives such as expedited permits, reduced fees, or relief from area and bulk regulations to attract businesses to appropriate locations. In addition, the Borough should periodically review the permitted uses and other regulations within the C-1 and C-2 districts to ensure that they are supportive of the existing businesses and will serve to attract new businesses to the core commercial area of the Borough.
- ED-2 Utilize resources available through the Chester County Economic Development Council (CCEDC) and other organizations that support start up or expansion of businesses in the Borough.** The Chester County Economic Development Council is a private, nonprofit organization whose purpose is to enhance the County's economic base by facilitating private investment. CCEDC assists businesses in locating new sites or expanding at existing locations and serves as liaison between the business community and municipalities or other entities. The Borough has worked successfully with the CCEDC in the past and should continue to foster that partnership for the benefit of residents and businesses in the Borough.
- ED-3 Partner with the CCEDC and other economic development specialists to attract new, or facilitate expansion of, industrial and/or light industrial uses in appropriate areas of the Borough.** The Birch Street and South Street corridors are the locations of the majority of industrial and light industrial uses in the Borough. Many of the industrial properties also border on the East Penn rail line. Directing new business or facilitating business expansion in these locations is important to ensure that the uses fit appropriately into the Borough setting. These uses may provide both jobs for local residents and an increase in the Borough tax base.

REVITALIZATION

- ED-4 Update the Urban Center Revitalization Plan (UCRP) on a regular basis to address identified priorities of 1) Parking; 2) Traffic; 3) Pedestrian safety and amenities; and 4) Infrastructure improvements.** In combination with the inventory and recommendations within this Comprehensive Plan and other plans and strategies, the Borough should update the UCRP on a regular basis to ensure it continues to address the Borough's infrastructure and streetscapes priorities. The Borough could conduct an annual review of UCRP accomplishments and priorities to determine when an update to the action items is warranted.

- ED-5 Maintain a priority list and prepare annual applications for Community Revitalization Program (CRP) streetscapes or infrastructure improvements funding.** The UCRP serves as the Borough’s guide for prioritizing infrastructure and streetscapes activities that may be submitted to the County for funding. As State funding is less available than in years past, County funding may be critical to the accomplishment of capital improvements moving forward. The Borough should continue to apply to this program for funding of infrastructure improvements.
- ED-6 Identify alternative funding sources for community improvements that support economic development.** Many state funded programs for community development have been significantly reduced or eliminated under recent state budgets. The Borough should actively investigate and pursue alternative funding sources which may include direct federal grants or loans, DVRPC grant programs, or private foundation funding.

The Pennsylvania Downtown Center, a private state-wide nonprofit, is a resource for the state’s core communities. It provides outreach, technical assistance, and educational services. The PDC may also be a resource for information on funding availability. See <http://www.padowntown.org/>

- ED-7 Work with the East Penn Railroad and property owners and businesses along the rail line to promote new opportunities.** Kennett Square has an opportunity to use the active and growing East Penn Railroad to maintain, expand, and draw new businesses to the Borough along the rail corridor. The Borough should actively communicate with both East Penn Railroad and property and business owners along the rail line. This coordination may spur expansion or new opportunities for existing businesses or assist in bringing new businesses to the Borough that are appropriate for certain locations in addition to building upon the success of the rail line. With the increasing cost of fuel, the rail line is proving to be a successful alternative to trucking and the railway’s presence in the Borough should be looked upon as an opportunity. See recommendation TC-44 in Chapter 7.

REDEVELOPMENT

- ED-8 Create a redevelopment strategy for Birch Street that incorporates an option for affordable senior housing.** The Borough has identified Birch Street as a priority area for redevelopment. The vision for this part of the Borough involves redevelopment of vacant or underutilized parcels with a mix of light industrial, commercial, and residential uses. Ideally, the strategy features a quality, affordable, and supportive housing option for low- to moderate-income seniors. New neighborhood-scale commercial or office uses should be developed to complement the residential component and retain existing commercial and light industrial businesses.
- ED-9 Partner with specialists (planners, architects) and real estate developers to achieve redevelopment of the NVF property for a mix of light industrial, commercial, and residential uses.** The NVF property holds great redevelopment potential for the Borough. As it abuts both residential and industrial properties the site could serve as a buffer between sometimes conflicting uses. A mix of uses is appropriate and redevelopment of the property would have

the impact of removing the existing blighted property and adding value to the neighborhood. Traditional Neighborhood Development (TND) or Form Based Code zoning may be necessary to ensure a mix of uses from light industrial uses near the railroad tracks, small commercial uses, and a mix of residential uses developed to fit into the existing neighborhood character, similar to the Magnolia Place development. See Character Area 5 in Chapter 4, Land Use for more information.

ED-10 Coordinate with Kennett Township in its efforts to implement a redevelopment initiative for Ways Lane or other sites that may impact Kennett Square. The Borough should communicate regularly with Kennett Township regarding development or redevelopment proposals for properties located near or adjacent to the Borough. The Ways Lane area has been the subject of numerous planning and redevelopment proposals in recent years. Ways Lane crosses into Kennett Square on the eastern border and development there may have a transportation impact on that part of the Borough. There is also potential for development or redevelopment of other properties bordering Kennett Square. Communication between the Borough and Kennett Township should be maintained to ensure a collaborative effort that may benefit both municipalities.

ED-11 Identify opportunities for redevelopment of vacant or underutilized properties and facilitate public-private partnerships to bring those properties into active commercial or industrial use, or a mix of commercial and residential uses. Although Kennett Square is primarily a developed community, several vacant or underutilized parcels remain in the Borough with the potential for infill development or adaptive re-use. The Borough should maintain an inventory of available properties and work with Historic Kennett Square and the CCEDC to attract desirable businesses for those sites. Where appropriate, the Borough should encourage a mix of uses in plans for redevelopment.

ED-12 Facilitate adaptive re-use of historic properties within Kennett Square, and the use of available tax incentives, as an economic development tool. Kennett Square is a community rich in historic resources, buildings, and properties. The historical context and charm are essential elements in the marketing of downtown Kennett Square. As discussed in Chapter 9, Historic Resources, federal historic preservation tax credits may be sought for use in the rehabilitation of historic structures intended for use as income producing-properties. The Borough should determine the locations where this type of rehabilitation of historic properties is appropriate, and for what type of use.

HISTORIC KENNETT SQUARE

- ED-13 Coordinate the marketing of existing businesses and events to Borough residents and neighboring communities through newsletters, websites, flyers, and other marketing opportunities.** Both the Borough and Historic Kennett Square (HKS) have informative websites that should continue to be used for highlighting local businesses. The Borough should provide a link on its home page to the HKS website so that visitors to the Kennett Square Borough site can easily access information about local merchants. In 2011, the Borough became recognized as a “Classic Town” by the Delaware Valley Regional Planning Commission. The Borough should maximize this recognition and coordinate cooperation between DVRPC, HKS, local businesses, and organizations.
- ED-14 Continue to provide support for existing businesses through local and regional community events that draw people to the Borough.** The Borough is a center of business activity and the venue for numerous community events, such as the Kennett Brewfest, Cinco de Mayo, and the Kennett Run. These types of events provide arts, cultural, and recreational opportunities for Borough residents but also draw people from the surrounding area and generate interest in and patronage of local businesses.
- ED-15 Continue to support the seasonal Farmer’s Market.** Chester County actively participates in the state’s “Buy Fresh, Buy Local” initiative. Kennett Square promotes local farms and farming through the weekly Farmer’s Market. Sponsored by Historic Kennett Square, the Farmer’s Market, at the intersection of State and Union streets, is open every Friday from May through October. Recently the market has expanded to twice monthly from November through February. The Market draws people from in and around Kennett Square which benefits other local merchants and has been a success for the participating vendors.
- ED-16 Pursue the recruitment of neighborhood-scale markets or grocery stores.** There is currently no grocery store within the Borough. The Giant food store in neighboring New Garden Township and the Super Fresh and Giant in East Marlborough Township are the closest markets for Borough residents. None of the routes between Kennett Square’s residential neighborhoods and these supermarkets are walkable. The distance is generally too far and the roadways are not safe for pedestrians. A neighborhood scale grocery or market might help fill this void. An ethnic foods market could also be a good fit for downtown considering the high percentage of Latinos now living in the Borough. There are programs to fund the expansion of local small scale food marts in addition to funding for refrigeration to accommodate fresh foods, fruits, and vegetables. The Borough and HKS should assist local shops to increase the amount and variety of foods, particularly fresh foods, to Borough residents. The Borough should encourage small scale local food stores located throughout the Borough, such as Gran Sasso at the intersection of Walnut and South streets, for such efforts. Lastly, creating pedestrian links to nearby grocery stores should be considered in conjunction with the region’s municipalities. (A West Chester University Students completed a study on walkability and food availability in Kennett Square. This document is on file with the Borough for more information.)

- ED-17 Support partnerships with Longwood Gardens and other cultural destinations, to foster regional tourism and promote the “heritage tourism” value of Kennett Square.** The concept of “heritage tourism” is a growing development theme in southeastern Pennsylvania since the region is rich in history and offers so many opportunities to explore nationally recognized cultural and historic sites. Heritage tourism is considered desirable from an economic development perspective because it brings revenue into the community without a significant investment in infrastructure. Through its partnership with Historic Kennett Square, the Borough should continue to coordinate with other tourism destinations and, where possible, develop integrated promotional materials.
- ED-18 Continue to support Historic Kennett Square in its efforts to market available commercial properties to new or expanding businesses.** Historic Kennett Square works closely with the Borough and local real estate specialists to attract businesses to the State Street corridor, the core commercial area of the Borough. Advantages to a downtown Kennett Square location include the heritage tourism value of the region’s many cultural destinations and the town’s reputation as the “Mushroom Capital of the World.”
- ED-19 Consider expanding Historic Kennett Square service area to include the entire Borough.** Historic Kennett Square primarily works within the “downtown” or more specifically the “main street” area of State Street. Historic Kennett Square should consider providing at least some services to other portions of the Borough outside of the State Street corridor including the shops near the intersection of Union and South Streets. In addition such stores such as “Gran Sasso” on East South Street and the businesses at Walnut and State should be included so that there is support for a variety of businesses located throughout the Borough serving different needs.

RESIDENT WORKFORCE

- ED-20 Direct job-seeking residents to the PA CareerLink services that are accessible online at the Bayard Taylor Memorial Library.** While Kennett Square Borough does not offer any direct assistance to unemployed residents, there is a web-based resource available for job seekers provided by the *PA CareerLink*, an initiative of the PA Department of Labor and Industry. All County libraries have been introduced to the online services provided through the *PA CareerLink*. Online services include job search, resume development, career research, and training resources.
- ED-21 Encourage businesses to investigate workforce services and programs available through the Chester County Workforce Investment Board (WIB) and the Chester County Economic Development Council (CCEDC).** The Chester County WIB, along with the Chester County Department of Community Development, sponsors employment and training services for businesses and dislocated workers. Many services are administered through the CCEDC. Some examples include individual training accounts, rapid response assistance, incumbent worker training programs, and job readiness and career fairs.

ED-22 Continue to offer a diversity of housing choices to attract workers employed at local and regional businesses. One of Kennett Square’s greatest community strengths is the diversity of residents and housing stock. The diverse housing choices in the Borough attract people from all socioeconomic backgrounds. Infill housing and redevelopment such as the NVF site should continue to provide diverse housing opportunities to meet the need of current residents as well as to provide for housing in conjunction with future growth in local businesses. See Chapter 5, Housing for more information.

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