

Chapter 7

Economic Development Plan

This Chapter provides an overview of Malvern Borough’s economic profile. The key to economic development in Chester County’s urban centers is downtown revitalization. For Malvern Borough, the recently adopted Revitalization Plan is the blueprint for economic growth, development, and redevelopment. Existing businesses and industry, new businesses, and Malvern’s workforce also contribute to the economic prosperity of the community.

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ECONOMIC PROFILE

The following profile examines the characteristics of jobs and the existing business community, revitalization efforts and tourism opportunities, and Malvern Borough’s resident workforce.

The Business Community

Jobs and Employers Overview - Malvern Borough benefits from its location at the center of the region with the highest employment density in Chester County. A solid employment base is an indicator of economic health and stability. The number of employers and jobs within a municipality correlates to commercial and industrial land use, which typically represents a fiscal benefit (revenues out pace costs due to higher property assessments, local services taxes, permits and fees, etc.).

**Table 7-1: TOTAL NO. OF PRIMARY JOBS,
MALVERN AND SURROUNDING MUNICIPALITIES, 2003, 2006, 2009**

	2003	2006	2009	Change 2003-2009	Growth Rate 2003-2009
MALVERN	1,387	1,540	1,383	-4	-0.3%
Easttown	3,773	4,629	4,063	290	7.7%
East Goshen	7,228	6,959	6,292	-936	-13.0%
East Whiteland	26,123	21,095	21,766	-4,357	-16.7%
Tredyffrin	34,058	36,857	38,197	4,139	12.2%
Willistown	5,174	5,303	5,411	237	4.6%
Area Total	79,746	78,389	79,121	-631	-5.50%
Chester County	200,058	213,427	221,344	21,286	10.6%

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, “OnTheMap”, 2003, 2006, 2009.

This data indicates how many jobs are located in the Borough and only includes a workers main, primary, job. These primary jobs in the Borough may be held by both workers who live in the Borough and workers who live outside the Borough. In 2009, there were approximately 1,383 primary jobs located in Malvern Borough. There was an increase in employment between 2003 and 2006, but then a decrease between 2006 and 2009 to essentially the 2003 level.

Figure 7-1 illustrates the employment density in the Borough as of 2009, showing the generalized locations of areas of employment in the Borough. There are several locations with small concentrations of jobs along the King Street corridor. There is also a large concentration of jobs in the Malvern Business Park and a few scattered jobs locations found in other areas of the Borough.

The Great Valley region represented 1/3 of the total employment in Chester County in 2009. The Malvern area encompasses much of the Route 202 “High Tech” corridor, an area with significant employment density as shown on Figure 7-2. However, the Malvern area did not account for countywide employment growth from 2003 to 2009. This growth rate is skewed by the +/- 4,300 job losses in East Whiteland Township and the 936 job losses in East Goshen Township between 2003 and 2006, which may reflect that one or two larger employers moved out of these townships and/or that several

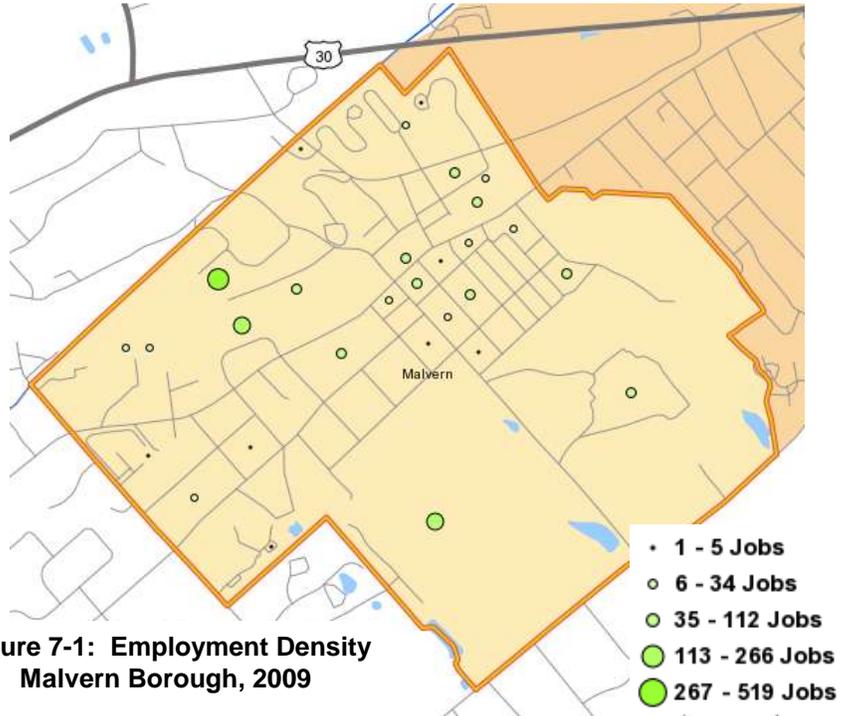


Figure 7-1: Employment Density Malvern Borough, 2009

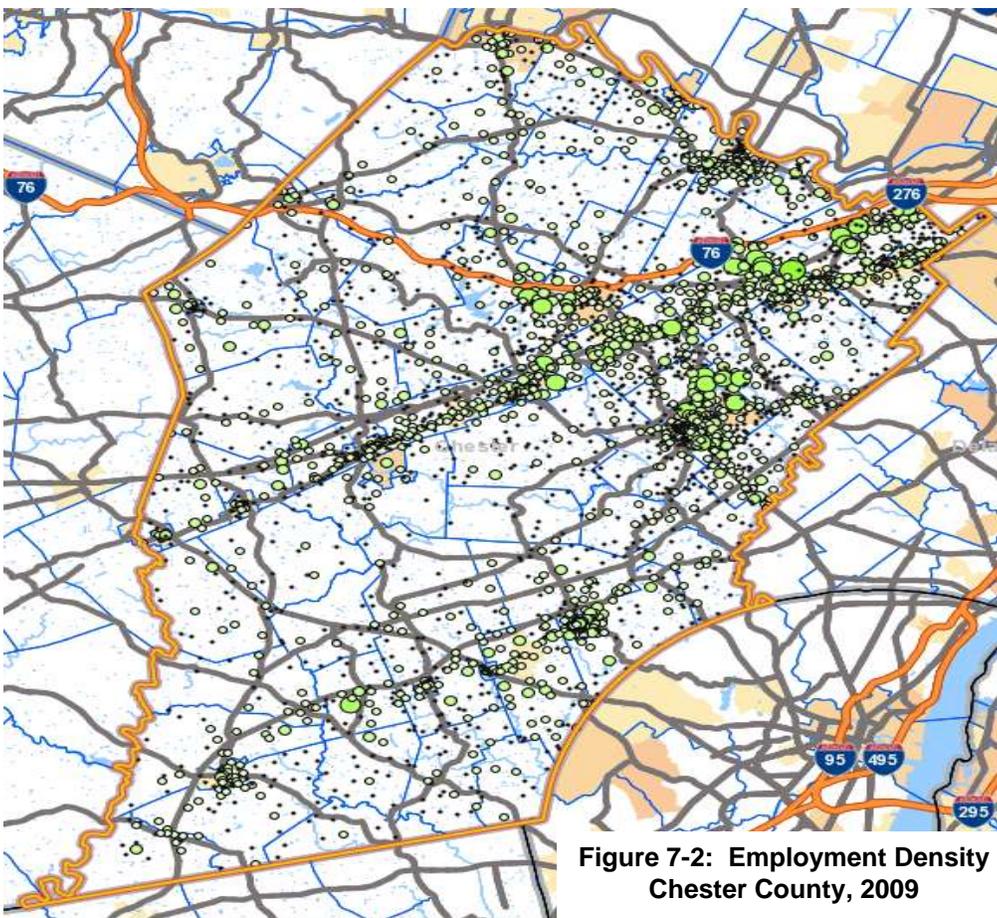


Figure 7-2: Employment Density Chester County, 2009

businesses closed. More recent data (2006-2009) shows that a small number of the jobs returned to East Whiteland by 2009, however that East Goshen Township continued to experience job losses. For the most part, the Malvern area overall saw job losses between 2006 and 2009 due to the impact of the nationwide economic recession.

King Street Corridor stretches along both sides of King Street and features more than 60 specialty shops, restaurants, banks, and other businesses that serve both the Borough and the surrounding townships. There are a

number of residential uses mixed in as well. The vacancy rate is low, only five of ninety-six total uses is a vacant use.¹ The Corridor is valued for its historic “Main Street” character. Community pride is evident in the streetscape and building façade treatments which feature historic storefronts and pedestrian amenities including decorative planters, benches, period street lighting, and outdoor dining options. A solid customer base exists between local and pass-through shoppers and commuters.

The Malvern train station, located within the business district, draws traffic into and through the Borough on King Street. The train station, while it adds to the vibrancy of the business district, creates a demand for parking that spills over on to King Street and other Borough parking areas. This creates a conflict for Borough businesses. Some of this parking demand will be addressed by the SEPTA parking and pedestrian improvements, expected to be completed in 2011, at the train station property. (also see Chapter 9)

In addition to inadequate parking, the King Street corridor business district lacks a definitive, attractive, and welcoming entrance on the eastern end of town. King Street itself enters the Borough from the east adjacent to commercial/industrial properties that have no landscaping, signage, or streetscape amenities. Though there is wayfinding signage in the Borough (for direction/access to the Paoli Battlefield Site, Paoli Memorial Association Grounds, municipal parking lots, and the town center, way finding signage should also be considered for the western entrance to the Borough, within the business district corridor itself, and in other areas of the Borough, such as for the Patriots Path. A key consideration is to create user-friendly wayfinding signage that is still in keeping with/sensitive to the Borough character.

The Corridor overall offers a good balance of diverse retail and service businesses. There is, however, a general lack of food related businesses in the Borough, along the lines of a grocery store or farmers market. This need was identified in the community survey conducted for the 2002 Revitalization Plan and is addressed specifically in the 2009 update to that plan.

Malvern Business Park is a small industrial area in the northern part of the Borough west of North Warren Avenue. There are commercial, industrial, and institutional uses located along two separate long cul-de-sac streets. The existing businesses include building contractors, an office furnishing supplier, and communications, manufacturing, and technology companies, among others. There are two vacant pieces of property at the end of Quaker Lane that are currently available for commercial / industrial development.

The Malvern Business Park is located such that access and circulation options, particularly for truck traffic, are very limited. The business park is served by two separate cul-de-sac streets that do not connect to through streets except at two locations on North Warren Avenue. Trucks approaching from south of the train tracks may not be able to negotiate the tunnel under the tracks on North Warren Avenue. These trucks will use the Bridge Street bridge as an alternative to cross the tracks and then travel through residential neighborhoods on narrow roads and with difficult turning movements to get back to North Warren Avenue.

One possible remedy to this problem is the Malin Road Extension project. Beginning in 2009, a study was funded to examine the feasibility of the project, which is included in the County’s Transportation Improvements Inventory (TII). Malin Road provides access to several industrial properties off Route 30 in East Whiteland Township. The Extension is a proposed one-mile roadway that will connect Malin Road in East Whiteland’s industrial area to Pennsylvania Avenue in Malvern’s industrial area. This connection would provide direct access to the Malvern Business

¹ Source: Malvern Borough Revitalization Plan, 2009.

Park from Route 30 with the goal of redirecting truck traffic away from the residential neighborhoods in the northeastern part of the Borough. However, this is likely a very long term project and is not expected to be completed within the timeframe of this plan.

Malvern Business and Professional Association (MBPA) is a non-profit membership organization that assists the business community in and around Malvern to work together advancing their common goals. Its membership extends beyond the Borough of Malvern to the surrounding communities. The organization strives to serve businesses through programs, support, and events offered throughout the year. MBPA facilitates cooperative efforts among businesses as well as with the Borough, and sponsors major annual events for the community including Malvern Blooms, Fall Festival for the Arts, and Victorian Christmas.



MBPA provides a selection of services including business referrals, training, monthly newsletter, website, networking opportunities, and serves as liaison to other business and civic groups. MBPA provides connections to resources available through the Main Line Chamber of Commerce and Great Valley Regional Chamber of Commerce. MBPA is also taking an active role in studying the feasibility of applying to become part of the state’s Main Street Program. (<http://www.malvernbusiness.com>)

Revitalization Efforts

Chester County Community Revitalization Program was created in 2001 to assist the County’s urban centers with streetscapes and infrastructure improvements. In order to qualify for county funding, each urban center was required to prepare and adopt an Urban Center Revitalization Plan (UCRP). Malvern Borough adopted its original UCRP in 2002. The UCRP was updated in 2009 to reflect completed projects and emerging needs.

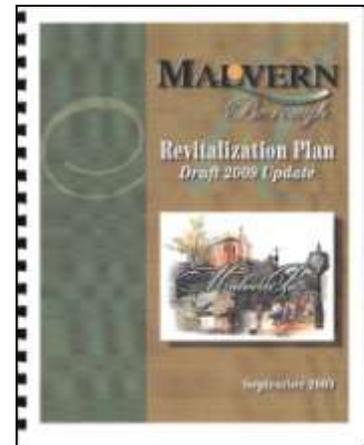
Since 2002, nearly \$50 million in funding has been allocated to the County’s sixteen urban centers. As of 2011, Malvern Borough has received one infrastructure grant and five streetscape and traffic calming improvement grants for a total of over \$1.9 million. The infrastructure grant was allocated for an upgrade to the ejector station at First and Powelton Avenues, including a complete conversion of the facility to a sewer pumping station. The streetscape and traffic calming grants provided funding for the following projects in the Borough:

Year	Location	Improvements
2003	Miner Street and Valley View Drive	Street lights, brick pavers, street trees
2005/2010	East and West King Street	Traffic calming, pavers, landscaping, crosswalks, street trees, street lights
2008	South Warren Avenue	Curbs and sidewalks, pavers, street lights
2009	Church Street	Curbs and sidewalks, pavers, street lights
2011	Powelton Avenue-King street	Traffic calming, chokers, curbs, sidewalks, ADA ramps, crosswalk, pavers, street lights, street trees

These grants have helped Malvern Borough to showcase its many assets including the small town historic character, strong community pride, walkability, and a vibrant business district.

The 2009 UCRP update specifically identifies actions for economic development. The following priorities are highlighted:

- Support East King Street redevelopment project
- Promote a downtown façade improvement program
- Develop a business retention strategy
- Identify a retail recruitment focus
- Add design guidelines to the Borough zoning ordinance
- Provide incentives for green building techniques
- Seek Main Street/Elm Street designation for the Borough
- Determine a marketing theme
- Seek designation as a Classic Town (DVRPC)



The Economic Development Plan Recommendations found later in this Chapter were developed to reflect consistency with the economic development and redevelopment goals and recommendations of the UCRP.

SEPTA Improvements to Malvern train station, which is located along the King Street corridor, improves access to the SEPTA Keystone/ Paoli-Thorndale line which connects to Amtrak service at the Paoli and Exton stations and connects to Philadelphia. In terms of ridership, it is the fourth busiest station of the 12 train stations in Chester County. In 2009, SEPTA received funding through the American Recovery and Reinvestment Act for the construction of a pedestrian tunnel and parking improvements at the Malvern train station property. The tunnel will provide a pedestrian connection between the north side and south side platforms and parking areas. The parking upgrades will improve circulation and increase the capacity of on-site parking and help alleviate some of the spill-over into the business district and other areas of the Borough. It is also possible, however, that improvements at the station will produce an increase in ridership and an associated increase in parking demand. As of July 2011, the project was 80 percent completed.

East King Street Redevelopment is a major redevelopment proposal, under consideration by the Borough, for several underutilized parcels at the east end of King Street. The proposal also includes property located in adjacent Willistown Township. Known as “East King Street Redevelopment”, the Malvern site would provide approximately 25,000 square feet of retail space and 190 multifamily residential units. The proposal also includes approximately 330 total parking spaces which would be located in garages in Malvern, and surface parking in Willistown. The Willistown parcel will contain a 5,000 square foot office building and surface parking to serve the offices. The King Street Redevelopment will introduce taller buildings than what currently exists within the business district but is otherwise designed to complement and coordinate with the existing historic, small town architecture and streetscape.



Proposed East King Street Redevelopment
E. Kahn Development Corporation

Heritage Tourism

Malvern is home to the site of the Paoli Battlefield, a 44-acre property which serves as a Borough park but also draws visitors from surrounding communities. Paoli Battlefield is the site of the 1777 Revolutionary War Paoli Massacre and is listed on the National Register of Historic Places. (also

see Chapter 8) The park features walking paths, historic interpretation signage, and is used for passive recreation.

The Borough is also part of a coordinated effort between adjacent municipalities and the Chester County Planning Commission for development of the Patriots Path. The Patriots Path will create a pedestrian link between Valley Forge National Historical Park in Tredyffrin Township and both the Paoli Battlefield Site/Paoli Memorial Association Grounds in Malvern and the Battle of the Clouds Park in East Whiteland Township. (also see Chapter 11) It is expected that the Patriots Path will bring regional residents and tourists to and through the Borough.

The proposed multi-municipal trail network, described in Appendix A as an extension of/spur to the Patriots Path, would provide a trail connection between the Borough and the neighboring townships of East Whiteland and Willistown. Connection to the County Chester Valley trail via the Patriots Path and spur trails could be achieved. Multiple alignments for trails and greenways are under consideration, each having the benefit of connecting pedestrians from neighboring communities to the historic, cultural, and commercial resources of the Borough. One such connection underway is linking Greentree Park in Willistown with Randolph Woods in Malvern. The new owner of the nursery on Paoli Pike at Sugartown (purchased in 2010) could be approached by Malvern and Willistown to work cooperatively to achieve a Patriots Path spur connection on the each of that property along the road right-of-way.

Resident Workforce

The most important resource for businesses is a skilled and educated workforce. Chester County, and much of southeastern Pennsylvania, is home to a highly skilled and well-educated population, providing a major incentive for businesses to locate here. Malvern is situated within one of the largest employment centers in the County and offers amenities that draw local workers to reside within the Borough. The following analysis explores the characteristics of Malvern’s resident workforce.

Educational Attainment - Analyzing the level of education attained by municipal residents helps to predict employment demand and can be related to the economic prosperity of the residents in the municipality. Table 7-2 shows the educational levels of Malvern and Chester County residents.

Table 7-2: HIGHEST EDUCATIONAL LEVEL BY PERCENT
MALVERN AND CHESTER COUNTY 2000 AND 2009 (Population 25 years and over)

EDUCATIONAL ATTAINMENT	MALVERN		CHESTER COUNTY	
	2000 (%)	2009*(%)	2000 (%)	2009* (%)
Less Than High School	8	2	11	8
High School	24	23	26	25
Some College or Associate Degree	18	20	21	20
Bachelor’s Degree	31	37	27	29
Graduate or Professional Degree	19	18	16	18

Source: US Census Bureau, 2000; *American Community Survey 5-year estimates 2005-2009.

Malvern Borough has a highly educated population; 55 percent of its residents are college graduates. Another 20 percent have some level of education beyond high school. This compares to a college graduate population of 47 percent for Chester County in 2009, which ranks among the highest in the state. In both the Borough and the County, the number of residents with less than a high school education has fallen while the number of college graduates has increased. Higher levels of education generally correspond to higher income levels and lower poverty levels.

Household Income - Tables 7-3 and 7-4 present information on the income and poverty levels in the Borough, its surrounding municipalities, and Chester County. Resident income relates directly to earned income tax revenues for Malvern Borough. Poverty levels relate to the need for social services which may include basic needs assistance (housing, food, clothing, and health care), educational support, and employment and training assistance.

**Table 7-3: MEDIAN HOUSEHOLD INCOME
MALVERN AND SURROUNDING MUNICIPALITIES, 2000-2009**

Municipality	Median Household Income		% Change
	2000	2009*	2000-2009
MALVERN	\$62,308	\$68,051	9.2
Easttown	\$95,548	\$130,486	36.6
East Goshen	\$64,777	\$72,798	12.4
East Whiteland	\$69,500	\$91,517	31.7
Tredyffrin	\$82,258	\$97,284	18.3
Willistown	\$77,555	\$97,694	26.0
Chester County	\$65,295	\$83,759	28.3

Source: US Census Bureau, 2000; *American Community Survey 5-year estimates 2005-2009

In 2000 and 2009, Malvern had a lower median household income, followed closely by East Goshen, as compared to the other surrounding municipalities and Chester County. However, Chester County (in 2000 and 2009) had the highest median household income of any county in Pennsylvania, and Malvern Borough has had lower poverty levels as compared to Chester County overall. Due to the 2008 nationwide economic recession and resulting increased unemployment rates and to the 2005-2007 housing boom resulting in housing becoming less affordable overall, poverty rates increased in the Malvern area and countywide from 2000 to 2009, with East Whiteland having the highest poverty levels in the Malvern area, higher than in the County overall.

**Table 7-4: PERCENT OF PERSONS BELOW POVERTY LEVEL
MALVERN AND SURROUNDING MUNICIPALITIES, 2000-2009**

Municipality	2000	2009*
MALVERN	2.7	4.1
Easttown	2.7	4.2
East Goshen	3.5	5.4
East Whiteland	4.7	7.9
Tredyffrin	3.7	4.6
Willistown	4.0	5.6
Chester County	5.2	6.2

Source: US Census Bureau, 2000

*American Community Survey 5-year estimates 2005-2009

Employment by Industry - Employment characteristics provide an overview of the types of businesses in which the residents are employed. "Industry" is defined as the type of business conducted by the person's employing organization.

Table 7-5 shows the top five industries by employment for Malvern Borough, and the corresponding employment for the area and Chester County for 2009. The top five industries represent 70.7 percent of employment for Malvern residents.

The top industry by employment is Educational, Health, and Social Services. This is likely due to the proximity of numerous K-12 schools, Immaculata University, as well as Paoli Hospital and associated medical facilities. It is also consistent with the high educational attainment and median household income of the Borough as described above.

**Table 7-5: EMPLOYMENT BY INDUSTRY, 2009*
MALVERN AND SURROUNDING MUNICIPALITIES**

INDUSTRY	MALVERN		MALVERN AREA*		CHESTER COUNTY	
	Number	%	Number	%	Number	%
Educational, Health and Social Services	357	19.7	6,755	21.3	52,846	21.2
Manufacturing	292	16.2	3,579	11.3	31,052	12.4
Retail Trade	231	12.8	2,701	8.5	28,273	11.3
Professional, Scientific, Management, and Administrative	221	12.2	6,455	20.4	36,593	14.7
Accommodation and Food Services	177	9.8	1,857	5.9	15,983	6.4
Total Employed Population	1,808	-	31,687	-	249,690	-

* Includes Malvern, Easttown, E. Whiteland, Tredyffrin, and Willistown
Source: U.S. Census Bureau, *American Community Survey 5-year estimates 2005-2009.

Unemployment - Chester County typically has one of the lowest unemployment rates in Pennsylvania. While low unemployment rates are generally desirable, a very low rate may indicate a lack of available employees which can become a deterrent for new businesses seeking to locate in an area and for existing businesses seeking to expand. A more recent concern however, is the economic downturn and its effect on unemployment. The Census unemployment rates are shown for the purpose of establishing trends between 1990 and 2009. Unemployment rates increased over that time period across all geographies.

According to the PA Department of Labor and Industry, the January 2011 unemployment rate for Pennsylvania was 8.6% percent (seasonally adjusted). The January 2011 unemployment rate for Chester County was 6.3 percent, a decrease from 7.1 percent in January 2010 (seasonally adjusted). These rates reflect the impact of the economic downturn countywide and statewide.

Table 7-6: UNEMPLOYMENT RATES*
MALVERN, CHESTER COUNTY, AND PENNSYLVANIA, 2000-2009**

	1990 (%)	2000(%)	2009* (%)	January 2010 (%)**	January 2011 (%)**
MALVERN	2.0	2.3	2.8	n/a	n/a
Chester County	3.0	3.6	4.7	7.1	6.3
Pennsylvania	6.0	5.7	6.8	9.5	8.6

Source: U.S. Census Bureau, 2000; *American Community Survey 5-year estimates 2005-2009
**PA Department of Labor and Industry, March 2011
***Unemployment data and level of poverty data overlap.

Worker Commuter Patterns - In 2009 there were 1,770 total workers residing in Malvern, a slight increase over 2000. The percentage of residents working within the Borough was 11.9 percent in 2009, a slight increase from 10 percent in 2000. The worker commuting pattern (Table 7-7) indicates that the Borough primarily serves as a bedroom community, with 88.1 percent of residents going outside the Borough for employment.

Table 7-7: PLACE OF WORK FOR MALVERN RESIDENTS, 2000-2009

Location:	2000		2009*	
	Number	%	Number	%
Total Workers Over 16	1,701	100	1,770	100
Worked in Malvern Borough	170	10.0	210	11.9
Worked Outside Malvern Borough	1,531	90.0	1,560	88.1
Worked in Chester County	1,039	61.1	973	55.0
Worked Outside Chester County	603	35.4	706	39.9
Worked in Pennsylvania	1,642	96.5	1,679	95.0
Worked Outside Pennsylvania	59	3.5	91	5.0

Source: U.S. Census Bureau, 2000; *American Community Survey 5-year estimates 2005-2009

The data in Table 7-7 shows an increase in the percentage of residents that work outside Chester County and those that work outside of Pennsylvania. These employment patterns have commuting implications related to transportation planning. (also see Chapter 9) Figure 7-3 shows the general locations and densities throughout the region where Borough residents work in their primary jobs.

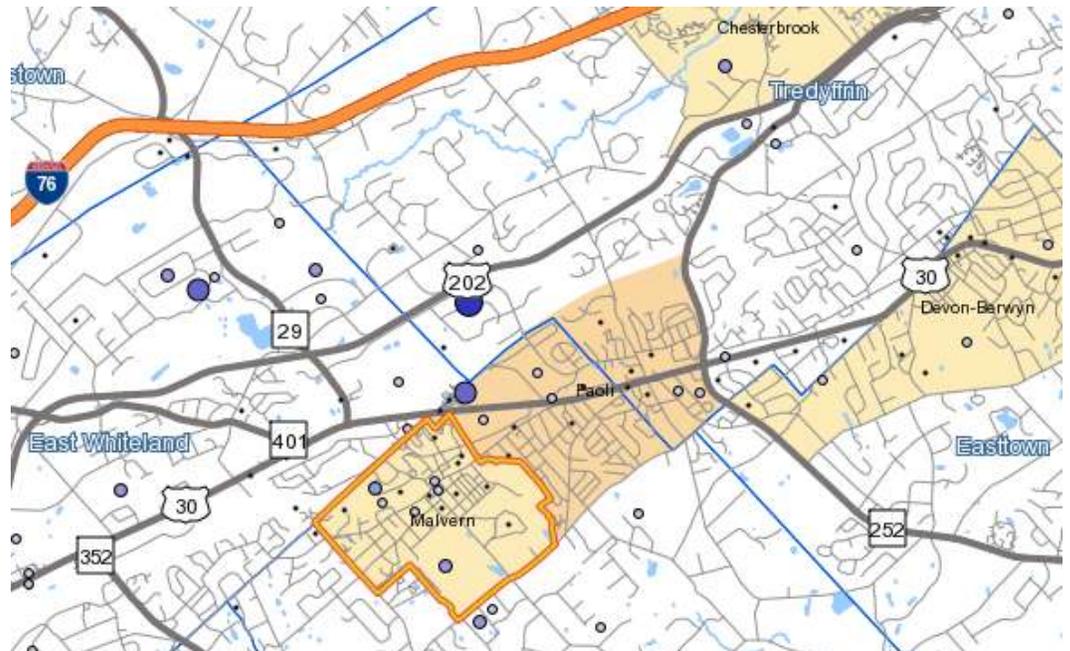


Figure 7-3 Employment Locations and Densities of Malvern Residents 2009
Source: U.S. Census Bureau, LEHD, "OntheMap", 2009

ECONOMIC PLANNING IMPLICATIONS

- Malvern Borough is part of the Great Valley Region which represents almost one-third of total employment in the County (2005-2009). The strong employment base in the area draws workers to the area and Malvern’s residential diversity provides quality, affordable housing options for workers at multiple household income levels.
- The King Street corridor is a high potential commercial area. There are several current vacancies (March 2011). Usually vacancies in this Corridor occur in the larger properties along East King Street. It is critical to provide continued marketing and business support of this Corridor to maintain its economic health and that of the Borough. The MBPA serves effectively in this role and is a vital resource to the business community and Borough as a whole.
- Malvern Borough has benefited from numerous grants through the Chester County Community Revitalization Program that supported infrastructure and streetscape improvements throughout

the Borough. These improvements promote business growth and development by providing attractive streetscape amenities and supportive infrastructure. Continued participation in this program is the core component of the Borough's revitalization efforts.

- Completion of the Patriots Path should draw more visitors to the Borough and to the Paoli Battlefield Site and should increase patronage of local businesses.
- Completion of the train station parking improvements will draw increased ridership to the Borough and could result in increased patronage of local businesses.
- The Malin Road extension, if realized, would result in additional businesses and industry locating in the Malvern Business Park.
- The East King Street Redevelopment project, resulting in the addition of 190 multi-family units, will provide an immediate market for businesses in the King Street corridor.
- Malvern's median income is lower than most of the surrounding municipalities. This is reflective of Malvern's residential diversity.
- Malvern Borough has a highly educated population. Levels of education generally correspond to higher income levels (as compared to state or national averages) and lower poverty levels.
- The majority of Borough residents are employed in the Educational, Health, and Social Services industry sector. This reflects the many large institutional employers in the area.
- The U.S. economic downturn that began in 2008 has had an impact on the countywide and Malvern area employment situation. However, since fall 2010, the state and county unemployment rates have been gradually decreasing. This is an indication that an economic recovery is slowly underway. The high education levels and diversity of the Malvern area economy will likely help Malvern and the area to sustain the economic recovery. However, there may be a lingering impact on housing sales/prices/affordability, vacancy rates, poverty levels, employment rates, and the community at large.

ECONOMIC DEVELOPMENT PLANNING RECOMMENDATIONS

The Economic Development Plan for Malvern Borough recognizes the economic strengths and challenges in the Borough and the greater region. Economic development also relates directly to several other plan topics including transportation, housing, historic resources, and parks, recreation and open space. These connections are highlighted by the following recommendations. This Plan addresses the critical role of the King Street corridor business district and the industrial uses in the Malvern Business Park; the importance of revitalization efforts; the opportunities presented by heritage tourism; and providing support for the resident workforce. Coordinated efforts between businesses, municipal government, the Malvern Business and Professional Association, and economic development specialists will be important to sustaining business growth and maintaining economic stability.

Jobs and Employers

King Street Corridor

- 7.1 Coordinate with the Malvern Business and Professional Association (MBPA) to market existing businesses to Borough residents and neighboring communities through newsletters, websites, flyers, and other marketing opportunities.**

The Borough should remain informed about and can contribute, as possible, on future economic development and outreach activities. Both the Borough and the MBPA have informative websites that should continue to be utilized for highlighting the local business district. The Borough should continue to provide a link on its website to the MBPA website so that visitors to Malvern's site can access information about local merchants. MBPA could expand the information on its site about each of the businesses that are listed in its directory.

- 7.2 Continue to provide support for existing businesses through community events that draw people to King Street and showcase local shopping and services.**

King Street is the center of commercial business activity in the Borough and also the venue for several community events, including the Victorian Christmas celebration, the Fall Arts Festival, and Malvern Blooms in the spring. These types of events provide arts, culture, and recreation opportunities for Borough residents plus can also have regional draw from people in the surrounding area and generate additional interest and patronage of local businesses.

- 7.3 Coordinate with SEPTA on an ongoing basis to facilitate maintenance and improvements to the train station property.**

The Borough should continue policy support and coordination with SEPTA after the completion of construction of the pedestrian tunnel and parking area improvements at the end of 2011. The parking improvements will help alleviate some of the overflow parking that is burdening the Malvern Shopping Center, post office, and other nearby merchants. The improvements, when completed, may lead to increased ridership and therefore more traffic into and out of town. This increased traffic has the potential to create additional business for King Street merchants. In addition to parking and circulation improvements, the station building itself is in much need of rehabilitation and repair, for example the roof is in need of work. As of 2011, there is no funding allocated for building repairs.

- 7.4 Provide regulatory support encourage suitable businesses that have an interest in locating at the East King Street Redevelopment project, and the King Street commercial corridor in general.**

The East King Street Redevelopment project holds great potential for economic development in the Borough. The mix of uses is complementary with potential customers and clients living in the same building as the merchants. The new businesses at East King Street will create jobs and generate increased tax revenue for the Borough. The development is designed to continue the small town "Main Street" feel of the King Street corridor. The Borough should continue policy and SLDO standards including "Olde Towne" Malvern streetscape design standards supportive of a small town "Main Street" development pattern, and continue to permit a diverse balance of commercial and

residential uses through zoning to provide a balanced economic base and reflect the existing diversity of development.

Malvern Business Park

7.5 Coordinate with East Whiteland Township on the next steps for the Malin Road Extension project in support of the Malvern Business Park and adjacent residential neighborhoods.

The Malin Road extension is expected to facilitate truck traffic into and out of the Malvern Business Park and the resulting redirection of truck traffic will reduce the burden on local residential and commercial streets. In addition, the connection from the Malvern Business Park to Route 30 in East Whiteland Township will create greater ease of truck access to the business park which will benefit the business and industrial users and make the location more attractive to potential tenants.

7.6 Coordinate with businesses in the Malvern Business Park to make changes designed to enhance vehicular and pedestrian circulation to and through the Malvern Business Park.

There is difficult access from/to the Malvern Business Park via North Warren Avenue; the Malin Road extension project would alleviate this issue. Within the Business Park, vehicular and pedestrian access improvements, such as designated driveways and walkways, could be made to improve traffic flow overall in this area. Currently, most of Quaker Lane and Pennsylvania Avenue are public roads, with one section not yet dedicated for public traverse. As part of the Malin Road project, both those roads would need to be dedicated for public access. The Borough should examine in the near term if adding public access in the one section currently lacking public access would help traffic flow and general circulation issues.

Malvern Business and Professional Association

7.7 Explore and utilize business assistance services offered through that could provide technical assistance to existing or potential Borough businesses.

The Kutztown University Kutztown University Small Business Development Center (SBDC) provides general business consulting services and educational programs to entrepreneurs looking to start or grow a small business. They offer services to businesses within counties throughout the region and have a satellite office located at the Chester County Economic Development Center in Eagleview. The Center offers one-on-one or small group consulting, an interactive business planning tool, resource referrals, learning workshops, and numerous other services for small businesses.

SCORE is a nonprofit association dedicated to educating and helping “the formation, growth and success of small business nationwide”. With offices nationwide (including an office in the Chester County Government Services Center), individual (in person and online) mentoring and business workshops are popular business assistance services provided. SCORE's more than 13,000 volunteer mentors have practical and broad business skill sets and are working or retired business owners and executives. SCORE is a partner of the U.S. Small Business Administration (SBA).

7.8 Participate in arts and cultural initiatives that support and help market to the larger region existing, expanding, new, and potential future businesses within the King Street corridor.

Malvern Business and Professional Association should work with the Borough to investigate regional and countywide programs, services, and events that will help to market local businesses to the larger region. Some possibilities include the Main Streets Trail of the Brandywine Valley, Chester County Town Tours and Village Walks, the Chester County Day House Tour, and other arts and cultural events.

7.9 Work in cooperation with MBPA to advance revitalization, business recruitment, and economic development in Malvern.

The MBPA is looking into developing a Neighborhood Improvement District (NID) that would include the entire King Street corridor. As well, as recommended in the Borough's Urban Center Revitalization Plan, the Borough with the assistance of the MBPA should designate a "King Street Enhancement Area" and work to implement a façade improvement program for commercial or mixed-use properties in the designated area. The PA Main Street Program provides grant funding for façade improvements and the Borough with the MBPA should pursue participation if the program should be reopened by the PA Department of Community and Economic Development. The Borough should work collaboratively with the MBPA in these and other endeavors, as permitted within the duties of the Borough.

Revitalization Efforts

Revitalization Assistance

7.10 Investigate funding opportunities for gateway improvements at the King Street commercial corridor entrances/gateways and for way-finding signage throughout the Borough.

Funding for community development and revitalization projects is now (2011) very limited at the state level. The Borough should continue to monitor the available funding through the PA Downtown Center programs and other possible local, state, or federal sources. This activity would be eligible for funding through the TCDI program administered by the Delaware Valley Regional Planning Commission, if funding continues to be available. TCDI, Transportation and Community Development Initiative, was begun in 2002 to help address disinvestment in established, developed, core communities in the region. Federal transportation funds allocated through DVRPC are used to provide planning grants to local governments as well as select non-profit organizations to undertake plans and studies that link transportation improvements with land use strategies, enhance established developed communities, and build upon existing public and private assets.

Specifically, TCDI strives promote these areas by:

- Supporting local planning projects that will lead to more residential, employment, or retail opportunities;
- Improving overall character and quality of life to retain and attract businesses and residents;
- Enhancing and utilizing the existing transportation network infrastructure capacity to reduce the demands on the region's transportation network; and

- Reducing congestion and improving the efficiency of the region's transportation network.

7.11 Maintain a priority list and prepare annual applications for Community Revitalization Program streetscapes or infrastructure improvements funding.

The UCRP will be used as the Borough's guide for prioritizing the infrastructure and streetscapes activities that will be submitted to the County for funding.

7.12 Create a workgroup to pursue an application to the PA Department of Community and Economic Development for Main Street designation and grant funding for the King Street corridor (business district).

The PA Main Street program has stopped accepting new applications for Main Street designation. It is not clear if the program will be reopened.

7.13 Determine the requirements and apply to the Delaware Valley Regional Planning Commission (DVRPC) for the "Classic Towns" designation.

The Classic Towns of Greater Philadelphia Program is an initiative of the Delaware Valley Regional Planning Commission (DVRPC). It is designed to promote the growth and continued revitalization of the Philadelphia region's older developed communities by promoting the characteristics that make each place unique and provide its sense of place/identity. DVRPC's classic towns designation is a marketing initiative and regional marketing approach designed to promote the region's first generation suburbs; it identifies a community's needs, develops effective community promotional messages, and creates strategies to help communities brand themselves. The criteria used to choose these towns include a mix of housing types and people, walkable main streets, and good transit access to downtown Philadelphia. Malvern Borough meets all of these criteria. Currently, West Chester and Phoenixville are the only towns in Chester County to earn the designation. (www.classictowns.org)



7.14 Provide continued support for programs and activities within the Neighborhood Improvement District.

Underutilized Properties

7.15 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.

The East King Street Redevelopment is a good example of reuse of an underutilized property that is expected to have a positive impact on the economic development of the community. The 2009 UCRP identifies eight additional properties where space is available. From time to time, additional properties become vacant and available. Periodically, the Borough can review and administratively update the inventory. The Borough could seek assistance from the MBPA and the Chester County Economic Development Council to develop a strategy for filling that space with viable businesses.

7.16 Facilitate adaptive reuse of historic properties within Malvern Borough, and the use of available tax incentives and historic preservation funding and programs, as an economic development tool.

The Borough can employ historic preservation as an economic development tool. Adaptive re-use of historic structures or sites for commercial purposes is a viable economic development tool. The Borough can provide historic resource adaptive reuse incentives through zoning and use the allowed flexibility in the UCC Existing Building Code as related to historic resources. The Borough can also promote the use of Federal Historic Preservation Tax Incentives program, administered by the National Park Service, as a resource for the rehabilitation of historic structures. The 10 percent tax incentive promotes the rehabilitation of locally historic structures placed in service before 1936. Structures need not be listed or eligible for the National Register of Historic Places and must be undergoing rehabilitation for *non-residential* uses. As well, the PA Main Street, CLG, and DVRPC Classic Town programs, and other PA DCED and PHMC funding/programs can be considered to facilitate adaptive reuse and historic preservation for economic development. Also see Chapter 8 for more information about the Federal Historic Preservation Tax program.

Business recruitment

7.17 Actively pursue the recruitment of food related businesses for the Borough, specifically targeting a grocery store or farmers market.

As described in the UCRP, any marketing strategy to bring new business to the Borough should specifically target a grocery store, farmers market, or other food related businesses. This is a need identified through a community survey and the Borough could partner with MBPA to attract businesses that would fill this gap.

Heritage Tourism

7.18 Actively promote the Patriots Path and the Paoli Battlefield Site/Paoli Memorial Association (PMA) Grounds as cultural resources to draw visitors to the Borough in support of local businesses.

The Patriots Path will be a resource of regional significance and it will highlight the Battlefield Site as an historic and cultural resource. Malvern retail and service businesses can benefit from the additional visitors that the Patriots Path may bring to and through the Borough. The Borough, possibly in coordination with the Malvern Business and Professional Association, could also consider developing a "Visit Malvern" promotion to highlight the historical/cultural resources in the Borough. The Borough should continue to be party with other involved parties to develop a variety of visitor outreach.

7.19 Coordinate with the Brandywine Battlefield Task Force to develop consistent signage for the Patriots Path which will identify the historic sites related to the Philadelphia Campaign of 1777.

The Brandywine Battlefield Task Force has expressed an interest in sharing the Battlefield's logo and signage design with the Patriots Path and the connected historic sites, related to the Revolutionary War Philadelphia Campaign of 1777, including the Paoli Battlefield Site and Paoli Memorial Association Grounds in Malvern. If implemented, the

consistent signage design will help identify the Chester County sites that were part of the Campaign of 1777 and will create a unified identity connecting these sites and their historical importance.

Resident Workforce

7.20 Direct job-seeking residents to the PA *CareerLink* services that are accessible online at the Malvern Public Library.

All County libraries have been introduced to the online services provided through the PA *CareerLink* of Chester County, which is based at 250 E. Harmony Street in Coatesville. Online services include job search, resume development, career research, and training resources. Additional services, one-on-one with a program coordinator, are available at the Coatesville location.

7.21 Continue to permit a variety of housing choices to attract workers employed at local and regional businesses.

One of Malvern's greatest community strengths is the diversity of residents. The diverse housing choices in the Borough attract people from all socio-economic groups. Many workers employed within the area find quality, affordable housing choices, and a high quality of life in the Borough, and should be maintained via zoning regulations. The multi-family housing that will be developed as part of the East King Street Redevelopment will strengthen that diversity.

7.22 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, in association with the Chester County Department of Community Development, sponsors regular employment and training services and workshops for businesses and unemployed workers (<http://dsf.chesco.org/wib/site/default.asp>). The CCEDC provides business development and growth services such as low-interest financing, workforce training, energy consulting, land and building site selection, brownfields consultation, urban redevelopment, and agricultural economic development, and also offers economic development services designed for municipalities. The Borough should coordinate with MPBA on this task.