

Chapter 11

Community Services and Facilities Plan

Community Services and Facilities are essential to maintain a high quality of life for Township residents. These services and facilities have a variety of important impacts from ensuring public safety to effecting future development by provision of water and sewer facilities that are directly related to accomplishing the direction of the Land Use Plan. Effecting community services and facilities is complicated and communication is the key to both maintaining and modifying these elements to meet future need. This is true particularly because many community services and facilities are not directly owned or managed by the Township and thus consistent monitoring and communication with service providers is essential.

The recommendations in this Chapter are based upon the planning implications developed in **Chapter 6, Community Services and Facilities Inventory**, and Goals and Objectives from **Chapter 9**, and opinions from the Public Opinion Survey. It is essential for the Township to monitor and direct the provision of community services and facilities as the population continues to grow.

Goal:

To have existing public facilities and services well maintained and functioning efficiently while planning carefully for essential new and/or expanded facilities and services that meet the needs of the community.

Objectives:

- Promote a variety of community services and organizations by monitoring growth, development, population, age, and household trends to plan for future facilities and services.
- Continue to plan for and support the necessary functions of the municipality.
- Plan for the continuation and development of adequate and cost-effective public works programs, facilities, and services.
- Improve communications between municipal officials and residents.
- Encourage the development of advanced communication technology to enhance opportunities among businesses, government, schools, and residents.
- Encourage a capital improvements program to anticipate and plan for future financial needs.
- Support local and regional emergency management response services.
- Ensure an adequate quality and quantity of public drinking water.
- Ensure adequate public sewage disposal and encourage proper maintenance of private sewage systems.
- Coordinate land use planning and zoning with water and sewage facilities planning to ensure that adequate infrastructure is provided to areas targeted for growth and not extended to those areas identified for preservation.
- Continue to evaluate and monitor the recreation needs and desires of residents and consider options for improving existing facilities or providing new recreational opportunities.
- Coordinate recreational facilities and programs with surrounding municipalities to prevent duplication of efforts and to provide a wider range of recreational options for residents.

MUNICIPAL SERVICES AND FACILITIES

The following are recommendations for services and facilities provided directly by the New Garden Township administration.

Administration

The Township constructed a new Township building in 2003 that will accommodate the space needs for the Township administration and public meetings for the foreseeable future. The first Township Manager was hired in 2003 and the budget underwent substantial changes to update the format to more current practices. Due to these already substantial changes, there are few immediate changes necessary for the Township administration. However, there are a few items that should be monitored that may increase the effectiveness of the budget, potentially change staffing to facilitate certain programs, and increase communication between the various boards and commissions.

- **Continue to encourage and provide for public services and facilities.**

New Garden will work to ensure existing public and private services and facilities are well maintained and functioning efficiently by continually monitoring, and carefully planning for essential new and/or expanded services and facilities that meet the needs of the community, yet staying within the fiscal budget limitations of the Township. New Garden should continue to develop a reasonable budget with the cooperation of all department heads, prior to consideration by the Board of Supervisors.

- **Consider developing a formal Capital Improvements Plan (CIP).**

The Township consistently applies a budgeting process and plans ahead for major capital improvements, but should develop a more formalized CIP to increase the effectiveness of this process. An individual capital improvement can generally be defined by a high value fixed asset that is expected to be in service for many years, but does not include annually recurring expenses or the maintenance of existing facilities. A CIP is a framework for the financing of identified capital improvements each year for a fixed period of time, typically five years into the future. The CIP is beneficial in prioritizing and budgeting for large capital expenditures such as vehicles, expensive office equipment, and facilities, such as administrative offices or park facilities.

- **Encourage volunteerism to build local commitment, increase public awareness, and utilize the diverse skills, knowledge, and ideas of Township residents.**

The Township has been successful in recruiting individuals to fill the positions on various boards and commissions. The volunteers that serve in this capacity handle many of the administrative activities of the Township. The Township should consider maintaining a volunteer bank of interested individuals and their area of emphasis. Existing volunteers could also make recommendations for additions to the list of possible volunteers. Residents with special skills or knowledge should be considered for positions that allow them to use their talents to the benefit of the community. The Township should strive to fill positions with people from a variety of backgrounds and diversified viewpoints to increase the base for new concepts and ideas for the direction of the municipality.

- **Explore the continued use and expansion of cooperative agreements.**

Explore the continued use and expansion of cooperative agreements with other municipalities for the purchase of materials and the provision of services in an effort to be more efficient and cost effective. This task should be considered as an on-going process, which is typically dependant upon the circumstances. Co-leasing or purchase of equipment of road improvements, coordinating and cooperative bidding for major projects, and cooperative purchasing of materials such as salt should be investigated in conjunction with adjacent municipalities.

- **Continue to monitor and adjust the Township staff to ensure the effectiveness of Township operations.**

The Township should periodically evaluate the staffing levels to ensure the effectiveness of Township operations, such as code enforcement, public works, and customer service. Changes or additions to

Township programs may require changes or additions to Township staff in order to facilitate effective implementation.

- **Increase effective communication between Township staff, administration, volunteers, and residents.**

New Garden has numerous personnel, boards, and commissions where communication and coordination is essential for the effective operation of the Township. The Township website is already an effective means of distributing information both between boards and commissions, as well as to Township residents. As residents become more familiar with internet communications, the municipal website will serve as a community tool for providing information to the residents and interested stakeholders, as well as business owners exploring relocation options. The Township will continue to develop and maintain the municipal website to enhance communications and to provide residents with information concerning services and facilities, meetings, announcements, codes, maps, police and fire protection, emergency management, solid waste and recycling collection, services, and other vital news. The website will also provide opportunity for people to communicate with the Township in general or to specific people. Finally, the website will provide interactive versions of key plans and ordinances on-line, with appropriate links provided between related sections of various plans and ordinances. For example, this Comprehensive Plan, the Zoning Ordinance, and Subdivision and Land Development Ordinance could be on the website, with links between related sections and additional links to application forms, fee schedules, and other user oriented information. Beyond expanding the municipal information provided on the website, the Township could consider working with local businesses and organizations to develop a website or link that integrates and organizes the websites of all local entities into an “electronic village”. Such a website, could connect local residents with government, religious institutions, local and regional organizations, libraries, museums, schools, health care providers, local businesses, and the personal home pages of local residents.

- **Continue to participate in regional planning efforts with the Kennett Area Regional Planning Commission (KARPC).**

New Garden is a participant in the KARPC and should continue to participate by ensuring at least one designated representative from the Township regularly attends meetings of the KARPC and reports to the Township supervisors, manager, and other boards and commissions on appropriate issues. The Township should remain up to date on KARPC initiatives, both to actively participate in such activities, and ensure the interests of New Garden Township are contained in KARPC actions.

- **Conduct periodic surveys with similar Townships to establish benchmarks for municipal “information and statistics” and in terms of public services effectiveness.**

Benchmarking will assist New Garden and comparison townships in evaluating and assessing municipal programs and services, and assuring that the provision of these programs and services will meet resident needs. New Garden will work to create and conduct surveys to establish the necessary benchmarks, potentially a municipal level survey and a public opinion survey.

A municipal level survey may establish benchmarks through a comparison evaluation of municipal data and statistics without direct public involvement. Potential data may include valuation, per capita taxes, payroll, number of employees, annual road maintenance costs, grants, and similar information.

A public opinion survey can generate more comprehensive results for benchmarking and evaluation. Several functions to be evaluated include: public services and their effectiveness in meeting the needs of residents; ineffective public services; comparisons of public services between communities; and to assess the quality of life between municipalities. The survey could be facilitated through the

Township newsletter, the website, or through a postage paid write in evaluation mailed to residents. Examples of items to be compared include fire protection, ambulance service, police service, public water and sewer, municipal government services, recreation, open space, code enforcement, community development, solid waste management, libraries, schools, health services, electrical services, telephone services, and cable services.

To be reliable and to ensure usefulness, benchmarking surveys should be concluded on a regular basis. Initially, the Township will need to develop a list of comparison townships, and establish a means of communication with these municipalities in order to discuss a strategy including the purpose, goals, development of the survey, method of distribution/collection, and funding among others. It is also important to decide how responses will be evaluated to establish the benchmarks for comparison over time.

After the surveys are completed one or more meetings should be held, potentially between the participating municipalities, but at a minimum between the boards and commissions of New Garden Township as well as a public meeting for presentation to and response from the Township residents. Discussions should include issues and strategies on how to change and improve services to meet the needs of the Township.

- **Use the Township newsletter and website to educate residents on services and facilities.**
The newsletter and website are two means of communication with Township residents and businesses that should be maximized to provide information on services and facilities. The scope of services and facilities in terms of what is provided and who (i.e.: the Township, PECO, etc.) is responsible for service, as well as a primary contact, should be included. Changes to services, as necessary and appropriate, should be included on the website and in each addition of the newsletter.
- **Communicate to businesses that the Township wants to actively promote state-of-the-art services in conjunction with the business community to encourage economic development and improve the viability for businesses.**
New Garden should make this issue clear in both the Township newsletter and the website. The Township should consider making available on the website and sending out either a special edition newsletter for businesses, or making a regular practice of creating a new business specific newsletter. The Township should consider meeting with Township businesses in order to communicate the intentions and policies of the Township, as well as to solicit issues and needs of the business community and foster future communication. New Garden should communicate the potential for businesses to work with the Township to facilitate improvements for businesses, such as the potential for improved cable service and internet connections, road improvements, transportation issues, marketing, and other applicable topics.

Municipal Buildings

- **Ensure the new Township building is used for all facets of Township operations and for Township residents.**
The new building will effectively serve the Township space needs for years to come. As of 2003, there is additional unused space in the basement of the building that is not dedicated for a specific purpose. A use for this space should be found. The Township administration should ensure that the building is used effectively and efficiently for both Township operations and for appropriate uses by Township residents. The Township website and newsletter could be used to announce the availability of space for appropriate uses.

Police Department

- **New Garden should continue to monitor the staffing levels of the police department to effectively serve Township residents and businesses.**

As the Township continues to develop, it is essential that police staffing levels are appropriate to serve the community. New Garden should be weary that certain commercial uses that require an undue amount of police protection and reduce the capacity of the police department to serve Township residents, do not proliferate, unless adequate staffing is provided.

- **Encourage a highly trained police force that is adequate to meet the needs of the Township.**
It is important that the Township work the Police Department to maintain a high level of professional training for the officers, and that the community is pleased with the service being provided. The Township should work to ensure officers continue to receive training and equipment that exceeds minimum standards and that is necessary to meet the special needs of the growing population.
- **Encourage Police Department personnel to become more "visible" within the Township.**
In addition to the car patrols within New Garden, Police Department personnel should become more visible and interact with the Township. This might be accomplished by one or more of the following: 1) requiring officers to walk in appropriate areas at least one hour during their a shift; 2) requesting officers attend any Township and any neighborhood meetings that are scheduled during their tour of duty; 3) welcoming new residents into the Township by having an officer deliver to them a package of information that will help them become familiar with the Township; 4) conducting vacation checks for residents who fill out a form requesting police to check their homes when they are "out-of-town"; 5) conducting night-time business checks and report any security problems; 6) "adopting" a senior citizen who lives alone. The senior citizen would fill out a form indicating they will call the Department every day before a certain time ("10:00 AM") and if there is no call, the Department will dispatch an officer to look in on the individual; 7) working to create a Townwatch Program for the Township; 8) establishing a bike patrol, whether periodic or full time, should be considered potentially on a neighborhood basis and Toughkenamon. Finally, a link on the Township's website to the Police Department should enhance community understanding and support for the Department. The website could contain information, such as; a mission statement of the police department, how to contact the police department, community programs, seasonal information, an organizational chart, and a link to view the Department's activity.
- **Seek the input of the Police Department on new developments.**
The New Garden Subdivision and Land Development Ordinance should require that preliminary plans be submitted to the Police Chief for review. Input from the Chief concerning response issues is vital during the planning phase. The Township should also ensure that the Department is aware of the location of approved developments. Information including maps of the development, types of units, and street widths should be shared so that the Department may update their maps and respond to possible emergencies with proper knowledge of the situation.

Public Works

There are approximately 67 miles of public roads within New Garden. Of all the services that are provided by the Township, the roadway network incurs the greatest scrutiny and expenditure. Roadways are a major concern because of the role they play in daily affairs and because they will be a primary factor in determining the location and intensity of growth and development in the Township. In a municipality such as New Garden, where residents depend on many of the services and facilities in surrounding communities, transportation links to adjacent communities are considered very important. The Township

funds its transportation projects utilizing a combination of resources, including the use of municipal capital improvement funds for roads (municipal budget) and state liquid fuel tax allocations. The Township Public Works Director and Supervisors survey the Township roads twice a year. Following this road survey, a prioritized list of improvements is prepared and submitted to the Supervisors for their decision.

- **Improve upon the Road Maintenance and Improvements Plan.**

New Garden should continue to develop and improve the Roadway Maintenance and Improvements Plan (RMIP). Several intersections have poor alignments, sight distances, and drainage. The RMIP should identify these conditions during the bi-annual road inspection and develop a list of major improvements by priority with a timeline in conjunction with on-going resurfacing efforts. The RMIP should include detailed recommendations for Township roads and intersections with general recommendations for the Pennsylvania Department of Transportation (PennDOT) maintained roads. Improvements should be made to higher functioning roadways with priority over local roads. Capital improvements such as signs, signals, and equipment necessary to complete improvements, should be incorporated into the Capital Improvements Plan. Major projects should be included in the Chester County Planning Commission's Highway Improvements Survey and appropriate recommendations should be submitted for the PennDOT 12-Year Program. Improvements should be completed in conjunction with construction standards recommended for each roadway functional classification in **Chapter 14, Transportation and Circulation Plan.**

It is important that there is a balance with roadway improvements and maintaining the characteristics of the Township. Improving roads with inadequate right-of-way, shoulders, and lane width is necessary, but consideration should be given to retaining the rolling and curving nature of the roadways. Regrading and straightening of vertical and horizontal curves should be avoided whenever possible. The Township should strive to improve roads to facilitate movement, but not compromise the aesthetic aspects of the existing transportation network. Once the RMIP is completed, it should be updated on a regular basis.

- **Submit improvements identified in the Road Maintenance and Improvements Plan to PennDOT and surrounding municipalities.**

The Road Maintenance and Improvements Plan will enable the Township to begin improvements identified on locally owned roads. Improvements for state roadways should be submitted for inclusion in the PennDOT 12-Year Plan. Some improvements may involve coordination with adjacent municipalities.

- **Incorporate road maintenance equipment expenditures into the Capital Improvements Plan (CIP).**

Road maintenance equipment expenditures are significant and should be incorporated into the CIP. This will be of additional importance once the Road Maintenance and Improvements Plan is completed, as some roads in New Garden may require complete reconstruction and significant improvements. Additional equipment may be necessary to reconstruct roadways and continue routine maintenance and to provide safe and efficient modes of travel on a local and regional level. The Township should consider leasing certain pieces of equipment in lieu of purchase to maximize the budget in terms of added maintenance and storage costs. In some cases it may be more effective to lease instead of buying equipment that is used only on occasion or for specialized circumstances. This could also be applied on a multi-municipal basis. These equipment needs should be included in the CIP to provide for efficient planning and financing. The Township should solicit advice from transportation experts, such as: the Transportation Management Association of Chester County, the Delaware Valley Regional Planning Commission, PennDOT, and Chester County Planning Commission, and from the private sectors when putting together CIP requests. Such agencies will be

aware of state and federal assistance programs that could be beneficial to subsidize the cost of specific transportation improvements.

Stormwater Management

Stormwater collection lines serve most of the developed areas of New Garden, and the Township is charged with their *installation and* on-going maintenance. Stormwater management is the process of controlling and cleansing stormwater flow so that it does not harm human health, property, or natural resources. Stormwater management often involves measuring the extent of the immediate watershed, calculating how much precipitation might fall during a major storm, and taking steps to direct, capture, and/or control the runoff. Proper stormwater practices reduce potential damage to properties and natural resources due to flooding and erosion and can significantly affect groundwater recharge. The conversion of natural land and topography to residential, commercial, industrial, institutional, and even recreation, results in decreased infiltrations of rainfall and an increased rate and volume of stormwater. As subdivision and land development activity occurs, the increased quantity of stormwater must be properly addressed. Failure to do so can result in greater flooding, stream channel erosion, sedimentation, and reduced groundwater recharge. The provisions for stormwater management in New Garden are contained in the Subdivision and Land Development Ordinance and will need to be updated to emphasize the use of Best Management Practices, groundwater recharge, and National Pollutant Discharge Elimination System (NPDES) Phase II. Stormwater management is covered in more detail in **Chapter 12, Natural Resources Plan**.

- **Monitor municipal stormwater management facilities.**

The Township will need to continually monitor the stormwater lines to ensure proper drainage, flow, and discharge, as well as erosion and sedimentation control. There is currently no Township-wide man-made filtration or holding system in place and stormwater in the Township generally is indirectly discharged into the White and Red Clay Creeks and other small streams. The Township considers groundwater infiltration as a priority for stormwater management and changes to regulations should be made to maximize infiltration over stream discharge to protect groundwater quantity and quality. This is important as many residents continue to rely on private wells for water needs. As a long range alternative, the Township should consider biological or mechanical filtration in order to protect both surface and groundwater quality. Finally, stormwater management standards in the Township Subdivision and Land Development Ordinance will need to be reviewed and updated since the current provisions must come into compliance with NPDES II requirements.

- **Enforce the use of Best Management Practices in stormwater management planning.**

Existing neighborhoods should be examined for stormwater management problems and steps should be taken to rectify any identified problems. Updating and enforcing stormwater management regulations is critical to achieving this recommendation. New development should be strictly scrutinized to incorporate well planned stormwater management systems to reduce the impacts of runoff and promote groundwater recharge through the most applicable techniques. All proposed developments should be consistent with the updated provisions of the Subdivision and Land Development Ordinance, NPDES II requirements, and recommended provisions of the Chester County Water Resources Authority.

Open Space and Recreation Facilities

In 2003, the primary means of recreation in New Garden included the Township park located near the Township building. There is great interest in developing additional recreational facilities, including both parks and trails throughout the Township. Additionally, the preservation of the remaining open space within New Garden is of great concern to Township residents as significant development pressure continues.

- **Continue to develop, maintain, and improve existing parks and recreation programs.**
New Garden should continue to work with the Parks and Recreation Board to develop, maintain, and improve parks and recreation programs that meet the needs of all age groups within the community and continue efforts to ensure New Garden Township Park (Park) is well maintained and accessible to provide a pleasing atmosphere, safety, and appropriate facilities to meet community needs. The Park should be examined on a regular basis for necessary maintenance and improvements. The Parks and Recreation Board should be encouraged to plan for enhancement of the Park and the development of additional parks by researching funding sources and exploring cooperative agreements with adjacent communities to share facilities and programs. New Garden should also continue to define opportunities for intergovernmental cooperation and other partnerships. As part of this effort, the Parks and Recreation Board could address parks, recreation, and open space needs on a regional basis and coordinate future planning endeavors with the Chester County Planning Commission, Chester County Parks and Recreation Department, Brandywine Conservancy, Kennett Consolidated School District, adjacent municipalities, and other public or private agencies. Finally, New Garden should continue to encourage volunteerism with respect to parks and recreation programs to develop a sense of community, increase public awareness, and to utilize the diverse skills, knowledge, and ideas of the local residents.
- **Complete the work of the Open Space Task Force in planning a program for open space preservation.**
The Open Space Task Force was initiated in 2003 to develop a planning program for the preservation of open space within New Garden. The Task Force, with the aid of a planning consultant, continues to develop and refine a planning program that will provide guidance for additional planning measures and implementation. The Township Supervisors, staff, and other boards and commissions should support and communicate with the Open Space Task Force in this initial step towards greater open space preservation.
- **Create a permanent Open Space Committee to implement the recommendations of the above Task Force to protect open space, implement the New Garden Township Open Space and Environmental Resources Plan, and the open space initiatives of this Comprehensive Plan.**
The Township should continue the efforts initiated in the above recommendation by establishing an official permanent body to plan for and protect open space. The guidance provided by the work of the Open Space Task Force should be followed as the initial step in open space protection. The Open Space Committee should also refer to the Township Open Space Plan for additional guidance as well as **Chapter 13, Open Space and Recreation Plan**, and other applicable sections of this Comprehensive Plan as the policy document for the Township.
- **Explore the possibility of a Township senior center.**
The Township should evaluate the need for a Township owned or sponsored senior center. The facility could be located at the Township park or other Township owned property, to facilitate recreation for the increasing number of senior residents. This facility could be used for a variety of purposes aside from being a senior center, including a location for local boy scout and girl scout troops, special events, holiday celebrations, and other multi-purpose uses. Location in the Township park would be ideal to integrate a variety of recreational opportunities in combination with this proposed facility.

NON-MUNICIPAL SERVICES AND FACILITIES

These are facilities and services that are not directly provided or controlled by New Garden Township administration. Recommendations involve coordination with the appropriate entity to achieve positive and fiscally responsible changes within the Township.

Fire Protection

Fire protection is made available to New Garden through a contract with the Avondale Fire Company located in the Borough of Avondale. Volunteers provide fire and rescue services to Avondale Borough, New Garden Township, and portions of London Grove, Franklin, and West Marlborough Townships. The Avondale Ambulance Association utilizing a combination of paid and volunteer personnel provides emergency Medical Service for these areas.

- **The Township should continue to support the Avondale Fire Company and actively monitor and communicate with the Company.**

New Garden should continue to maintain fire protection through contracting with the Avondale Fire Company. The needs of the Township should be assessed and communicated to the Station on a regular basis and changes to the contract made on an annual basis. The Company should be made aware of issues in New Garden, such as new developments within the Township, as well as changes of road names and significant construction. Information such as street widths, the types of units, and turning radii should be communicated. The Township Subdivision and Land Development Ordinance should require that preliminary plans be submitted to the Fire Chief for review. Input from the Chief concerning response issues is vital during the planning phase, particularly for the placement of fire hydrants and turning radii. As of the fall of 2003, the Company was in the process of developing a new fire station, on the border of Avondale and New Garden. The Township should ensure that a representative maintains regular communication with the Company on this issue and attends appropriate meetings while reporting to the Township manager, supervisors, and appropriate boards and commissions.

- **Encourage volunteerism in the Avondale Fire Company.**

Continue to actively support and promote the Avondale Fire Company in Township publications, meetings, festivals, newspapers, and other media; and educate the public on the importance of maintaining an adequate base of volunteers. Information about the Fire Company and the roles and responsibilities of volunteers should be included on the Township's website for potential volunteers.

- **Publicize the efforts of the Avondale Fire Company.**

The Avondale Fire Company provides an essential service to the community and assists community education activities through regular events. These efforts should be acknowledged by publishing a section on the Company in the Township newsletter, local paper, and on the website to inform the public of the response time to emergencies, public education efforts, contributions to the community, and individual efforts of volunteers. The link to the Avondale Fire Company (<http://www.avondalefirecompany.org/>) on the Township's website should be announced to provide basic information and show its efforts and accomplishments, the mission statement of the Company, how to contact the Company, community programs, seasonal information, an organizational chart identifying personnel, response reports, apparatus and general news. In addition, links could be established directly to the Chester County Department of Emergency Services, other fire departments, national fire departments (Firehouse.com), and other emergency response agencies and programs servicing the community. A positive image for the Fire Company and its emergency response initiatives is vital when it is conducting fundraisers or when they perform other duties.

Ambulance Service

Chester County returned control of ambulance territories to local municipalities after February 2000, and ambulance services continues to be of concern to the Township. As of 2003, the Township contracts with the EMS division of the Avondale Fire Company and houses one unit from the Jennersville Medical Center.

- **Continue to contract with the Avondale Fire Company Emergency Medical Service Division (EMS) for ambulance service and maintain additional support by housing a unit from Southern Chester County Emergency Medical Services within the Township.**

The Township should continue to ensure the provision of ambulance service for residents by contracting with the Avondale Fire Company EMS Division. The Township should maintain regular communication with the Division on the adequacy of this service as the Township continues to develop. Additionally, the Township should maintain the practice of housing a unit from the Southern Chester County Emergency Medical Service within the Township to provide advanced life support (ALS) services in conjunction with the Avondale Fire Company which provides basic life support (BLS) services. The link to the Avondale Fire Company on the Township's website provides access to the EMS Division. (<http://www.avondalefirecompany.org/ems.htm>)

Water Supply

A majority of properties in New Garden obtain water from private wells. The primary source of public water service is from the City of Chester Water Authority (CWA) pipeline that traverses the Township in a west-east direction south of Avondale and Toughkenamon. The extension of public water lines is an important consideration for the type and density of development that may occur in the Township. Additionally, due to the high number of residents who rely on private wells, the quality and quantity of groundwater is a concern. The provision of public water as a facility is directly related to the Land Use Plan and the limitation of new wells within resource protection areas within the Land Use Plan through low densities is a goal of this Plan.

- **Coordinate the boundaries of the public water system with the Land Use Plan.**

As with sewage facilities, discouraging the extension of public water lines into areas where development is to be limited is a goal that should be encouraged. Conversely, the extension of water lines into locations of higher density and to promote growth, or to address water quality and quantity problems, should be supported. Water supply lines should be coordinated with the policies and recommendations of the Land Use Plan and with the provision of public sewer lines.

- **Work with the CWA to ensure a potable drinking water supply.**

New Garden should work with the CWA to ensure the public water supply to the Township is of a high quality, safe, clear, dependable, efficient, and meets the needs and demands of the residents. A link on the Township's website to CWA could provide detailed information concerning the system, operations, management, water rates, water quality, and other valuable data and information.

- **Develop a Wellhead Protection Program.**

New Garden should initiate a Wellhead Protection Program to protect and preserve the quality of the groundwater supply. A Wellhead Protection Program is a pollution prevention and management program used to protect groundwater based sources of drinking water. There are usually four (4) parts required for a wellhead protection program; a delineation of a protection area, an inventory of potential sources of contamination, a management plan to mitigate current and prevent future threats to each well, and a contingency plan for dealing with any disruption of service from a well. The Township should work to define a protection area around the wellhead(s), identify potential sources of contamination, and create a management plan and a contingency plan for dealing with any disruption of service from a

well(s). In addition, a good public information program will help to establish and promote the program. If the public and Township officials have an understanding of the adverse health and economic consequences of a contaminated groundwater supply, they will be in a better position to decide how to protect the wellhead and water supply.

- **Protect groundwater resources from large scale water extraction.**

Extraction of large amounts of groundwater is a concern of the Township because of its effect on groundwater supply and the detrimental effects of the exportation of water out of the watersheds from which it is taken with no potential for recharge. The Township should actively monitor the potential for such uses and ensure that proper zoning ordinance provisions are added or amended to prevent the exportation of water from the watersheds within the Township. Water extraction ordinances, well-head protection, and groundwater withdraw ordinances are three measures which may be addressed to protect water resources.

Sewage Treatment

Many of the Township residents rely upon on-lot systems for water supply and wastewater treatment. Public sewer facilities are provided in certain areas of the Township. (See: **Map 11-1**) The New Garden Township Sewer Authority and the Borough of Avondale manage these. In conjunction with water facilities, the extension of sewer facilities has a direct impact in accomplishing the goals of the Land Use Plan because these facilities enable the development and placement of higher intensity uses. The extension of public sewer should be directed to areas established in the Land Use Plan and to remediate failing on-lot septic systems. Additionally, due to the number of individual systems within the Township, it is important to educate residents on the maintenance of these systems as improper maintenance may lead to increased costs and negative groundwater impacts.

- **Coordinate the boundaries of the public sewer system with the land use plan.**

The Township's sewage facilities planning should be closely coordinated with the future land use goals of this Comprehensive Plan. In particular, further extension of public sewer lines into areas being discouraged from development should be avoided if growth boundaries are to be maintained. The Act 537 Sewage Facilities Plan, which establishes how sewage facilities can best be provided to meet anticipated future needs, should be coordinated with the Land Use Plan to establish logical and consistent service areas. **Map 16-1, Land Use Plan**, provides guidance where concentrated development is considered most appropriate and where public sewer service should be either avoided or provided.

A related issue is the reduced groundwater recharge when individual wells are coupled with public sewer. In areas where groundwater levels are of significant concern, the export of water out of those areas via the public sewer lines must be avoided. The Comprehensive Plan policies should provide the overall guidance for Township decisions, including those of the Sewer Authority and sewage facilities planning.

- **Educate residents on the proper maintenance of on-lot septic systems.**

The Township should create a brochure or an addition to the website to educate residents on the proper maintenance of individual on-lot septic systems as well to inform them of Ordinance #103 the Township ordinance requiring regular pumping (every 3-years) of individual septic systems.

- **Adopt a standard for the use of community sewage facilities.**

There are a number of large undeveloped parcels without direct access to the public sewer system. If any of these parcels were to be developed and a connection to the public system is not feasible, consideration should be given to requiring such development to connect to a community type sewage

disposal system. Community type systems allow for tighter development patterns surrounded by areas of open space that might not be possible in areas where public sewer lines are not available. Community systems can also be used to correct problems of on-lot system failures or to allow for their expansion. These facilities should be sized to meet the needs of the specific development or problem to avoid the potential for creating additional sprawl. The standards drafted by the Township should establish a hierarchy of preferred systems with those facilities that promote groundwater recharge (e.g. spray or drip irrigation or community on-lot systems) taking preference over stream discharge systems (e.g. package treatment plants). The Township should also act as a co-permittee on community systems for better management and control of the systems and to reduce the chance of failure due to improper maintenance.

- **Review and update as necessary the Township's Act 537 Plan.**

The current Act 537 Plan (Plan) was adopted by the Township in 1995. It is recommended that 537 Plans be reviewed every five years and be updated as necessary to address future sewage facility needs. The Plan should be re-evaluated to determine the effectiveness of the recommended plan and/or to determine if revisions to the recommended plan should be pursued. Future updates to the Plan should be scheduled in 5-year cycles. The proposed sewer districts established within the Plan should be consistent with the Land Use Plan of this Comprehensive Plan. As part of the Plan, it is recommended that the Township continue to outline in further detail effective policies and programs to manage the review, testing, permitting, and operation of on-site sewage disposal systems within the Township. The Township acquired the Shangri-la sewage treatment plant since the most recent update to the Township 537 Plan, it is important that efforts are made to update the Plan to incorporate this significant addition to the Township facilities that the adopted Plan do not consider as well as to incorporate the policies of this Comprehensive Plan. The Township should also communicate with the Kennett Area Regional Planning Commission about the potential for a Regional Act 537 Plan.

- **Investigate the potential for a regional sewer organization.**

Due to the size of the existing Township sewer system, the potential for future growth of the system, and sewer issues through out the surrounding region, the potential for a regional sewer organization should be investigated. This subject has been broached at the Kennett Area Regional Planning Commission (KARPC) but significant discussion on the topic has not occurred. Increasing costs, management, and complexity of the Township system may eventually lead to some method of reducing the burden on the Township by selling the system, creating a regional authority, or some other means. A regional authority may be the most effective means of managing the system in conjunction with the various other municipal and individual systems throughout the region. The Township should facilitate further discussion at the regional level to continue evaluating the most effective method for managing sewage systems in the future.

Solid Waste

The Pennsylvania Municipal Waste Planning, Recycling, and Reduction Act (Act 101) was enacted in 1988 to deal with issues including sub-standard landfills, landfill capacity, and escalating tipping fees. Since then, costs have stabilized and landfill capacity is less of an immediate concern. Act 101 requires municipalities with a density greater than 300 persons per square mile to institute mandatory curbside recycling.

New Garden is a member of the Southeastern Chester County Refuse Authority (SECCRA) that provides solid waste disposal to southern Chester County municipalities. Individual households contract refuse disposal independently. Based on the 2000 US Census data, the Township has been required to implement a mandatory program. The Township had not previously incorporated any kind of recycling program and was done only on a volunteer basis by township residents with their privately contracted waste haulers.

- **Continue to develop a recycling strategy in compliance with State requirements to serve the needs of the Township.**

The Township should contact the Pennsylvania Department of Environmental Protection to continue steps to implement the mandated Act 101. There are funds available for the planning and implementation of this program.

- **Increase public awareness to and knowledge of the solid waste collection and recycling program.**

New Garden should ensure that residents are aware of and understand the Township's solid waste collection program, its purposes, and recycling requirements; and encourage residents to participate in recycling. The Township should provide information in the Township's newsletter and on the website on solid waste collection and recycling to include: materials accepted; proper handling and disposal, recycled items, pick-up days, disposal fees and monthly collection rates, importance of managing solid waste and recycling, HHW, drop-off locations for other types of materials, and links to other pertinent sites on solid waste management.

- **Explore the feasibility of consolidating solid waste collection.**

Because solid waste collection is contracted by individual households, there is a certain level of inefficiency built into the system. New Garden should consider the economic benefit and added efficiency of providing this service to residents through negotiating and contracting with a single hauler. Township collection may reduce the burden of this issue for residents and provide the Township with additional revenue. The effects on administration of providing this service, the economic benefits, and the overall benefit to the community should be carefully considered. The Township may want to attempt a smaller pilot program to measure the effectiveness before attempting to provide services to the entire Township.

Public Education

New Garden is part of the Kennett Consolidated School District (KCSD) serving New Garden Township, Kennett Township, Kennett Square Borough, and the southeastern corner of East Marlborough Township. It is important for the Township to maintain active communication with the KCSD as district policy changes can significantly influence Township residents. Furthermore, it is important for the school district to be aware of new developments and for the Township to be aware of special events and changes to school operations.

- **Establish regular communication with the KCSD.**

New Garden should have regular communication with the KCSD and/or the adjacent municipalities to facilitate coordination on joint or regional projects. As part of this process, explore grants or other funding sources that can assist the stakeholders with the implementation of certain projects. It is also important that the Township share approved development proposals with the School District so that the District may ensure the provision of adequate educational facilities and the quality of education. Sharing information on proposed developments and the number of new homes will allow the District to anticipate future needs for programs, staffing, equipment and facilities. The School District should be encouraged to coordinate with the Township on relevant issues including bus routes and stops, large events that may require police services, and roadway maintenance or improvements. Bus routes and stops are important concerns to ensure the safety of children. It is important for the Township to be aware of bus stops so that improvements can be made to the transportation system such as sidewalks and crosswalks, to increase safety for school children. Additionally, because of the importance of school taxes to Township residents, it is important for the Supervisors and Township Manager to

regularly communicate with the school district to remain current on issues such as new developments, school initiatives, and safety improvements.

Medical Facilities and Human Services

These types of facilities and services are generally provided on a larger, rather than municipal, scale due to their regional nature and vast expense. While there are no facilities located within the Township, there is no shortage of these types of facilities within the region. Given the current population trends within the Township and the region, the capacity of these services and facilities should continue to be monitored in the future to ensure adequate service is provided.

Emergency Management Disaster Plan

New Garden has developed an Emergency Management Disaster Plan that should be updated every 2 years. The Township, through the Emergency Management Director, should continue to update this Plan on a regular basis and ensure that designated shelter areas, equipment, and supplies can continue to provide assistance to Township residents in case of an emergency.

Library Services

Library services for Township residents are provided by the Chester County Library System. The system was organized in 1965 as a federated system composed of a District Center Library in Exton, sixteen (16) member libraries and a Bookmobile. The library's function and programming is expanding to meet regional educational and community needs. Although there are no public libraries within New Garden, the Bayard Taylor Library, in Kennett Square, is located within close proximity to the Township. New Garden should continue to support and encourage the use of the Bayard Taylor Library and the bookmobile. A link to the Chester County Library System (<http://www.ccls.org>), the Bayard Taylor Library (<http://www.ccls.org/libs/bayard.htm>), and other regional libraries should be provided on the Township's website.