

# Chapter Fourteen

## Implementation Strategies

### INTRODUCTION

The strategies shown in the following tables are a summary of the recommendations described in the preceding plan chapters. The tables include information concerning how and when the recommended strategies should be implemented. The strategies are organized in the same order they are presented in each plan chapter with the corresponding cross-reference number in the first column of the table. Each strategy has been assigned a priority for completion as well as the group or groups who will primarily be responsible for its implementation. The primary method of implementation (ordinance, special study, etc.) is indicated in the last column of the table.

### Timeframe for Completion

The four timeframes for the completion assigned to the implementation strategies should be interpreted as follows:

Immediate: Strategies that should be implemented within the next one to two years. Immediate actions primarily apply to ordinance amendments that can be accomplished relatively quickly, or the first step in a long-term program.

Short-Term: Strategies to be implemented within the next three to five years.

Long-Term: Strategies to be implemented within the next five to ten years or when funding becomes available.

On-going: Strategies that will require a continued effort. The initial action, if not already begun, should be undertaken in the next one to two years. These actions often involve monitoring or the continuation of existing programs.

### Priorities

In addition to the timeframe for completion of the strategy, a priority of high, medium, or low has also been assigned to the strategies. These priorities represent the importance to the Region for initiating and completing various plan recommendations. In general, most high priority items should be completed in an immediate or short-term timeframe. In some cases, a strategy might be considered a high priority, but the timeframe for completion may take place over several years because of the effort involved in its implementation. Strategies that are “on-going” in nature are not assigned a priority, as they represent a continuous effort.

### Responsibility

The group or groups with primary responsibility for implementing a particular strategy is listed under this heading. Generally, the groups that have the most responsibilities assigned to them are the planning commissions (either local or regional), supervisors or borough council, or municipal administration. In some cases, a special task force can be formed consisting of members from one or more of the main groups. In the case of ordinances or comprehensive plans, it is assumed that the governing body must

adopt the proposed plan or ordinance, but primary responsibility is assigned to the planning commission for development of the document. It is important that elected officials of the Region take a leadership role in setting priorities and assigning groups to undertake the tasks outlined in this chapter.

## **Progress Reports**

In order to assess the effectiveness of the plan, KARPC representatives from each member municipality will provide a progress report on the strategies their municipality has implemented to further the goals of the plan. These reports should be provided twice a year at the January and September meetings. At that time, the Regional Planning Commission will reassess what actions should be taken to further the implementation of the plan goals and objectives. An annual progress report will be prepared by the KARPC and provided to each member municipality on plan implementation, both in terms of the Region's actions and those of individual municipalities. The regional comprehensive plan will be re-evaluated and updated by the KARPC as deemed necessary to reflect the current needs and policies of the Region.

## IMPLEMENTATION STRATEGIES

### Future Land Use Plan Recommendations (Chapter Eight)

The actions outlined below serve to implement the land use plan recommendations discussed in detail in Chapter Eight of the Comprehensive Plan. The Land Use Plan recommends an overall land use pattern for the Region. It defines the location of the land use categories, types of uses envisioned for those categories, and outlines the planning techniques that can be used to achieve the primary objectives of each land use category.

Section	Recommendations for Future Land Use	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>8.1</b>	<b>Future Land Use Categories</b>				
8.1.1	Review local comprehensive plans for consistency with general recommendations of the regional land use plan and map (location and land use types) and revise as necessary to achieve consistency between local and regional plans.	Short-term	High	Local planning commissions	Comprehensive Plan
8.1.2	Review local zoning ordinances for significant inconsistencies with regional land use plan and map recommendations and revise as necessary to eliminate conflicts.	Short-term	High	Local planning commissions	Zoning Ordinance
8.1.3	Explore the feasibility of joint zoning and determine whether to pursue this option with two or more member municipalities to achieve the full benefits of cooperative land use planning and regulation.	Long-term	High	KARPC, Local planning commissions and governing bodies	Special meetings, public input and education.
<b>8.2</b>	<b>Planning Techniques</b>				
8.2.1	Implement planning techniques that apply within each future land use category as outlined in Figure 8-1 and as described in Appendix C to implement the goals of the land use plan.	Priority, responsibility, and method of implementation will vary depending on technique. Many techniques are included in the following tables under specific plan sections.			

Section	Recommendations for Future Land Use	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>8.3</b>	<b>Accommodation of Future Growth</b>				
8.3.1	Revise local comprehensive plans, sewage facilities plans, zoning ordinances, and implement other growth management techniques to direct growth into desired areas.	Short-term	High	Local planning commissions and other groups as applicable	Comprehensive Plan, Zoning Ordinance, Subdivision and Land Development Ordinance, Sewage Facilities Plan
8.3.2	Monitor development within future land use categories to determine if growth is occurring in targeted locations and decreasing in areas designated for preservation.	On-going	N/A	KARPC	Regular monitoring of growth within the region (annual or bi-annual report)
8.3.3	Update plan and adjust “growth areas” every five years or as needed to keep the plan current with regional land use policies.	Long-term	Low	KARPC	Regional Comprehensive Plan
<b>8.4</b>	<b>Compatibility with Other Land Use Policies</b>				
8.4.1	Review changes to plans and ordinances for consistency with bordering municipalities and with County land use policies to avoid the creation of conflicting land uses.	On-going	N/A	KARPC, Local planning commissions	During updates to Regional Comprehensive Plans and local plans and ordinances

### Natural Resources Protection Plan Recommendations (Chapter Nine)

The strategies outlined below are intended to implement the natural resource protection measures identified in Chapter Nine of the Comprehensive Plan. The majority of the immediate actions listed below relate to the development of consistent model resource protection standards by the Kennett Region, to be adopted on an individual basis by each participating municipality. If multi-municipal zoning were to be implemented, these would be included in the joint zoning ordinance. If adopted and enforced uniformly, these resource protection standards can preserve the Region’s most valued natural features whether or not multi-municipal zoning is implemented.

Section	Recommendations for Natural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>9.1</b>	<b>Consistency of Resource Protection Measures</b>				
9.1.1	Implement consistent resource protection standards throughout the Region to achieve the maximum protection of sensitive environmental resources. Enforce these measures consistently throughout the Region. (Specific protection measures are outlined below in Sections 9.2 and 9.3.)	Immediate	High	KARPC (coordinates development of model ordinances) Local municipalities (adopt ordinance revisions)	Zoning Ordinance, Subdivision and Land Development Ordinance
9.1.2	Use plans and ordinances to direct intensive development away from concentrated areas of sensitive resources to reduce and prevent negative impacts on these resources.	Short-term	Medium	Local planning commissions, municipal engineer	Comprehensive plans, Sewage Facilities (Act 537) Plans, Zoning and Subdivision Ordinances
<b>9.2</b>	<b>Water Resources</b>				
9.2.1	Implement applicable recommendations of the Christina River Basin Study to better protect the water resources of the Region and beyond (primarily involve revisions to land use ordinances).	Immediate/ Short-term	High/ Medium	KARPC (for ordinance resource protection language), Local municipalities adopt	Zoning Ordinance, Subdivision and Land Development Ordinance
9.2.2	Monitor progress and recommendations of the Chester County Water Resources Management Plan to stay aware of potential impacts of the plan’s recommendations for the Region.	On-going (until plan is completed)	N/A	KARPC	Contact with Chester County Water Resources Authority; Attend public meetings on proposed plan

Section	Recommendations for Natural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
9.2.3	Adopt Best Management Practices for stormwater management throughout the Region to more effectively protect water resources. Implement BMP's for the mushroom industry where appropriate.	On-going	N/A	Local planning commissions, municipal engineers	Subdivision and Land Development Ordinance
9.2.4	Use the erosion and sedimentation control review service offered by the Chester County Conservation District to reduce loss of soil and protect water quality.	On-going	N/A	Local planning commissions, municipal engineers	Contact with Chester County Conservation District; participate in memorandum of understanding
9.2.5	Adopt riparian buffer protection standards on a regional basis to more effectively protect stream water quality.	Immediate	High	KARPC (develop model ordinance language), Local municipalities adopt	Zoning Ordinance
9.2.6	Adopt a consistent floodplain definition (which includes alluvial soils) to provide the same level of floodplain protection throughout the Region.	Immediate	High	KARPC (develop definition), Local municipalities adopt	Zoning Ordinance
9.2.7	Adopt regionally consistent standards for wetland and wetland margin protection; require both wetlands and hydric soils to be identified on subdivision plans to ensure their protection.	Immediate	High	KARPC (model language), Local municipalities adopt	Zoning Ordinance, Subdivision and Land Development Ordinance
9.2.8	Adopt comprehensive set of measures for the protection of headwaters; Investigate a more detailed mapping of first order streams and headwater areas to better protect this valuable water resource.	Immediate/ Short-term	High/ Medium	KARPC (model language, mapping), Local municipalities adopt	Zoning Ordinance, Subdivision and Land Development Ordinance, special project (mapping)
9.2.9	Enact groundwater protection measures for carbonate geology wherever applicable; Implement wellhead/source water protection zones to protect community water supplies from potential contaminants.	Immediate/ Short-term	High/ Medium	Local planning commissions as applicable to each municipality	Zoning Ordinance

Section	Recommendations for Natural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
9.2.10	Develop and adopt water withdrawal ordinance to limit the export of water from the region. (See 12.2.2)	Immediate	High	KARPC (model language), Local municipalities adopt	Subdivision and Land Development Ordinance
9.2.11	Consider conducting a “water resources sustainability” assessment on a watershed basis to support other water resource protection measures.	Short-term	Medium	KARPC	Special Study
9.2.12	Where applicable, use the Red Clay Valley Association’s groundwater flow model to evaluate proposed subdivisions and land developments.	On-going	N/A	Local planning commissions	Contact with Red Clay Valley Association; use of computer model
9.2.13	Review parking and impervious surface standards to ensure excessive impervious surfaces and run-off are not created.	Immediate	High	Local planning commissions or KARPC	Zoning Ordinance
9.2.14	Support sewage treatment methods that promote groundwater recharge to protect groundwater supplies and reduce its export.	Short-term	Medium	Local planning commissions, municipal engineer	Sewage Facilities Plan
<b>9.3</b>	<b>Land and Biotic Resources</b>				
9.3.1	Adopt specific and consistent steep slope protection measures and require their identification on development plans to allow better enforcement of the standards; Adopt measures that minimize erosion on disturbed slopes to reduce soil loss and prevent sedimentation of streams.	Immediate	High	KARPC (model language), Local municipalities adopt	Zoning Ordinance, Subdivision and Land Development Ordinance
9.3.2	Adopt an integrated program of resource protection measures and open space preservation options to promote natural diversity.	Immediate	High	KARPC (model language), Local municipalities adopt	Zoning Ordinance, Subdivision and Land Development Ordinance
9.3.3	Create a regional inventory of important habitat areas to target for preservation.	Short-term	Medium	KARPC	Special Study

Section	Recommendations for Natural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
9.3.4	Adopt woodland protection standards that both limit total disturbance of woodlands and protect preserved trees during the construction phase; Consider implementing protection standards for hedgerows to preserve this important plant and wildlife habitat.	Immediate	High	KARPC (model language), Local municipalities adopt	Zoning Ordinance
9.3.5	Encourage the use of native plant species in landscaping ordinances to promote continued natural diversity; Prohibit the use of exotic, invasive plant species in landscape plans that threaten native species.	Immediate	High	KARPC (model language), Local municipalities	Subdivision and Land Development Ordinance
<b>9.4</b>	<b>Other Protection Measures</b>				
9.4.1	Promote coordination and communication between the Region’s land trusts so that these groups can learn from each others experience; Distribute information on the full range of open space preservation options to make landowners aware of available choices.	On-going	N/A	KARPC, Local land trusts, municipal administration	Coordinate meetings with land trusts, public educational forums, municipal newsletters, or special publications
9.4.2	Make educational material on the importance and benefits of protecting natural resources on an individual and region-wide basis available to the Region’s residents so that they can support and assist with the protection of valuable resources.	On-going	N/A	KARPC, Local planning commissions, municipal administration	Municipal newsletters; Information centers at municipal buildings

## Cultural Resources Protection Plan Recommendations (Chapter Ten)

The strategies listed below are intended to implement the recommendations for cultural resource protection discussed in Chapter Ten of the Comprehensive Plan. These protection strategies use a variety of implementation methods including special studies, public education, and ordinance amendments. In addition, many of the actions rely on local planning and historical commissions for their implementation.

Section	Recommendations for Cultural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>10.1</b>	<b>Historic Resource Protection</b>				
10.1.1	Undertake a comprehensive survey of historic resources to provide a regional inventory of resources.	Long-term	Medium	KARPC, Local historic commissions	Special Study (using open space plan inventories as a base)
10.1.2	Invite public involvement and participation in historic preservation efforts to foster civic pride and increase awareness of historic preservation issues and benefits	On-going	N/A	Local historic commissions, municipal administration, KARPC (educational forums)	Public educational forums, newspapers, newsletters, bulletins, educational programs, speakers, and special events
10.1.3	Suggest nominations of qualified resources to the National Register of Historic Places to recognize and protect these sites.	On-going	N/A	Local historic commissions	Complete survey and nomination process as required by the Pennsylvania Historic and Museum Commission
10.1.4	Establish Certified (Act 167) Local Historic Districts to protect identified historic resources.	Short-term	Medium	Local historic commissions, local planning commissions	Complete certification process through the Pennsylvania Historic and Museum Commission
10.1.5	Establish Certified Local Governments to provide additional options for the protection of historic resources.	Short-term	Medium	Local historic commissions, supervisors/ council	Complete certification process through the Pennsylvania Historic and Museum Commission
10.1.6	Adopt historic protection zoning or overlay district to provide additional protection and manage design and development in the district.	Short-term	Medium	Local historic commissions, local planning commission	Zoning Ordinance

Section	Recommendations for Cultural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
10.1.7	Encourage private historic protection measures by providing information on incentives to property owners.	On-going	N/A	Local historic commissions, municipal administration, KARPC (educational forums)	Public educational forums, newspapers, newsletters, bulletins, educational programs, speakers, and special events
<b>10.2</b>	<b>Economic Development Potential</b>				
10.2.1	Encourage adaptive reuse and appropriate conversion of buildings to maintain the economic viability of older buildings.	Immediate	High	Local planning commission	Zoning Ordinance
10.2.2	Encourage infill development where appropriate, to reduce sprawl and utilize available resources in established neighborhoods.	Immediate	High	Local planning commission	Zoning Ordinance
10.2.3	Explore the historic protection and economic development opportunities provided by the Main Street Program for Kennett Square.	Immediate	High	Borough council, planning commission, revitalization committee	Apply for program grant through the Department of Community and Economic Development
<b>10.3</b>	<b>Scenic and Open Space Resource Protection</b>				
10.3.1	Establish Scenic Resource Protection standards to extend maximum protection to these resources.	Long-term	Low	KARPC (model language), Local municipalities adopt	Zoning Ordinance
10.3.2	Protect scenic and open space resources through the adoption of consistent natural resource protection measures recommended in Section 9.0.	See recommendations in 9.1 to 9.4			

Section	Recommendations for Cultural Resources	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
10.3.3	Increase public awareness of the need to protect scenic and open space corridors through education initiatives to promote understanding of and provide support for protection programs.	On-going	N/A	KARPC (educational forums), local planning commissions, and municipal administration	Public educational forums, newspapers, newsletters, bulletins, educational programs, speakers, and special events
<b>10.4</b>	<b>Key Resource Protection on Regional Level</b>				
10.4.1	Create a Regional Cultural Resources Inventory to identify and protect these resources.	Short-term	Medium	KARPC, local historic commissions, chambers of commerce, tourism groups, etc.	Special Study
10.4.2	Require appropriate names for new developments and streets to foster the cultural and historic aspect of the community.	On-going	N/A	Local planning commissions and historic commissions	Subdivision Review, Subdivision and Land Development Ordinance

## Transportation and Circulation Plan Recommendations (Chapter Eleven)

The strategies outlined below are intended to implement the recommendations for transportation and circulation discussed in Chapter Eleven of the Comprehensive Plan. Because factors influencing traffic and circulation often transcend municipal boundaries, addressing transportation issues at a regional or multi-municipal level has great potential as an effective planning strategy. A major emphasis of the plan is to work cooperatively to develop a consistent classification system for roads within the Region. Another important strategy is identifying road improvement projects that are of regional importance and pursuing state funding with the support of the Region. A regional transportation study to guide future transportation decisions could also be of great benefit to the Region.

Section	Recommendations for Transportation	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>11.1</b>	<b>Regional Functional Classification System</b>				
11.1.1	Adopt a consistent regional classification of roads based on their function to better facilitate regional transportation planning. Local roads should be further classified, at the municipal level, to reflect their various functions and impacts on land use.	Immediate	High	Local planning commissions using KARPC recommendations	Comprehensive Plan, Subdivision and Land Development Ordinance
11.1.2	Identify and adopt the appropriate design standards for each functional class of roads.	Immediate	High	Local planning commissions	Subdivision and Land Development Ordinance
11.1.3	Require developers to submit access management plans for proposed developments on major roads to protect the functioning and safety of the roadway; Adopt access overlay districts for major roads and coordinate with adjacent municipalities. (See also 11.1.7)	Short-term	Medium	Local planning commissions, (KARPC could develop model language)	Subdivision and Land Development Ordinance (plan submission requirements), Zoning Ordinance (overlay district)
11.1.4	Integrate land use ordinances, land use planning, and transportation and circulation planning to reduce conflicts between land uses and capacity of abutting roadways.	On-going	N/A	Local planning commissions	Comprehensive Plan, Zoning Ordinance, Subdivision and Land Development Ordinance
11.1.5	Evaluate the impact of existing zoning ordinances and permitted land uses on the road network to determine if zoning revisions are warranted.	Short-term	Medium	Local planning commissions	Special Study or as part of Comprehensive Plan updates, Zoning Ordinance amendments as needed

Section	Recommendations for Transportation	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
11.1.6	Conduct a Regional Transportation Study including regional corridors to guide and coordinate development and future transportation decisions; Conduct or update existing municipal traffic studies and corridor studies and determine their impacts on ordinances. (See also 11.1.3)	Short-term	High	KARPC (regional study), local planning commissions (updates to existing studies)	Special Study undertaken with assistance of traffic consultant
<b>11.2</b>	<b>Regional Transportation Study</b>				
11.2.1	Prepare a Regional Transportation Study to identify all improvement projects in the Region and develop a list of prioritized regional improvement projects. Pursue funding possibilities, individually or collectively, for the prioritized projects.	Short-term/ On-going	Medium	KARPC, municipal administration	Special Study, coordination with Chester County Planning Commission (CCPC) for the PennDOT 12-Year Program
<b>11.3</b>	<b>Non-Vehicular and Alternative Forms of Transportation</b>				
11.3.1	Produce a regional level Bicycle and Pedestrian Trip Generator Study; Develop a Bicycle and Pedestrian Circulation Plan based on the above study which would link the various amenities and trip generators of the Region, including parks, educational facilities and other recreational facilities.	Long-term	Low	KARPC	Special Study, coordination with Chester County Cycling Committee and CCPC for already available information on “trip generators” and potential bike networks
11.3.2	Work with potential developers to provide and preserve trails to achieve the goals of the Bicycle and Pedestrian Circulation Plan.	On-going	N/A	Local planning commissions	Amend Open Space or Comprehensive Plans to support initiative, Subdivision and Land Development Ordinance, Subdivision Review Process
11.3.3	Develop provisions to require walkways within and adjacent to the Borough where they can be connected to the existing pedestrian system.	Short-term	Medium	Local planning commissions	Subdivision and Land Development Ordinance
11.3.4	Monitor public interest and demand for public transit and cooperate with appropriate agencies that would provide service to the Region.	On-going	N/A	KARPC, municipal administration	Cooperation with PennDOT, SEPTA and other agencies.

Section	Recommendations for Transportation	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>11.4</b>	<b>Regional Strategies to Increase Carrying Capacity</b>				
11.4.1	Determine the roadway connections to provide the north-south and east-west connections to alleviate congestion on local roads.	Short-term	Low	KARPC, local planning commissions	Regional Transportation Study, Comprehensive Plans and Subdivision and Land Development Ordinance

## Community Facilities and Services Recommendations (Chapter Twelve)

The following strategies serve to implement the recommendations for the full range of community facilities and services outlined in Chapter Twelve of the Comprehensive Plan. These recommendations would be implemented by a wide variety of methods including revisions to sewage facilities plans, ordinance amendments, and the creation of special programs or studies. A major goal of many of the recommendations is to provide facilities and services in the Region by the most effective and efficient means possible. Another goal, such as in the case of water and sewage service provision, is to ensure that areas appropriate for growth have the necessary infrastructure and avoiding the extension of these services into areas targeted for preservation.

Section	Recommendations for Community Facilities	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>12.1</b>	<b>Sewage Facilities</b>				
12.1.1	Coordinate extension of sewage lines with the future land use plan to help guide growth to appropriate areas.	On-going	N/A	Local planning commissions, municipal engineers	Comprehensive Plan, Sewage Facilities Plan
12.1.2	Consider multi-municipal provision of sewage facilities and regional wastewater authorities to facilitate more efficient and coordinated provision of these services.	Long-term	High	KARPC, Local municipalities and engineers, sewage authorities	Sewage Facilities Plan, Mutual discussion and coordination between cooperating municipalities
12.1.3	Allow community sewage systems to accommodate cluster or village development; allow the use of pumping stations for extensions of public sewer to these areas if feasible and appropriate in terms of not encouraging growth in areas targeted for preservation.	Immediate	High	Local planning commissions, municipal engineers	Subdivision and Land Development Ordinance, Sewage Facilities Plan
12.1.4	Allow individual sewage systems in open space if a superior subdivision design can be achieved	Immediate	High	Local planning commissions, municipal engineers	Subdivision and Land Development Ordinance, Sewage Facilities Plan
12.1.5	Consider implementing municipal management programs for individual sewage systems to ensure they are properly maintained and to protect groundwater quality.	Short-term	Medium	Municipal administration	Special program

Section	Recommendations for Community Facilities	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
12.1.6	Support sewage facilities that promote groundwater recharge to protect groundwater supplies.	Short-term	Medium	Local planning commissions, municipal engineers	Sewage Facilities Plan
<b>12.2</b>	<b>Water Facilities</b>				
12.2.1	Implement Chapter 9 recommendations for ground and surface water protection to protect water supplies; Establish methods that promote groundwater recharge as the preferred sewage and stormwater management systems (9.2.14).	See Recommendations in 9.2			
12.2.2	Establish a regional “water withdrawal ordinance” to protect the groundwater supply and discourage exporting water from the Region. (See 9.2.10)	Immediate	High	KARPC (model language), Local municipalities adopt	Subdivision and Land Development Ordinance
12.2.3	Discourage public water lines into areas targeted for preservation (i.e. Rural Community).	Short-term	Medium	Local planning commissions	Comprehensive Plan
<b>12.3</b>	<b>Solid Waste Disposal</b>				
12.3.1	Explore possibility of multi-municipal contracting with a single hauler for waste disposal and recycling to provide more efficient service to residents. Examine options for coordinating household chemical waste collection throughout the Region.	Short-term	Medium	KARPC, municipal administrations	Special Study
<b>12.4</b>	<b>Police Coverage</b>				
12.4.1	Monitor state police staffing levels and report on findings to appropriate agencies to ensure the necessary level of protection.	On-going	N/A	KARPC	Periodic monitoring and report on staffing levels
12.4.2	Determine ways to improve effectiveness of false alarm ordinance; consider adopting on a region-wide basis to reduce the number of false alarms and unnecessary police responses.	Short-term	Medium	KARPC (develop model based on Kennett Township’s)	Special Ordinance

Section	Recommendations for Community Facilities	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
12.4.3	Implement region-wide Town Watch program to supplement police coverage.	Long-term	Low	KARPC in cooperation with local municipalities	Special Program, organize initial meetings to develop program
<b>12.5</b>	<b>Fire and Ambulance Coverage</b>				
12.5.1	Determine if fire companies want approved subdivision and land development information to allow more effective response to emergencies. Promote inter-municipal coordination and cooperation to ensure adequate fire protection coverage.	Immediate	High	KARPC, Local planning commissions	Contact fire companies to determine need, issue quarterly reports
12.5.2	The ambulance coverage situation should continue to be monitored by the Region's municipalities to ensure that adequate emergency services are available to residents.	On-going	N/A	KARPC, supervisors/ council	Coordination and contact with County Emergency Services Administration and local ambulance companies.
<b>12.6</b>	<b>Library</b>				
12.6.1	Create a regional library consortium to examine appropriate funding and support of library services.	Short-term	Medium	KARPC, Library administration	Assist in initial organization of library consortium
<b>12.7</b>	<b>Schools</b>				
12.7.1	Meet routinely with school districts to share information of mutual interest.	On-going	N/A	Municipalities in respective districts, school administration	Contact school districts, Organize initial meetings.
12.7.2	Support the concept of neighborhood schools, particularly at the elementary school level.	On-going	N/A	Municipalities in respective districts, school administration	Comprehensive Plan policies, communication with school administration (see above)
<b>12.8</b>	<b>Recreational Facilities</b>				
12.8.1	Complete a comprehensive inventory of recreational facilities to identify duplication of efforts.	Short-term	Medium	KARPC and Recreation Commissions	Special Study (see also 12.8.2)
12.8.2	Consider creation of regional recreational consortium to pool resources and more effectively provide recreation programs.	Long-term	Medium	KARPC and Recreation Commissions	Organize and coordinate initial meetings

Section	Recommendations for Community Facilities	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
12.8.3	Map existing and proposed trails to coordinate regional greenways/trail system.	Long-term	Medium	KARPC	Special Study
12.8.4	Continue to plan for and acquire park land and develop recreational facilities in accordance with the recommendations of adopted municipal Park, Recreation, and Open Space Plans.	On-going	N/A	Local Municipalities and Recreation Commissions	Municipal Open Space Plans, explore grants and funding for land acquisition and facilities.
<b>12.9</b>	<b>Cooperative Purchases</b>				
12.9.1	Examine areas other than road maintenance where cooperative purchases or shared services could result in cost savings and greater efficiencies.	On-going	N/A	KARPC, Municipal administrations	Special Study or on-going monitoring and contact with municipal administrations.

### Housing Plan Recommendations (Chapter Thirteen)

The strategies shown below are intended to implement the housing recommendations of Chapter Thirteen of the Comprehensive Plan. The primary intent of these actions is to address housing issues relating to affordability, fair share obligations, the conservation of neighborhood character, and farm worker housing. While some actions can be implemented locally through ordinance revisions, others require further study by the Region, public education efforts, or working cooperatively with housing related groups.

Section	Recommendations for Housing	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
<b>13.1</b>	<b>Housing Affordability</b>				
13.1.1	Assist in educational efforts that focus on the need for affordable housing to help reduce opposition to moderately priced development.	On-going	N/A	KARPC, Housing groups	Special meetings, Educational Forums, newsletters
13.1.2	Modify zoning regulations that serve to inhibit affordable housing development or redevelopment throughout the Region.	Short-term	High	Local planning commissions	Zoning Ordinance
13.1.3	Ensure that provisions are in place to facilitate development of elderly housing.	Short-term	Medium	Local planning commissions	Zoning Ordinance
<b>13.2</b>	<b>Farm Worker Housing</b>				
13.2.1	Support the efforts of non-profit organizations in developing mushroom farm worker housing to meet this need in appropriate areas.	On-going	N/A	KARPC, Local municipalities	Consider individual requests by non-profits and support initiatives as appropriate
13.2.2	Encourage mushroom industry leaders to accept greater responsibility in addressing housing needs for farm workers and to cooperate with local municipalities to resolve industry-related problems.	On-going	N/A	KARPC, Local municipalities	Continued communication with mushroom growers
13.2.3	Review zoning regulations affecting the provision of on-site farm worker housing and revise as needed to allow for appropriate on-site housing for farm workers.	Immediate	High	KARPC	Special Study, Zoning Ordinance amendments as appropriate

Section	Recommendations for Housing	Timeframe for Completion	Priorities	Responsibility	Method of Implementation
13.2.4	Support the New Garden Township strategies aimed at increasing affordable housing opportunities in Toughkenamon; determine if these strategies could be applied elsewhere in the Region to address affordable housing needs.	On-going	N/A	KARPC	Provide letters of support for grants or other initiatives as requested; special study.
<b>13.3</b>	<b>Fair Share Obligations</b>				
13.3.1	Undertake or update municipal fair share analysis and ensure that adequate developable land is zoned for a full range of housing unit types.	Short-term	High	Local planning commissions	Special Study or element of Comprehensive Plan Update; Zoning Ordinance revisions based on results of Fair Share Analysis
13.3.2	Allow for a wider range of housing alternatives in single-family residential districts to provide for more housing options in the Region.	Short-term	Medium	Local planning commissions	Zoning Ordinance
13.3.4	Consider multi-municipal zoning in order to address fair share obligations on a regional basis.	Long-term	High	KARPC	Joint Zoning Ordinance
<b>13.4</b>	<b>Neighborhood Conservation</b>				
13.4.1	Strengthen municipal provisions that regulate the manner in which buildings are converted to other uses to protect neighborhood character.	Short-term	High	Local planning commissions	Zoning Ordinance (conversion standards)
13.4.2	Encourage housing rehabilitation in declining neighborhoods to encourage revitalization of these areas.	On-going	N/A	Municipal administration, code enforcement officers	Pursue grants, provide information to public on re-hab programs, enforcement of building codes
13.4.3	Allow for greater flexibility in the use of historic structures. (e.g., bed & breakfasts, etc.) to foster historic preservation.	Short-term	Medium	Local planning commissions and historical commission	Zoning Ordinance
13.4.4	Strengthen and update building and maintenance codes to help maintain neighborhood infrastructure.	On-going	N/A	Municipal administration, code enforcement officers	Building Codes

<b>Section</b>	<b>Recommendations for Housing</b>	<b>Timeframe for Completion</b>	<b>Priorities</b>	<b>Responsibility</b>	<b>Method of Implementation</b>
13.4.5	Adopt a rental housing inspection ordinance to ensure that rental units are properly maintained and meet housing codes.	Short-term	High	Municipal administration, code enforcement officers	Special Ordinance